



## ORDINARY COUNCIL MEETING

### NOTICE OF MEETING

To: Mayor Jan-Claire Wisdom

Councillor Kirrilee Boyd
Councillor Adrian Cheater
Councillor Nathan Daniell
Councillor Chris Grant
Councillor Malcolm Herrmann
Councillor Lucy Huxter
Councillor Leith Mudge
Councillor Mark Osterstock
Councillor Kirsty Parkin
Vacant
Vacant
Vacant

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

**Tuesday 22 July 2025**  
**6.30pm**  
**63 Mt Barker Road Stirling**

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

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

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



## **ORDINARY COUNCIL MEETING**

**AGENDA FOR MEETING**  
**Tuesday 22 July 2025**  
**6.30pm**  
**63 Mt Barker Road Stirling**

### **ORDER OF BUSINESS**

**1. COMMENCEMENT**

**2. OPENING STATEMENT**

**2.1. Acknowledgement of Country**

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

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

**3. APOLOGIES/LEAVE OF ABSENCE**

**3.1. Apology**

**3.2. Leave of Absence**

**3.2.1. Mayor Jan-Claire Wisdom - 11 March 2025 to 10 September 2025 - approved 11 March 2025**

**3.2.2. Cr Kirrilee Boyd - 30 June 2025 to 31 July 2025 – approved 30 June 2025**

**3.3. Absent**

**4. MINUTES OF PREVIOUS MEETINGS**

Council Meeting – 8 July 2025

*That the minutes of the ordinary meeting held on 8 July 2025 as supplied, be confirmed as an accurate record of the proceedings of that meeting.*

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

**6. MAYOR'S OPENING REMARKS**

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

- 7.1. Questions Adjourned  
Nil
- 7.2. Questions Lying on the Table  
Nil

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

- 8.1. Petitions
- 8.2. Deputations
  - 8.2.1. Adelaide Hills Hawks – Warren Ortmann
- 8.3. Public Forum

**9. PRESENTATIONS (by exception)**

Nil

**10. QUESTIONS ON NOTICE**

- 10.1. Potable Water Shortages – Cr Adrian Cheater
  - 1. *What actions or initiatives are the Council considering to address potable water shortages in the Adelaide Hills Council over the coming year, given the anticipated 2025 impacts of low rainfall?*
  - 2. *Has the Council engaged with relevant state government bodies to identify service delivery or support opportunities should such impacts occur through 2026 and beyond?*
- 10.2. Illegal Dams – Cr Adrian Cheater
  - Could the administration provide details on the number of illegal dams identified by the Hills and Fleurieu Landscape Board within the Adelaide Hills Council?*
  - Additionally, does the Council possess any authority to address this issue beyond the jurisdiction of State Government authorities?*

**11. MOTIONS ON NOTICE**

Nil

**12. ADMINISTRATION REPORTS – DECISION ITEMS**

- 12.1. Feedback on draft South Australian Waste Strategy 2025-2030
  - 1. *That the report be received and noted.*
  - 2. *That Council provide a submission into the draft South Australian Waste Strategy 2025-2030 as contained within Appendix 2 and 3.*
  - 3. *That the Chief Executive Officer be authorised to finalise the response, including making any minor changes not affecting the substantive nature of the response, and submit it on Council's behalf.*

- 12.2. Road Naming - Mount Torrens Road, Lobethal – Naming of Juniper Lane Private Road
1. *That the Road Naming – Mount Torrens Road, Lobethal – Naming of Juniper Lane Private Road report be received and noted.*
  2. *Endorse the naming of the unnamed private road to “Juniper Lane” and per the Public Place and Road Naming policy.*
- 12.3. Proposed CEO Key Performance Indicators
1. *That the report be received and noted.*
  2. *To adopt the proposed CEO Key Performance Indicators in Appendix 1 for the 2025-26 financial year.*
- 12.4. Realigning the CEO Performance Review Timing
1. *That the Realigning the CEO PRP Review report be received and noted.*
  2. *To note a full Performance Review was undertaken in March 2025.*
  3. *To note that clause 17.1 of the Chief Executive Officer’s Employment Agreement requires that the Chief Executive Officer participate in annual and/or periodic performance reviews.*
  4. *To note that clause 17.3 of the Chief Executive Officer’s Employment Agreement requires that performance is assessed within 3 months of the end of each financial year of the Term.*
  5. *To note that section 102A of the Local Government Act 1999 requires Council to review the performance of its Chief Executive Officer at least once in each year that the Chief Executive Officer holds office.*
  6. *That the CEO provide the CEO PRP an update against the CEO Key Performance Indicators in October 2025 and April 2026 and a progress report against the KPIs in January 2026.*
  7. *To conduct a full KPI and KRA Performance Review in July 2026.*
- 12.5. CEO Performance Review Panel Independent Member Recruitment  
Decision 1 [\(required if one candidate per position indicates intention to nominate\)](#)
1. *That the report be received and noted.*
  2. *To defer appointment of the Presiding Member of the CEO Performance Review Panel until after the Independent Member appointment is finalised.*
  3. *To undertake a recruitment process for the selection of one Independent Member for the CEO Performance Review Panel, with the term commencing prior to 15 October 2025.*
  4. *To appoint \_\_\_\_\_, \_\_\_\_\_ and the Director of Corporate Services (or delegates) as members of the CEO Performance Review Panel Independent Member Selection Panel.*



Decision 2 (required if more than one candidate per position indicates intention to nominate)

1. That the report be received and noted
2. To defer appointment of the Presiding Member of the CEO Performance Review Panel until after the Independent Member appointment is finalised.
3. To undertake a recruitment process for the selection of one Independent Member for the CEO Performance Review Panel, with the term commencing prior to 15 October 2025.
4. To determine that the method of selecting the CEO Performance Review Panel Independent Member Selection Panel be by an indicative vote to determine the preferred person(s) utilising the process set out in this Agenda report.
5. To adjourn the Council meeting for the purposes of seeking nominations for and, if necessary, conducting an indicative vote to determine the preferred persons for CEO Performance Review Panel Independent Member Selection Panel and for the meeting to resume once the results of the indicative voting has been declared.

Decision 3 (required if meeting adjourned)

1. To appoint \_\_\_\_\_, \_\_\_\_\_ and the Director of Corporate Services (or delegates) as members of the CEO Performance Review Panel Independent Member Selection Panel.

**13. ADMINISTRATION REPORTS – INFORMATION ITEMS**

Nil

**14. CORRESPONDENCE FOR NOTING**

Nil

**15. QUESTIONS WITHOUT NOTICE**

**16. MOTIONS WITHOUT NOTICE**

**17. REPORTS**

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

**18. REPORTS OF COMMITTEES**

- 18.1. Council Assessment Panel – 9 July 2025  
*That the minutes of the CAP meeting held on 9 July 2025 as supplied, be received and noted.*
- 18.2. Audit Committee  
Nil
- 18.3. CEO Performance Review Panel – 9 July 2025  
*That the minutes of the CEO Performance Review Panel meeting held on 9 July 2025 as supplied, be received and noted.*
- 18.4. Boundary Change Committee  
Nil

**19. CONFIDENTIAL ITEMS**

- 19.1 Planning Policy Matter

**20. NEXT MEETING**

Tuesday 12 August 2025, 6.30pm, 63 Mt Barker Road, Stirling

**21. CLOSE MEETING**

# Council Meetings, Information and Briefing Sessions, CAP and Committee Meetings for 2025

DATE	TYPE	LOCATION	MINUTE TAKER
<b>JANUARY 2025</b>			
Wednesday 15 January	CAP	Stirling	TBA
Tuesday 28 January	Ordinary Council	Stirling	Skye Ludzay
<b>FEBRUARY 2025</b>			
Monday 3 February	Workshop	Woodside	N/A
Tuesday 11 February	Ordinary Council	Stirling	Rebekah Lyons
Wednesday 12 February	CAP	Stirling	TBA
Monday 17 February	Audit Committee	Stirling	Lauren Jak
Tuesday 18 February	Professional Development	Stirling	N/A
Tuesday 25 February	Ordinary Council	Stirling	Skye Ludzay
<b>MARCH 2025</b>			
Monday 3 March	Workshop	Woodside	N/A
Tuesday 11 March	Ordinary Council	Stirling	Rebekah Lyons
Wednesday 12 March	CAP	Stirling	TBA
Tuesday 18 March	Professional Development	Stirling	N/A
Saturday 22 March	Workshop	Stirling	N/A
Tuesday 25 March	Ordinary Council	Stirling	Skye Ludzay
Wednesday 26 March	CEO PRP	Stirling	Zoë Gill
<b>APRIL 2025</b>			
Wednesday 2 April	CEO PRP	Stirling	Zoë Gill
Monday 7 April	Workshop	Woodside	N/A
Tuesday 8 April	Ordinary Council	Stirling	Rebekah Lyons
Wednesday 9 April	CAP	Stirling	TBA
Monday 14 April	Audit Committee	Stirling	Lauren Jak
Tuesday 15 April	Professional Development	Stirling	N/A
Tuesday 15 April	Boundary Change Committee	Stirling	Georgie McKeon
Wednesday 16 April	CEO PRP	Stirling	Zoë Gill
Tuesday 22 April	Ordinary Council	Stirling	Skye Ludzay
<b>MAY 2025</b>			
Monday 5 May	Workshop	Woodside	N/A
Tuesday 13 May	Ordinary Council	Stirling	Skye Ludzay
Wednesday 14 May	CAP	Stirling	TBA
Monday 19 May	Audit Committee	Stirling	Lauren Jak
Tuesday 20 May	Professional Development	Stirling	N/A
Tuesday 27 May	Ordinary Council	Stirling	Brittany Priwer
<b>JUNE 2025</b>			
Monday 2 June	Workshop	Woodside	N/A
Tuesday 10 June	Ordinary Council	Stirling	Skye Ludzay
Wednesday 11 June	CAP	Stirling	TBA
Tuesday 17 June	Professional Development	Stirling	N/A
Tuesday 24 June	Ordinary Council	Stirling	Brittany Priwer
Wednesday 25 June	CEO PRP	Stirling	Zoë Gill
<b>JULY 2025</b>			

DATE	TYPE	LOCATION	MINUTE TAKER
Monday 7 July	Workshop	Woodside	N/A
Tuesday 8 July	Ordinary Council	Stirling	Skye Ludzay
Wednesday 9 July	CAP	Stirling	TBA
Tuesday 15 July	Professional Development	Stirling	N/A
Tuesday 22 July	Ordinary Council	Stirling	Brittany Priwer
<b>AUGUST 2025</b>			
Monday 4 August	Workshop	Woodside	N/A
Tuesday 12 August	Ordinary Council	Stirling	Skye Ludzay
Wednesday 13 August	CAP	Stirling	TBA
Monday 18 August	Audit Committee	Stirling	Lauren Jak
Tuesday 19 August	Professional Development	Stirling	N/A
Tuesday 26 August	Ordinary Council	Stirling	Brittany Priwer
<b>SEPTEMBER 2025</b>			
Monday 1 September	Workshop	Woodside	N/A
Tuesday 9 September	Ordinary Council	Stirling	Skye Ludzay
Wednesday 10 September	CAP	Stirling	TBA
Tuesday 16 September	Professional Development	Stirling	N/A
Tuesday 23 September	Ordinary Council	Stirling	TBA
<b>OCTOBER 2025</b>			
Tuesday 7 October (Public Holiday)	Workshop	Woodside	N/A
Wednesday 8 October	CAP	Stirling	TBA
Tuesday 14 October	Ordinary Council	Stirling	Skye Ludzay
Monday 20 October	Audit Committee	Stirling	Lauren Jak
Tuesday 21 October	Professional Development	Stirling	N/A
Tuesday 28 October	Ordinary Council	Stirling	TBA
<b>NOVEMBER 2025</b>			
Monday 3 November	Workshop	Woodside	N/A
Tuesday 11 November	Ordinary Council	Stirling	Skye Ludzay
Wednesday 12 November	CAP	Stirling	TBA
Monday 17 November	Audit Committee	Stirling	Lauren Jak
Tuesday 18 November	Professional Development	Stirling	N/A
Tuesday 25 November	Ordinary Council	Stirling	TBA
<b>DECEMBER 2025</b>			
Monday 1 December	Workshop	Woodside	N/A
Tuesday 9 December	Ordinary Council	Stirling	Skye Ludzay
Wednesday 10 December	CAP	Stirling	TBA

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

# Community Forums 2025

**6.00 for 6.30pm**

*(dates and venues to be confirmed)*

DATE	LOCATION
Tuesday 1 July 2025	Mount Torrens Soldiers Memorial Hall - 34 Townsend Street, Mount Torrens

# Council Member Attendance 2025

## Information or Briefing Sessions

Meeting Date	Mayor Jan-Claire Wisdom	Cr Kirrilee Boyd	Cr Adrian Cheater	Cr Nathan Daniell	Cr Leith Mudge	Cr Louise Pascale	Cr Mark Osterstock	Cr Kirsty Parkin	Cr Pauline Gill	Cr Chris Grant	Cr Malcolm Herrmann	Cr Lucy Huxter	Cr Melanie Selwood
3 Feb 25 (WS)	F	AP	F	F	AP	F	AP	F	F	F	F	AP	F
18 Feb 25 (WS)	P	AP	F	F	F	P	AP	F	LOA	F	F	F	F
3 Mar 25 (WS)	F	F	F	F	F	F	F	AP	AP	F	F	AP	F
11 Mar 25 (WS)	LOA	F	F	F	LOA	A	F	F	AP	AP	P	F	F
18 Mar 25 (WS)	LOA	F	F	F	LOA	F	AP	F	P	F	F	F	F
22 Mar 25 (WS)	LOA	F	F	F	LOA	F	AP	F	F	F	F	F	F
7 Apr 25 (WS)	LOA	AP	F	F	F	F	F	F	AP	F	F	AP	F
15 Apr 25 (WS)	LOA	F	F	F	AP	F	AP	F	A	F	F	F	F
5 May 25 (WS)	LOA	F	F	F	P	P	AP	A	AP	F	F	P	F
20 May 25 (WS)	LOA	AP	F	F	F	A	F	F	A	F	F	P	F
02 June 25 (WS)	LOA	F	F	P	F		AP	F		AP	F	AP	
17 June 25 (WS)	LOA	AP	F	F	F		F	F		AP	F	F	
7 July 25 (WS)	LOA	LOA	F	F	AP		AP	A		F	F	P	
17 July 25 (WS)	LOA	LOA	F	F	F		AP	F		F	F	AP	

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

# Council Member Attendance 2025

## Council Meetings (including Special Council Meetings)

Meeting Date	Mayor Jan-Claire Wisdom	Cr Kirrilee Boyd	Cr Adrian Cheater	Cr Nathan Daniell	Cr Leith Mudge	Cr Louise Pascale	Cr Mark Osterstock	Cr Kirsty Parkin	Cr Pauline Gill	Cr Chris Grant	Cr Malcolm Herrmann	Cr Lucy Huxter	Cr Melanie Selwood
28 Jan 25	AP	F	AP	AP	F	LOA	F	AP	F	F	F	F	F
11 Feb 25	F	AP	LOA	F	F	F	F	F	AP	F	F	F	LOA
25 Feb 25	AP	F	F	F	F	F	F	F	LOA	F	F	LOA	F
11 Mar 25	LOA	F	F	F	LOA	F	F	F	AP	AP	F	F	F
25 Mar 25	LOA	F	F	F	LOA	F	F	F	F	F	F	F	F
8 Apr 25	LOA	LOA	F	F	F	F	F	F	AP	F	F	F	F
22 Apr 25	LOA	LOA	F	F	F	F	F	LOA	AP	F	F	AP	F
13 May 25	LOA	AP	F	F	F	F	F	AP	LOA	F	F	F	LOA
27 May 25	LOA	LOA	F	F	F		F	F		F	F	AP	F
10 Jun 25	LOA	F	F	F	F		F	F		F	F	F	
17 Jun 25	LOA	AP	F	F	F		F	F		AP	F	F	
30 Jun 25	LOA	LOA	F	F	F		F	F		AP	F	F	
8 Jul 25	LOA	LOA	F	F	F		AP	AP		F	F	F	

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

# Conflict of Interest Disclosure Form

**CONFLICTS MUST BE DECLARED VERBALLY DURING MEETINGS**

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

**Meeting Name (please tick one)**

Ordinary Council ☐

Audit Committee ☐

Special Council ☐

Boundary Change Committee ☐

CEO Performance Review Panel ☐

Other: \_\_\_\_\_ ☐

**Item No**

**Item Name:**

\_\_\_\_\_

\_\_\_\_\_

(Only one conflict of interest entry per form)

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

**GENERAL** ☐

**MATERIAL** ☐

**GENERAL**

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

**MATERIAL**

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

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

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

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

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

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

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

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

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

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



## 8. DEPUTATIONS

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

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

## 8.3 PUBLIC FORUM

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

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

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## **Questions on Notice**

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**ADELAIDE HILLS COUNCIL  
ORDINARY COUNCIL MEETING  
Tuesday 22 July 2025  
AGENDA BUSINESS ITEM**

**Item:** 10.1 Question on Notice

**Originating from:** Cr Adrian Cheater

**Subject:** Potable Water Shortages

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**1. QUESTION**

- 1. What actions or initiatives are the Council considering to address potable water shortages in the Adelaide Hills Council over the coming year, given the anticipated 2025 impacts of low rainfall?**
- 2. Has the Council engaged with relevant state government bodies to identify service delivery or support opportunities should such impacts occur through 2026 and beyond?**

**2. BACKGROUND**

In 2025, numerous residents of the Adelaide Hills Council, who lack access to mains water, experienced substantial shortages in stored potable water. Subsequently, they faced extended waitlists for potable water once the situation became apparent.

Although the Council is not directly responsible for this outcome, it may be positioned to enhance community preparedness and resilience in response to this emerging issue.

**3. OFFICER'S RESPONSE – Jade Ballantine, Director Environment and Infrastructure**

The SA Government established temporary bulk emergency water collection points on March 6, 2025, in response to unprecedented dry conditions and unmet water carting demands.

The collection points were always intended as a temporary measure until the water carting industry could provide adequate supply. Between March 6 and June 6, **13 new registered drinking water** providers entered the market to help deliver water to residents whose homes are not connected to mains water supply.

In that same period, more than 450 customers collected almost 480,000 litres of water from the collection points. However, since May 18 only 3600 litres of water have been collected across 5 visits. The three user-pay potable water collection points were established at Ridge Road, Woodside; Koennecke Road, Sandergrove and Peggy Buxton Road, Brukunga. The collection points were staffed by SA Water from 7am to 7pm and were accessible to water carters and households who are not connected to mains water.

Adelaide Hills Council has the highest number of registered organisations under the [Safe Drinking Water Act 2011](#) in the greater metropolitan region:

- Adelaide Hills Bulk Spring Water Supply (water carter)
- AGI Hire SA (water carter)
- Baptist Care SA - Mylor Adventure Camp
- BITO Earthmoving (water carter)
- Clayton Church Homes Inc. – Summerhill Uraidla
- Department for Environment and Water (DEW) - Cleland Wildlife Park
- Department for Environment and Water (DEW) - Mount Lofty Summit
- Hoad Water Cartage Pty Ltd, including Andy's Water Transport (water carter)
- Lane Vineyard
- Longwood Retreat
- Manor Basket Range
- Marilyn's Family Day Care
- Mount Lofty House
- Peters Water Carting (water carter)
- South Australian Water Corporation
- Springwater Beverages Pty Ltd (water carter)
- Structural Concepts Australia (water carter)
- Uraidla District Soldiers Memorial Park
- Uraidla Hotel

The SA government has identified that the northern and southern (Barossa and Fleurieu) regions should consider planning for new registered potable water supply points. A full list of SA registered providers can be found [here](#).

Council has consulted with the Department of Environment and Water and researched the Barossa Council installed standpipe water point systems funded through their Drought and Emergency Water Information project. This included systems at Eden Valley, Moculta and Mount Pleasant. The systems involve the establishment of tanks with a registration and automated electronic access swipe card process to collect and pay for the water. This system is being explored further and will also be a consideration using both SA Water mains and Council's bore network. Council has funded a project in 25/26 to review bores and usage and the potential for emergency use can also be considered. Water testing and subsequent quality will be required to understand the suitability of this water for emergency use.

A photograph of a typical standpipe water point and tank set up is shown below.



In terms of other liaison with government departments, where there is no mains water (such as Mylor) Council has been liaising directly with the Department of Environment and Water (DEW) around options for residents to secure their own independent water supply such as through water tanks or bores with their own water allocation at their premises.

In terms of actions, officers from DEW have agreed to the following:

- (1) They are preparing a Fact Sheet for residents that can also be shared more widely, on opportunities available to them to secure their own independent water supply including water licensing matters and (if applicable) water allocation applications, and
- (2) DEW have also been liaising directly with affected residents regarding options available to them to secure a permanent water supply to their premises.

When the DEW Fact Sheet becomes available Council will share this widely with the community with an emphasis on off-grid households installing methods that enable better monitoring of their water supplies to book water deliveries ahead of time if their supplies are low.

**4. APPENDIX**  
Nil

**ADELAIDE HILLS COUNCIL  
ORDINARY COUNCIL MEETING  
Tuesday 22 July 2025  
AGENDA BUSINESS ITEM**

**Item:** 10.2 Question on Notice

**Originating from:** Cr Adrian Cheater

**Subject:** Illegal Dams

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**1. QUESTION**

**Could the administration provide details on the number of illegal dams identified by the Hills and Fleurieu Landscape Board within the Adelaide Hills Council? Additionally, does the Council possess any authority to address this issue beyond the jurisdiction of State Government authorities?**

**2. BACKGROUND**

On June 26th, ABC News published an article that detailed the construction of 400 new dams in the Mt Lofty Ranges, with 300 significantly enlarged without prior approval.

Water is a valuable resource in the Mt Lofty Ranges, and the addition or expansion of dams can have substantial environmental and equity consequences.

Ensuring the appropriate development of dams is crucial for long-term sustainability and resilience within the Adelaide Hills Council.

**3. OFFICER'S RESPONSE – Jess Charlton, Director Community and Development**

**Could the administration provide details on the number of illegal dams identified by the Hills and Fleurieu Landscape Board within the Adelaide Hills Council?**

The Hills and Fleurieu Landscape Board are currently investigating new or enlarged dams on the properties of 46 landholders in the Adelaide Hills Council area. There are multiple dams on some of these properties. It should be noted that these are new or enlarged waterbodies that have appeared in the landscape since the dam moratorium was put in place in 2013 and investigations will confirm whether or not they were illegally constructed.

**Additionally, does the Council possess any authority to address this issue beyond the jurisdiction of State Government authorities?**

The *Landscape South Australia Act 2019* (the Act) provides for the control of various 'water affecting activities', including the construction and enlargement of dams. Regional Landscape Boards are the relevant authority under the Act for issuing permits and taking compliance action for any offences under the Act. For the Adelaide Hills region, the relevant authority is the Hills and Fleurieu Landscape Board.

Separately to the permit scheme for water affecting activities, development approval is required for dams higher than three metres above ground or with a capacity of greater than five megalitres. Any application of this kind would be referred to Landscape Board for direction to ensure compliance with the *Landscape South Australia Act 2019*.

All dam applications are assessed against the relevant Water Allocation Plan regardless of the approval pathway. The Minister's reservation of excess water currently prevents both new dam construction and the enlargement of existing dams in prescribed areas across the Western and Eastern Mount Lofty Ranges. The Adelaide Hills Council area is located within the Western Mount Lofty Ranges Water Resource Prescribed Area, thus any proposals for new dam construction or the enlargement of existing dams in the Adelaide Hills council area will be refused in accordance with Principle 156 of the *Western Mount Lofty Ranges Water Allocation Plan*.

The Hills and Fleurieu Landscape Board has expanded their investigations of illegal dam construction and enlargement to ensure landowners are complying with the Act. Enforcement action can include issuing of notices, such as requiring removal of a dam, as well as criminal penalties.

Council has separate enforcement powers in relation to the construction of dams (higher than three metres or greater than five megalitres) for the offence of unauthorised development per the *Planning, Design and Infrastructure Act 2016*.

#### **4. APPENDIX**

Nil

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# **Administration Reports Decision Items**

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**ADELAIDE HILLS COUNCIL  
ORDINARY COUNCIL MEETING  
Tuesday 22 July 2025  
AGENDA BUSINESS ITEM**

**Item:** 12.1

**Responsible Officer:** Jade Ballantine  
Director Environment and Infrastructure

**Subject:** Feedback on draft South Australian Waste Strategy 2025-2030

**For:** Decision

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**SUMMARY**

Green Industries SA (GISA) has developed the draft *Accelerating SA's transition to a circular economy: South Australia's waste strategy 2025–2030* (**Appendix 1**) to replace and build upon the current South Australia's Waste Strategy 2020-2025. The draft *Accelerating SA's transition to a circular economy: South Australia's waste strategy 2025–2030* (the Strategy) sets targets and goals and identifies priority areas where action is needed to accelerate SA's transition to a circular economy. GISA is seeking feedback on the draft Strategy by 23 July 2025. Following a Council Member Workshop held 7 July, a draft submission is provided in **Appendix 2 and 3** for Council consideration and adoption.

**RECOMMENDATION**

**Council resolves:**

1. That the report be received and noted.
  2. That Council provide a submission into the draft South Australian Waste Strategy 2025-2030 as contained within **Appendix 2 and 3**.
  3. That the Chief Executive Officer be authorised to finalise the response, including making any minor changes not affecting the substantive nature of the response, and submit it on Council's behalf.
- 

**1. BACKGROUND**

GISA is responsible for developing a statewide circular economy and waste strategy every five years. The draft the Strategy is currently out for consultation which closes on 23 July 2025.

The objectives of the Strategy are:

- Continue South Australia’s leadership in waste management, resource recovery and accelerate our transition to a circular economy
- Use our natural resources more efficiently, focusing on sectors that use the most resources and where potential for circularity is high
- Support business sustainability, and grow circular economy businesses and jobs
- Reduce waste and pollution, and regenerate natural systems
- Create a circular economy culture and enable sustainable consumption choice

## 2. ANALYSIS

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

#### *Strategic Plan 2024*

Goal	Natural Environment
Objective NE2	Support the community and businesses to decarbonise and transition to sustainable lifestyle practices (green communities)
Priority 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.
Priority NE2.3	Explore alternative kerbside waste collection models that divert more waste from landfill.
Priority NE2.4	Support business, commerce associations, community associations and other groups to adopt sustainability targets and actions.

Providing a submission into the draft Strategy aligns with the Strategic Plan to reduce waste to landfill, undertake resource recovery and reduce carbon emissions for Council and the community.

### ➤ Legal Implications

There are no legal implications for providing a submission into the draft Strategy. Noting however, Section 8 (Principles to be observed by council) of the *Local Government Act 1999* stipulates councils need to give due weight to regional, state and national objectives in all its plans, policies and activities.

### ➤ Risk Management Implications

Providing a submission into the review of the strategy will assist in mitigating the risk of:

*Not providing waste and recycling services leading to community dissatisfaction, potential regulatory action against Council and or possible poor community public health and environmental outcomes.*

Inherent Risk	Residual Risk	Target Risk
Extreme (5A)	Low (1E)	Low (1E)

Adoption of the report recommendation will result in a new mitigating action of providing a submission into the draft Strategy.

➤ **Budget, Financial and Resource Implications**

There are no direct financial or resource implications from providing a submission into the review of the draft Strategy. However, local government does appear in either a partner or lead role for some actions which may incur currently unknown future costs.

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

There are no direct Customer Service or Community/Cultural implications from providing a submission into the draft Strategy.

➤ **Sustainability Implications**

There are no direct environmental implications from providing a submission into the draft Strategy. However, the goals, targets, focus areas and actions within the draft Strategy all have the intention on improving the circular economy and waste avoidance which will improve environmental sustainability.

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

Consultation on the development of this report was as follows:

<i>Council Committees:</i>	Not applicable
<i>Council Workshops:</i>	Council Member Workshop 7 July 2025
<i>Advisory Groups:</i>	Not applicable
<i>External Agencies:</i>	Adelaide Hills Region Waste Management Authority, East Waste, and Waste Management & Resource Recovery Association - SA Strategy Workshop 3 July 2025
<i>Community:</i>	Not applicable

➤ **Additional Analysis**

The overarching goal of the draft Strategy is to double SA's circularity rate by 2035. The draft Strategy defines the Circularity Rate as a measure of how much material input into an economy comes from recycled or reused sources. It indicates the proportion of resources that are cycled back into production rather than being disposed of as waste. Progress will be measured through the change in circularity rate from a baseline rate of 6% in 2023.

Targets within the draft Strategy are:

- 10% reduction in material footprint by 2035
- 30% increase in material productivity by 2035

- 10% reduction in total waste generated per person by 2030
- Increase resource recovery and reduce contamination
- 50% reduction in organics disposed to Municipal Solid Waste kerbside and Construction & Industry landfill bins by 2030
- Maximise material circularity
- Increase circular consumption activities

The draft Strategy 2025 - 2030 contains over 130 individual actions. Many of these do not directly or indirectly relate to local government and have been identified with leads or partners which include State Government agencies, universities, non-government organisations etc. Conversely, there are some actions where local government has been identified as the lead or partner.

The submission cover letter (**Appendix 2**) contains proposed overarching feedback whilst the table (**Appendix 3**) contains proposed feedback on specific actions within the draft Strategy where local government has been identified as lead or partner. Where Local Government is not listed as lead or partner, no comments have been provided. Some of the actions which identify local government as lead or partner align with the same or similar actions within the:

- 2024 EPA discussion paper-*Beyond Recycling Moving SA Towards a Circular Economy* and the review of the *Environment Protection (Waste to Resources) Policy 2010* consultation process.

Council considered this matter in late 2024 and endorsed a submission into this policy review at the Ordinary Council Meeting held 10 December 2024.

If a comment in the table within **Appendix 3** is highlighted with the drafting note ‘**From EPA Submission**’ then the proposed feedback is based on the previous Council endorsed submission on the EPA discussion paper-*Beyond recycling Moving SA towards a circular economy* and the review of the *Environment Protection (Waste to Resources) 2010*. This approach has been used to assist Council Members to ensure consistent feedback is provided between the two submissions. The drafting note, ‘**From EPA Submission**’, will be removed from **Appendix 3** prior to sending it to GISA.

The feedback GISA receives on the draft strategy will inform changes before the strategy is formally adopted. No timeline has been provided when a final Strategy will be available.

### 3. OPTIONS

Council has the following options:

- I. To endorse the draft submission contained within **Appendix 2 and 3**. This feedback provides proposed responses on those areas of the strategy that are most relevant to Adelaide Hills Council. (Recommended)
- II. To modify and endorse a variation to the draft feedback contained within **Appendix 2 and 3** with any other feedback Council considers appropriate, noting this submission

is due 23 July and there is not sufficient time to create a further report for Council endorsement.

- III. To not provide a submission into the strategy. This option is not recommended as the feedback provides Council with the opportunity to respond to the State Government's direction for waste and resource recovery services.

#### **4. APPENDICES**

- (1) Draft *Accelerating SA's transition to a circular economy: South Australia's waste strategy 2025–2030*
- (2) Draft cover letter to Green Industries SA with feedback on the draft SA Waste Strategy 2025-2030
- (3) Draft table of feedback regarding strategy actions pertaining to local government

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## **Appendix 1**

*Draft Accelerating SA's transition to a circular economy:  
South Australia's waste strategy 2025–2030*

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# Accelerating SA's transition to a circular economy

## SOUTH AUSTRALIA'S WASTE STRATEGY 2025-2030



Government  
of South Australia

Green Industries SA

Green Industries SA acknowledges and respects the Traditional Custodians whose ancestral lands we live and work upon, and pays respect to their Elders past, present and emerging.

We acknowledge and respect their deep spiritual connections, and the relationship that Aboriginal and Torres Strait Islander people have to Country.

We extend our respect to all Aboriginal and Torres Strait Islander peoples and their nations in South Australia, and across Australia.

Learn more about our Reconciliation at  
[greenindustries.sa.gov.au/reconciliation](https://greenindustries.sa.gov.au/reconciliation)



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# Introduction

In 2020 the Government of South Australia released *Supporting the circular economy: South Australia's waste strategy 2020-2025*.

Developed by Green Industries SA (GISA), the comprehensive strategy provided a framework of goals, targets and priority actions to help the state create a sustainable economy by reducing our reliance on virgin resources, eliminating waste and pollution, and reducing greenhouse gas (GHG) emissions.

A lot has been achieved in the past 5 years but there is work still to be done. This document presents the draft strategy for the next 5 years, for public consultation.

## About this document

*Accelerating SA's transition to a circular economy: South Australia's waste strategy 2025–2030* builds on its predecessor while taking account of changing local, national and international trends, challenges, commitments and opportunities. It sets a framework of strategic objectives, targets and priority actions that will accelerate SA's transition to a circular economy and help meet our priorities for a sustainable economy and net zero emissions by 2050.

While everyone has a role to play in implementing the strategy, importantly, for the first time, this strategy lists those who will take a lead or partner role in each of the actions and timeframes.

We welcome your comments on the draft strategy, in particular the proposed goals, targets, objectives and actions.

It should be noted that some of the actions listed in this document were subject to public consultation in 2024 through the Environment Protection Authority's (EPA) discussion paper *Beyond recycling: Moving SA towards a circular economy* (Environment Protection Authority, 2024). These have been marked with an asterisk. It is not intended that consultation on this strategy replicate the feedback received by the EPA.

## Acknowledgements

This strategy has been developed in collaboration with the EPA and with input from numerous stakeholders, helping to inform targets and priority areas for action. These include the Local Government Association of South Australia, Waste Management and Resource Recovery Association of Australia, Waste and Recycling Industry SA, Australian Organics Recycling Association, Australian Council of Recycling, KESAB environmental solutions, and the SA Business Chamber.

Actions have been co-designed through collaboration with identified action leads listed in the strategy.

## Invitation to comment

GISA invites you to provide your views on the draft strategy by lodging a submission through:



[YourSAy.sa.gov.au/waste-strategy](https://YourSAy.sa.gov.au/waste-strategy)



[GISA.WasteStrategy@sa.gov.au](mailto:GISA.WasteStrategy@sa.gov.au)



GPO Box 1047, Adelaide SA 5001

# About Green Industries SA

Green Industries SA (GISA) is driving a sustainable economic, social and environmental South Australia through a circular economy. It is working to eliminate waste and to maximise the value of resources, to enhance the economy and the natural environment for a sustainable future.

GISA is a leader in the circular economy, supporting efforts to value our resources and reduce pollution and waste. Its vision is to create a sustainable future, focusing on the value of materials in a circular economy and providing economic, social and environmental benefits. GISA has a statutory responsibility to develop a state waste strategy at least once every 5 years.

Its objectives under the *Green Industries SA Act 2004* [the Act] are to:

- promote waste management practices that, as far as possible, eliminate waste or its consignment to landfill
- promote innovation and business activity in the waste management, resource recovery and green industry sectors, recognising these areas present valuable opportunities to contribute to the state's economic growth.

In doing this GISA is to have regard to the guiding principles set out in the Act<sup>1</sup>, these being:

- the circular economy
- the waste management hierarchy
- ecologically sustainable development
- best-practice methods and standards in waste management and efficient use of resources.

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<sup>1</sup> See Appendix A for an explanation of the guiding principles.

# Background and context

South Australia has a long and proud history of leadership in resource recovery and waste avoidance. Despite our achievements, our current patterns of production and consumption are unsustainable. While resource recovery and recycling are an essential part of our transition away from the 'take-make-dispose' approach of a linear economy, it's not enough to ensure a sustainable future.

Globally we have gone beyond planetary boundaries, causing environmental impacts such as climate change and biodiversity loss. If Australia is to meet our commitments under the United Nations' 2030 Agenda for Sustainable Development, we need to accelerate our transition to a more circular economy to achieve the system-wide transformation that's required. This transition is essential to reducing our reliance on virgin resources, eliminating waste and pollution, tackling biodiversity loss, and achieving net zero emissions while supporting the needs of current and future generations of South Australians.

## Circular economy

A circular economy is an economic model designed to prioritise sustainability, resource efficiency, and waste reduction. It aims to move away from the traditional linear economic model and instead seeks to create a closed loop system where products and materials are kept in use for as long as possible, with their value preserved and waste minimised. This requires a transformation in our ways of producing and consuming, to gradually de-couple economic activity from the consumption of finite resources.



### Design out waste and pollution

As up to 80% of a product's environmental impact is determined in the design phase, all products should be designed, accessed and used in ways that eliminate waste and pollution.



### Keep products and materials in use at their highest value

By keeping products in use and materials circulating for as long as possible at their highest value use, we retain the value embedded in them. This minimises waste and reduces the requirement for virgin resources.



### Conserve natural resources and regenerate nature

Circular economies shift the focus from extraction of natural resources to regeneration of nature through reducing the use of virgin resources, reducing waste and pollution, and returning valuable organic materials and nutrients to soils.

Achieving this will require systems-wide approaches with cooperation up, down and across supply chains to share resources, design better goods and services, and innovate. Large-scale change is always disruptive, and shifting to a more circular economy will require coordinated action, commitment, and investment. It will also require policy settings and tools that support this kind of collaboration and shared action.

Significant benefits can be realised through moving to a circular economy. These are explored in Appendix B.

# Global and domestic challenges

To explore the opportunities and address current and emerging challenges, within a South Australian circular economy context, we need a holistic understanding of the relevant global and domestic issues of concern. Key issues are set out below.



## Climate Change

- 2023 was the hottest year on record at  $1.45 \pm 0.12$  °C above the pre-industrial average
- Concentrations of greenhouse gases continue to rise
- Climate-related events are becoming more frequent and more intense
- SA is predicted to experience more very hot days, droughts and dangerous fire weather and longer and hotter heat waves

[World Meteorological Organization, 2024], [Environment Protection Authority, 2023]



## Fourfold increase in resource extraction

- Global resource extraction reached 106.6 billion tonnes in 2024, 4 times as much as in 1970

[World Business Council for Sustainable Development, 2024]



## Unsustainable production and consumption

- One-third of all extracted material is discarded within a year
- Material use is the single largest determinant of Australian energy use and emissions, responsible for more than 50% of our global warming

[United Nations Environment Programme, 2024a], [Miatto A., et al., 2024]



## Growing waste generation

- Every year across the globe more than 2 billion tonnes of municipal solid waste (MSW) is generated

[United Nations Environment Programme, 2024b]



## Biodiversity decline

- Globally, biodiversity is declining faster than at any time in human history
- Australia's rich and unique biodiversity is in serious decline and the number of threatened species is increasing

[Conference of the Parties to the Convention on Biological Diversity, 2022],  
[Department of Climate Change, Energy, the Environment and Water, 2021]



## Population growth

- SA's population is projected to grow to more than 2 million by 2031, an increase of 204,000 to 254,000 from 2021
- Greater Adelaide's population of 1.52 million is projected to grow to between 1.82 to 2.01 million over the next 30 years

[State Planning Commission, 2024]

**“It is still possible to create a better, more sustainable and more inclusive world for all by 2030. But the clock is running out. We must act now, and act boldly.”**

**UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS REPORT 2024**

The challenges presented by these key issues inform us that we need to:

**Reduce environmental harm and regenerate nature by:**

- minimising the generation of waste
- reducing pollution through preventing the release of hazardous substances throughout the life cycle of products and materials
- limiting GHG emissions
- reducing nutrient loss in food systems by recovering nutrients for recycling into agricultural production.

**Reduce demand for resource extraction by:**

- changing the way we produce and consume, including designing for longevity and circularity
- becoming more efficient in how we use resources and retaining their use and value in the economy
- using fewer virgin materials to meet our consumption needs, including through a circular built environment
- raising consumer awareness about sustainability and developing circular economy knowledge and skills
- shifting our consumption patterns to goods and services that are less material intensive.

With these challenges however come opportunities. This strategy identifies the priority areas and actions that we need to take in South Australia that will have the biggest impact, to accelerate our transition to a circular economy.

# What this strategy means for you

Transitioning from an entrenched linear ‘take-make-waste’ economy to a circular economy is complex and requires that we work together to achieve the changes required. The responsibility for implementation of the strategy will be shared across government, business, industry, communities and individuals. Everyone needs to do their part.

This table outlines some of the ways this strategy applies to each group, sector and tier of government. The list of detailed actions is located under the [focus areas](#) section of this strategy.

**Table 1:** What this strategy means for you

Group	Action
Individuals	<ul style="list-style-type: none"> <li>• Make sustainable consumption choices and minimise waste</li> <li>• Support circular initiatives such as repair cafes, libraries, and second-hand marketplaces, including by donating responsibly</li> </ul>
Households	<ul style="list-style-type: none"> <li>• Separate waste into the correct kerbside bins</li> <li>• Take non-kerbside-recyclable waste, including batteries and embedded battery products, to appropriate drop-off points</li> <li>• Minimise food waste by using up ingredients that you already have and storing food for maximum shelf life</li> </ul>
Not-for-profit organisations and community groups	<ul style="list-style-type: none"> <li>• Create community-led initiatives, like repair hubs, swap centres, sharing groups, clean-up campaigns and community gardens with composting</li> <li>• Advocate for a more sustainable and circular economy</li> <li>• Implement community education campaigns to drive behaviour change</li> </ul>
Research institutions	<ul style="list-style-type: none"> <li>• Undertake and publish innovative research to drive the circular economy forward</li> <li>• Partner with businesses, industry and entrepreneurs to develop innovative solutions</li> </ul>
Education sector	<ul style="list-style-type: none"> <li>• Educate and develop workforce skills to meet the current and future needs of the circular economy</li> </ul>
Business sector	<ul style="list-style-type: none"> <li>• Adopt circular practices to meet growing stakeholder and customer expectations, ensure compliance and capitalise on new market opportunities</li> <li>• Donate unsold edible food to food rescue charities for redistribution</li> </ul>
Resource recovery & waste management industry	<ul style="list-style-type: none"> <li>• Process end-of-life material into new products with high circularity outcomes</li> <li>• Provide safe and appropriate waste management and disposal pathways</li> <li>• Provide source separated collection systems to businesses and industry</li> </ul>
Local government	<ul style="list-style-type: none"> <li>• Deliver and educate communities on high-performing kerbside collection systems</li> <li>• Adopt circular procurement policies and practices</li> <li>• Support community-led initiatives like repair hubs and swap centres</li> <li>• Support adaptive reuse of existing building stock</li> </ul>
State government	<ul style="list-style-type: none"> <li>• Implement policies, regulations and financial incentives that accelerate and support the transition to a circular economy</li> <li>• Encourage and facilitate collaboration and behaviour change across sectors</li> <li>• Use government procurement to drive changes in market behaviour and set an example for the private sector to follow</li> <li>• Advocate for national product stewardship schemes to address problematic wastes or implement state-based schemes or other interim measures where appropriate</li> </ul>



# 2020–2025 waste strategy progress to date

Since the 2020–2025 waste strategy was released, significant progress has been made. Highlights include:

## *Tackling problematic waste*

- ✓ The rollout and implementation of **single-use plastics bans** in South Australia has continued.
- ✓ A national commitment has been made to **reform the way packaging is regulated in Australia**, including mandated obligations for packaging design.
- ✓ New industry-led **national product stewardship schemes** have been established.

## *Reducing waste and recovering valuable resources*

- ✓ South Australia recovered 4.24 million tonnes of material in 2022–23 at a **recovery rate of 82.3%**, with an estimated total value of \$811 million.
- ✓ GISA's **Waste and Recycling at Events and Venues guideline** is helping minimise waste and recover recyclables at South Australian events, and implementation of GISA's **Government office waste: Strategy and better-practice guide** is increasing waste diversion within SA government offices.
- ✓ **Public place recycling** is occurring through the Rundle Mall, Holdfast Bay and Tea Tree Gully public place bin projects.

## *Addressing food waste*

- ✓ **Three-bin kerbside services for households**, incorporating a kitchen caddy and compostable bags for food waste, are provided by all 19 metropolitan councils, and **changes to kerbside waste collection systems** have been trialled and implemented by several councils in metropolitan Adelaide and regional centres, supported by the release of GISA's **Sustainable Kerbside Services: Better Practice Guide**, resulting in improved resource recovery rates for food organics.
- ✓ **Barrier bags for fruit, vegetables, nuts and confectionery** are now required to be certified compostable, providing improved access to compostable bags to support household food waste diversion and reduce the risk of contamination of the organic waste stream.
- ✓ Funding has been provided by the South Australian and Australian governments to increase infrastructure processing capability and capacity under **Food Waste for Healthy Soils** program.
- ✓ GISA's involvement in **End Food Waste Australia CRC** projects has helped to provide insights on household food waste generation and management, understanding of date labelling and has supported field trials of tailored compost formulations.
- ✓ GISA's partnership with **Saveful** has helped households to save food and save money.
- ✓ GISA has provided more than **\$200,000 in grant funding to support food rescue charities** with infrastructure.

## *Community, business, council and householder education and engagement*

- ✓ GISA's **Which Bin** program, running since 2019, provides statewide recycling and waste avoidance advice for households, helping South Australia maintain its lead in landfill diversion.
- ✓ GISA's **Replace the Waste** program supports SA's single-use plastic bans by providing information to the community on what items have been banned and educating businesses on compliant alternatives, leading to the removal of nearly 12 million plastic items from the environment.
- ✓ The **Circular Community Hubs Guide**, launched in 2024, provides guidance to developers, councils and planners in considering opportunities to develop circular community hubs.



### Regulatory reform

- ✓ **Implementation by EPA of the 2019 waste reform amendments**, including waste levy collections, stockpile management and mass balance reporting has provided an improved regulatory framework to minimise risk of environmental harm, give more certainty and fairness for lawful operators, and promote investment, innovation and growth of the sector.
- ✓ The **review of SA's Container Deposit Scheme (CDS)** will modernise the scheme, which will include expanding the pathways available to return containers, improving convenience of returns as well as the process of returning the container materials to the market for recycling.
- ✓ The **review of the Environment Protection (Waste to Resources) Policy 2010** has an overarching ambition to modernise the policy to support and enable circular outcomes.

### Business sustainability

- ✓ GISA's **Business Sustainability Program** continues to support businesses of all sizes and from all industry sectors to 'go beyond compliance' and work towards implementing sustainability, circularity and net zero initiatives. Between 2020 and 2025, the Business Sustainability Program has provided **\$1.38m in grant funding** to deliver 45 projects across 26 industry sectors and 403 business sites, produced **14 resources for business**, and developed and published **8 tools and guides**.

### Investment in infrastructure

- ✓ **Thirty recycling infrastructure projects across regional South Australia and Adelaide** have attracted **\$42.8 million** of co-investment from the South Australian and Australian governments.
- ✓ A **soft plastics recycling facility** is being built in Kilburn, with private investment and co-funding from the Australian Government's Recycling Modernisation Fund – Plastics Technology stream.
- ✓ **Three materials recovery** facilities now operate in metropolitan Adelaide, and investment in upgrades to increase **material recovery capacity and capabilities** will improve recycled material outputs.

### Development of end-markets

- ✓ **\$1.5 million in Circular Economy Market Development Grant funding** was provided to 26 projects, supporting end market development and the adoption and scaling-up of circular business models and practices.
- ✓ GISA's **Circular Procurement Knowledge Hub** provides a knowledge and information sharing platform for circular procurement in SA, supporting markets for circular and recycled content products.

### Circular built environment

- ✓ The **Circular economy in South Australia's built environment – Action Plan**, developed by industry, will help drive the transition of our built environment from linear to circular.
- ✓ The **City of Adelaide's Adaptive Reuse City Housing Initiative** is unlocking the potential in underutilised buildings in the City of Adelaide to create new homes.

### Repair and reuse

- ✓ The **South Australian Repair and Maintenance Services Sector Study** has mapped the current state of repair in South Australia, identifying existing barriers to repair and opportunities for growth, and the **SA Reuse Data Study** is being undertaken to understand the scale and impact of reuse activities in SA.

### Data capture and reporting

- ✓ The 2022 **C&I waste audit of metropolitan South Australia** has improved understanding of the composition of mixed commercial and industrial (C&I) waste in metropolitan Adelaide, helping to inform opportunities to improve recycling, and enabling the development of better data modelling of the circularity of materials.
- ✓ **Improvements and expansion in data collection and modelling** is ongoing, with mass balance data and updated landfill split modelling incorporated into the Circular Economy Resource Recovery Report (CERRR), and quantifying and representing material flows.

# Examples of SA's circular economy in action



## Refuse

- South Australians use their reusable cups for take-away coffees instead of disposable cups
- In 2024 WOMAdelaide avoided the disposal of more than 100,000 single-use plastic cups by replacing them with reusable cups



## Rethink

- In consultation with their communities, progressive councils are providing weekly FOGO bin and fortnightly landfill bin collections, rethinking the way kerbside bins are used and collected
- Fleurieu Milk Company's reusable milk kegs and glass bottle model has reduced the need for plastic milk bottles in cafés and restaurants, saving 7,000 single-use plastic bottles over the lifetime of one keg



## Reduce

- Food rescue charities, such as FoodBank and Oz Harvest, collect and distribute unsold edible food to those experiencing food insecurity
- Raw Bulk Wholefoods in Victor Harbor allows customers to purchase unpackaged products, reducing packaging waste



## Redesign

- Compostable fruit and vegetable barrier bags have replaced plastic barrier bags, supporting efforts to divert food waste away from landfill
- RM Williams boots have been designed to be repaired, with individual components able to be replaced, rather than having to replace or repair multiple parts of the boot



## Reuse

- Op shops, such as Vinnies and Salvos, receive and sell second-hand goods, giving them a second life
- SA Water's uniform reuse shop keeps corporate uniforms in use, preventing them from being disposed to landfill



## Repair

- Clothing alteration and repair services in SA extend the life and utility of clothing
- Makerspace Adelaide is a not-for-profit community fabrication workshop that provides affordable access to a variety of tools and equipment



## Refurbish

- Heritage buildings on Lot 14 [former Royal Adelaide Hospital site] have been refurbished for adaptive reuse as modern workplaces
- Arup refurbished their Adelaide office in the Reserve Bank Building using regenerative design, achieving Living Building Certification



## Remanufacture

- APR Composites is a local manufacturer and designer of products made using Australian recycled and reclaimed materials for local and international markets
- Transmutation in Robe is making use of waste products to create and sell new products, for example, using unused plastic bread tags to create recycled plastic homewares



## Repurpose

- The City of Adelaide's Adaptive Reuse for City Housing Initiative is repurposing underused existing buildings to create new homes
- Makerspace Adelaide is a community space where people can repurpose or upcycle old items into new ones



## Recycle

- Orora's Gawler facility includes a beneficiation plant that closes the loop by processing used glass and recreating new glass bottles
- Recycling Plastics Australia in Kilburn will clean and purify soft plastics such as shopping bags and food wrappers to create feedstock for new soft plastic packaging



## Research

- GISA's Women in Circular Economy Leadership Scholarship funds women leaders to undertake projects that create new ideas and innovation in waste, resource recovery and circular economy
- Bedford Group received funding from GISA to investigate melamine coated particleboard circular manufacturing



## Reskill

- SA has several repair cafés that help the community learn skills to repair and mend broken or damaged items
- The circular procurement knowledge hub on GISA's website is supporting businesses to capitalise on the opportunities of circular procurement



## Recover

- Since 1977 SA's container deposit scheme has incentivised the return and recovery of valuable material
- Battery recycling scheme B-cycle facilitates the collection of used batteries for recycling



## Regenerate nature

- Food and organic waste, processed into compost in SA is applied to agricultural land to improve soil for food production
- By keeping materials circulating in SA's economy we are reducing waste and pollution that affect soil, water and air quality

### Progress against 2025 targets for metropolitan Adelaide

While progress has been made against all targets set in the 2020–2025 waste strategy, 2022–23 data shows that only the construction and demolition (C&D) waste diversion target has been met. An improved data model for calculating diversion rates has shown that the C&I diversion rate is lower than previously thought but the diversion rates for the C&D and municipal solid waste (MSW) waste streams were performing better (Green Industries SA, 2024). What is clear is that aside from C&D waste, significant effort is still needed across the MSW and C&I waste streams to meet the targets.

As at 2022–23:

- waste generation per capita decreased by 0.5% against a 5% reduction target
- MSW diversion rate was 61.7% against a target of 75%, with kerbside waste at 53.6% against a target of 60%
- C&I diversion rate was 75.6% against a target of 90%
- C&D diversion rate was 97.4% against a target of 95%.

Graphs depicting annual performance against the 2020–2025 waste strategy targets can be found in Appendix C.

## What still needs to be addressed?

Despite significant progress being made across many areas, some priority areas require further focussed action through this strategy. These include:

- **Waste generation per capita** – to meet our waste reduction targets, more focus is needed on reducing waste generation through consuming less material and using materials and products more efficiently and for longer.
- **MSW and C&I diversion rates** – to meet goals and targets for these waste streams, with particular focus on food waste, a step change is needed requiring consideration of policy levers and additional supporting measures to improve outcomes.
- **Contamination of kerbside collected bins** – reducing contamination of source separated materials in kerbside bins (FOGO and co-mingled recycling) remains a priority and is reflected in the setting of new targets and actions to support achieving these targets.
- **Development and ongoing sustainability of end-markets for recovered resources** – strong and sustainable end markets drive demand for recycling and resource recovery, and support investment in research, development, and expansion of capacity. Sustainable procurement is identified as playing a key role in supporting these markets. While some progress has been made within state government on sustainable procurement, a whole-of-government approach to sustainable procurement is needed, coupled with the adoption of sustainable procurement practices by local government and business.
- **Progress on national product stewardship schemes** – while addressing existing and emerging problematic wastes becomes increasingly urgent, the development of new (and effective) schemes takes significant time and resourcing. This may require consideration of state-based approaches and/or interim measures to be implemented.
- **Reform of planning instruments** – decisions made under the current legislative framework have led in some cases to outcomes that inhibit or prevent best practice waste management practices. Resource recovery outcomes can be improved by ensuring waste management and circularity principles are considered in planning decisions.

## What's changed since the 2020–2025 strategy?

Since the previous strategy was developed in 2020, many things have changed. Matters that have informed the 2025–2030 strategy include:

- the imposition of **overseas export bans** for unprocessed glass, tyres, plastics and paper and cardboard requiring investment in domestic reprocessing solutions and improved markets within Australia
- increased awareness about PFAS '**forever chemicals**' released into the environment
- growing numbers of **lithium-ion (Li-ion) batteries** being used and the fire and safety risks arising from their incorrect use and disposal
- **new problematic waste streams** arising from the transition to renewable energy, creating challenges and presenting new resource recovery opportunities
- collapse of the national soft plastics collection and recycling program **REDcycle** in 2022
- growth of **fast fashion** and an increase in unsustainable consumption practices
- **rising cost of living pressures** impacting households and small businesses
- mandatory **climate-related financial disclosures** for many Australian companies commenced in January 2025
- growing awareness in the business sector of **ESG** (environmental, social, and governance) and sustainability
- impacts from a **global pandemic** (COVID) and significant **natural disasters** (bushfires and the 2022–23 River Murray flood)
- Significant **advancement of circular economy policy development** at the international level, for example – the European Commission adopting numerous measures identified in the 2020 Circular Economy Action Plan and revising the circular economy monitoring framework in 2023
- adoption and commencement of **measuring against 3 new circular economy indicators** – circularity rate, material footprint and material productivity – by the Australian Government
- **progress by other Australian states and territories** in developing and implementing circular economy strategies, accompanied by enabling legislation and policies
- the development and planned development of significant **thermal energy from waste infrastructure** interstate and potential implications for achieving a circular economy.

# Strategic direction

The development of the 2025–2030 strategy has been informed and driven by 5 key factors:

1. GISA's guiding principles: circular economy, waste management hierarchy, ecologically sustainable development, and best-practice methods and standards in waste management and efficient use of resources.
2. Global environmental imperatives that require urgent action, and related global and domestic policy trends and attitudes.
3. An appraisal of the South Australian landscape – our achievements to date, ongoing and emerging challenges, the opportunities of a circular economy, and SA's ongoing leadership in these areas.
4. Alignment with Australia's international commitments and national priorities, goals and targets.
5. The broader priorities and goals for the state's future.

Key factors 1 to 3 have been explored in earlier sections, and factors 4 and 5 are set out below. Broader legislative and policy context information is set out in Appendix D.

## Sustainable Development Goals

The United Nations [2030 Agenda for Sustainable Development](#), endorsed in 2015 by 193 countries, including Australia, created 17 Sustainable Development Goals (SDGs) that form a roadmap for global development efforts to transform our world.

SDG 12 – *Responsible consumption and production* – commits signatories to making fundamental changes in the way that our societies produce and consume goods and services. The targets include:

- By 2030, achieve the sustainable management and efficient use of natural resources
- By 2030, halve per capita global food waste at the retail and consumer levels and reduce food losses along production and supply chains, including post-harvest losses
- By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse
- Promote public procurement practices that are sustainable, in accordance with national policies and priorities.

The [Sustainable Development Goals Report 2024](#) advises that achieving SDG 12 requires fostering circular economy models, sustainable production practices and responsible consumption (United Nations, 2024).

## Australia's Circular Economy Framework: Doubling our circularity rate

[Australia's Circular Economy Framework](#), released in December 2024, commits Australia for the first time to a national circular economy transition. The framework sets a goal to double the circularity of Australia's economy by 2035 from a baseline of 4.6%, addressing the entire life cycle of resources, from design and extraction to reuse.

To achieve this goal, the framework sets 3 targets that cover the front, middle and end of the product life cycle:

1. Shrink per capita material footprint by 10% [front-end target]
2. Lift material productivity by 30% [middle target]
3. Safely recover 80% of resources [end target]

The framework identifies the following 4 priority sectors:

- Industry
- Built environment
- Food and agriculture
- Resources

And cross-cutting objectives:

- Innovation
- Systems thinking and circular economy skills
- Market development and investment
- Collaboration and place-based approaches
- Advanced resource recovery and recycling
- Behaviour change

## 2024 National Waste Policy Action Plan

The [2024 National Waste Policy Action Plan](#), developed in line with the [2018 National Waste Policy](#), sets out where Australia must focus its efforts to transition to a safe circular economy. The action plan supports Australia's engagement in SDG 12 on responsible consumption and production. It also supports *Australia's Circular Economy Framework*.

The 2024 action plan builds on the progress made under the 2019 action plan to achieve 7 targets:

1. Ban on export of waste plastic, paper, glass and tyres, commencing in the second half of 2020
2. Reduce total waste generated in Australia by 10% per person by 2030
3. 80% average resource recovery rate from all waste streams following the waste hierarchy, by 2030
4. Significantly increase the use of recycled content by governments and industry
5. Continued phase out of problematic and unnecessary plastics
6. Halve the amount of organic waste sent to landfill for disposal by 2030
7. Make comprehensive, economy-wide and timely data publicly available, to support better consumer, investment and policy decisions

The 2024 action plan identifies 3 priority areas:

1. Government legislation, regulation, policies, standards and guidelines
2. Investment in infrastructure, procurement and funding support
3. Market development and support through innovation, reducing barriers and generating demand

And it identifies the following waste materials as those where the greatest gains can be made against the targets:

- Organics (food and garden)
- Building and demolition
- Ash
- Hazardous waste
- Paper and cardboard
- Timber

It notes that C&D waste is a priority for target 2, and MSW and C&I waste are priorities for targets 3 and 6.

State and territory governments are developing implementation plans to support the 2024 action plan. The SA implementation plan will be aligned with this strategy.





## South Australian Economic Statement

The South Australian Government's [South Australian Economic Statement](#) sets out a vision for a sustainable economy with a mission to capitalise on the global green transition – 'the state's early adoption of circular economy principles can also provide a path to prosperity through greater efficiency and sustainability'.

### Net zero strategy

South Australia has targets to reduce net GHG emissions by more than 50% by 2030 (from 2005 levels) and to achieve net zero emissions by 2050. The state is making good progress towards these targets, achieving a 42% reduction in GHG emissions in 2021, compared to 2005 levels. In December 2024, the South Australian Government released [South Australia's Net Zero Strategy 2024-2030](#) which sets out the priorities and actions to help achieve these targets. Policy Priority 12 of the strategy is to 'support innovative waste management, recycling and resource recovery to increase circulation of materials and reduce emissions'. [Department of Environment and Water, 2024].

The Department for Energy and Mining is developing an Energy White Paper which will set out SA's medium-to-long term energy policy as the state transitions to a net-zero emissions future. The role of renewable energy technologies is essential to this future, and to support this, action needs to be taken to address the end-of-life stage of these technologies, and to encourage redesigning them for improved circularity.

# Vision and objectives

## Vision

To create a sustainable future, focusing on the value of materials in a circular economy and providing economic, social and environmental benefits.

## Objectives<sup>2</sup>

- Continue South Australia's leadership in waste management, resource recovery and accelerate our transition to a circular economy
- Use our natural resources more efficiently, focusing on sectors that use the most resources and where potential for circularity is high
- Support business sustainability, and grow circular economy businesses and jobs
- Reduce waste and pollution, and regenerate natural systems
- Create a circular economy culture and enable sustainable consumption choices

## Beyond 2030

The 2025–2030 strategy is a step in South Australia's journey to establishing a sustainable and circular economy, which will support the state's ambitions in achieving net zero emissions by 2050.

Looking towards 2050, life in a circular economy will look different to today.

If we are to achieve a just and inclusive transition, we will see a cultural shift where sustainable living, wellbeing, social relations and resilience are prioritised over consumerism and linear consumption, with sustainable lifestyles being accessible and appealing to all.

Materials circularity, decreasing consumption per capita and eliminating waste will go together with economic growth and development. Circular design and manufacturing practices, sustainable industrial development and innovative circular technologies and processes will enable the phase-out of linear and hazardous materials.

Urban environments and infrastructure will be designed according to circularity principles to be sustainable, more resilient and inclusive. Dispersed and place-based circularity solutions will connect businesses and industry with community enterprises, including in regional areas.

Small and medium-sized enterprises will drive innovation, create local jobs and foster local economic resilience. A culture of repair and reuse, including community-centred workshops and facilities, will support skills in fixing and upcycling.

Circularity will be mainstream and prominent in multilateral frameworks and agreements, enhancing collaboration and coordination at local, national and international levels.

Achieving the targets and actions of this 5-year strategy will accelerate South Australia's transition to a circular economy beyond 2030.

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<sup>2</sup> Additional objectives are set out under each focus area.



# Goals and targets

The 2025–2030 strategy sets an overarching goal to double SA's circularity rate by 2035, supported by 7 targets.

The new circularity goal and targets for material footprint and material productivity align with the goal and targets in *Australia's Circular Economy Framework* [which also address SDG 12].

Targets relating to waste generation, resource recovery, and organic waste align with targets 2, 3 and 7 of the *National Waste Policy Action Plan*, [noting that the C&I, MSW and kerbside bin waste diversion targets have been retained from the previous strategy, reflecting that further action is required to achieve these within the additional 5-year timeframe].

Additional new targets reflect local challenges as well as opportunities that support the ambition to accelerate the development of SA's circular economy by improving material circularity, reducing contamination of recovered resources, and increasing circular consumption activities.

The strategy identifies 9 focus areas as the priority areas for action that provide the greatest opportunities to meet the strategy's objectives, goals and targets. They reflect the ongoing and emerging waste and resource recovery challenges that need to be addressed [such as waste generation, food waste, quantity and quality of recovered resource, and problematic wastes], as well as opportunities to improve circularity and circular outcomes, [such as developing circular markets and businesses, transforming the built environment, developing circular economy knowledge and skills and changing patterns of consumption]. While net zero emissions is one of the 9 focus areas, given that a circular economy is essential to achieving net zero emissions, all focus areas and related actions contribute to this ambition. To ensure that we are measuring the effectiveness of actions taken towards achieving goals and targets, continual improvement in our measuring and collection of data is another priority area.

## Overarching goal: Double SA's circularity rate by 2035

Circularity measures how much material input into an economy comes from recycled or reused sources. It indicates the proportion of resources that are cycled back into production rather than being disposed of as waste.

### Outcome

Increasing our circularity rate will mean we are becoming more efficient in how we reuse and recycle materials, reducing demand for virgin resources.

### Meeting the target

We can increase our circularity rate by improving our resource efficiency and increasing demand for products with recycled content. There are significant opportunities to increase circularity in the built environment and food provision systems, and by supporting end markets by embedding sustainable procurement practices into purchasing decisions by government and business.

### Key focus areas

Areas 2, 3, 5 and 6 are key to achieving this overarching goal, while areas 1, 4 and 7 also contribute to this goal.

### Measuring progress

Progress will be measured through the change in circularity rate from a baseline rate of 6% in 2023. Measurement and reporting will be dependent upon the availability of datasets.

## Target 1: 10% reduction in material footprint by 2035

Material footprint measures the amount of raw materials extracted globally for use in products and services that South Australians consume. It includes materials used elsewhere to make imported products, and excludes materials used locally to make exports.

### Outcome

Reducing our material footprint will mean we are using fewer raw materials – including from other countries – to meet our consumption needs. Doing so will reduce the rate of global natural resource extraction and reduce our impact on the environment, biodiversity and the climate.

### Meeting the target

We can reduce our material footprint through actions in the key provision systems of housing, mobility and food, which are responsible for 75% of all material needs in SA.

These actions include reducing food waste, prioritising adaptive reuse and refurbishing over rebuilding, reusing and repairing products to extend their lifespan, designing products and materials for circularity and longevity, and changing consumption behaviours to buy less and to choose recycled content products.

### Key focus areas

Areas 1, 2, 5 and 6

### Measuring progress

Progress towards this target will be monitored by measuring changes against a 2023 baseline on a per capita basis. Measurement and reporting will be dependent upon the availability of datasets.

## Target 2: 30% increase in material productivity by 2035

Material productivity measures how efficiently materials are used in a process or production. It measures the amount of economic output generated per unit of materials consumed.

### Outcome

An increase in material productivity means that South Australia is becoming more efficient in how we use natural resources in production and shifting our consumption patterns to less material intensive goods and services. It indicates that South Australia is decoupling economic activity from the consumption of finite resources. Achieving this target will reduce the pressure on natural resources and in particular finite resources.

### Meeting the target

We can increase our material productivity by improving product design and manufacturing processes, encouraging innovation, reducing materials loss and valorising waste.

### Key focus areas

Areas 1, 2, 5, 6 and 7

### Measuring progress

Progress towards this target will be monitored by measuring changes against a 2023 baseline. Measurement and reporting will be dependent upon the availability of datasets.



### Target 3: 10% reduction in total waste generated per person by 2030

This target measures the rate of waste generated relative to population.

#### Outcome

Reducing the amount of waste we generate will reduce the amount of natural resources we use, reduce our pollution of the environment, and decrease the pressure on our resource recovery and recycling infrastructure.

#### Key focus areas

Areas 1, 2, 4, and 6

#### Measuring progress

Progress towards this target will be monitored by measuring changes in waste generated per person, against the 2019–20 baseline data of 2,800 kg/person/yr.

#### Meeting the target

Achieving this target can be done by minimising waste generation across all waste streams, through strategies that maximise the lifetime of products and enable repair and reuse, and by changing our consumption patterns. The priority material streams for action are as follows:

**Table 2:** Priority material streams for waste reduction

Priority material streams	Opportunities for waste reduction
Food waste	<ul style="list-style-type: none"> <li>Reducing household food waste</li> <li>Reducing food waste in the Commercial and Industrial sector</li> </ul>
Packaging waste	<ul style="list-style-type: none"> <li>Reduction in packaging</li> <li>Reusable packaging</li> </ul>
Plastic waste	<ul style="list-style-type: none"> <li>Bans on single-use plastics</li> <li>Reusable alternatives to single-use plastic items</li> </ul>
Textile waste	<ul style="list-style-type: none"> <li>Design for longer life and material circularity</li> <li>Local repair and reuse</li> </ul>
E-waste	<ul style="list-style-type: none"> <li>Products designed for longer life and recyclability</li> <li>Local repair, refurbishment and reuse</li> </ul>
Built environment waste	<ul style="list-style-type: none"> <li>Adaptive reuse and retrofitting of existing building stock</li> <li>Renovation and refurbishment of existing houses</li> <li>Deconstruction and salvage of materials during demolition</li> <li>Minimising construction waste</li> </ul>



## Target 4: Increase resource recovery and reduce contamination

### Outcome

Keeping valuable resources circulating through the economy at their highest value and for as long as possible helps maximise our use of natural resources, and reduce pollution, GHG emissions from landfill and extraction of raw materials.

It is acknowledged that recovery rates will continue to be impacted by the existence of problematic items and legacy materials that are not safe or able to be recycled.

### Targets by waste stream and location

While the overall goal is to increase resource recovery across all waste streams and across SA, to reflect the different circumstances and approaches needed, targets are set by waste stream for metropolitan Adelaide, with goals set for regional, outback and remote SA.

## Metropolitan Adelaide – 2030 targets by waste streams

### Municipal solid waste targets

Municipal Solid Waste (MSW)	75% diversion
Household bin systems	70% diversion

### Household bin system contamination targets

Household bin systems – FOGO	Less than 2% contamination
Household bin systems – Recyclables	Less than 10% contamination

### Meeting the targets

Significant gains can be made through increasing the recovery of organic waste through kerbside collection while minimising contamination. Actions to support this include providing households with sustainable kerbside bin systems enabling separation and collection of food waste, with targeted education campaigns.

### Key focus areas

Areas 2, 3, 4, 6 and 7

### Measuring progress

**Diversion from landfill** measures the amount of waste generated that's not sent to landfill. It is calculated as the total of waste recovered through resource recovery processes divided by the total amount of waste generated as a percentage. Progress towards diversion targets will be monitored by measuring changes in the rates of diversion from landfill.

**Contamination rates** will be measured through kerbside bin audits and reported as a percentage of volume by metropolitan council area. Progress will be monitored by measuring changes in rates of contamination of kerbside collected organic and recycling bins where kerbside bin audit results are available.

## Commercial and industrial target

Commercial and Industrial (C&I)

90% diversion

### Meeting the target

Increasing source separated recovery of unpackaged food waste, plus paper and cardboard, provide the largest opportunities to achieve this target.

### Measuring progress

Progress towards diversion targets will be monitored by measuring changes in the rates of diversion from landfill.

### Key focus areas

Areas 1, 2, 3, 5 and 7

## Construction and Demolition target

Construction and Demolition (C&D)

98% diversion

### Meeting the target

The diversion rate for the C&D waste stream should consistently remain high.

Priority actions for the C&D sector are focused more on reducing waste, maximising material circularity and prioritising the use of recovered materials over virgin materials.

### Key focus areas

Areas 3, 6 and 7

### Measuring progress

Progress towards diversion targets will be monitored by measuring changes in the rates of diversion from landfill.

## Regional, outback and remote SA – 2030 goals

Goals	
<b>Regional local government</b>	Regional local governments to meet and progressively improve upon the targets and goals set out in their respective waste management plans/strategies.
<b>Outback and remote SA</b>	Outback and remote communities, with support where appropriate from key stakeholders (including mining, tourism, national parks and transport sectors, pastoral companies, and local government neighbours) to strive for continual improvement in waste management and resource recovery, developing local strategies and place-based solutions, alongside collaborative area-wide initiatives where this is cost effective.

### Meeting the goals

Localised strategies and place-based solutions can better reflect the needs and ambitions for waste management, resource recovery and circular economy outcomes within regional, outback and remote SA communities.

### Key focus areas

Areas 2, 3, 5 and 7

### Measuring progress

#### Local government

Progress towards this goal will be measured by the progress of regional local governments towards achieving their waste management and resource recovery targets and goals, and through progressively setting more ambitious targets

#### Outback and remote SA

Progress towards this goal will be measured by the progress made towards developing and implementing local strategies and place-based solutions.





## Target 5: 50% reduction in organics disposed to MSW kerbside and C&I landfill bins by 2030

This target measures the reduction in organic materials being disposed to landfill bins.

### Outcome

Food waste is minimised, and organic materials are diverted from landfill and used at their highest beneficial value. This will help regenerate soils and reduce GHG emissions.

### Meeting the target

Meeting this target requires a combination of waste avoidance and resource recovery strategies.

Avoiding wasting food provides the highest environmental benefit and should be prioritised. This includes minimising waste in food production, overproduction of food, food waste valorisation, diverting edible food to food rescue charities or animal feed, and purchasing only what we need.

Food waste, garden organic waste and other organic waste (such as compostable food packaging), can be separated for collection and processing into high quality organic products such as compost, that can be returned to soil, helping to regenerate nature and grow food.

### Key focus areas

Areas 1, 2, 3, 5 and 7

### Measuring progress

The 2022 baseline for kerbside waste stream is 118,000 tonnes.

The 2022 baseline for the C&I waste stream is 101,270 tonnes.

Progress against this target will be measured by monitoring changes to the rate of organic material being disposed by households in kerbside general (landfill) waste bins and changes to the rate of organic material being disposed by businesses in C&I landfill bins (general waste and dry general waste streams). Measuring and reporting will be dependent upon the availability of datasets.

## Target 6: Maximise material circularity

Material circularity measures how long and intensively a material continues to circulate through the economy.

### Outcome

Recovered materials are used at their highest value and repurposed or remanufactured into quality products in a way that continually achieves a high circularity outcome, through a closed-loop system.

### High circularity

A high circularity outcome is achieved when products are made back into their original form, conserving the value of the material and achieving a high-quality output. For example, when glass bottles are remanufactured into glass bottles, food grade plastic is remanufactured back into food grade plastic, and rubber is remanufactured back into rubber products.

For organic materials, a high circularity outcome is achieved when the recovered material is processed to meet Australian Standard [AS] 4454 then processed further to be of sufficient quality that the resulting product can be applied to soils for the purpose of food production, that is, in commercial viticulture, horticulture or agriculture. This outcome achieves the regeneration of our natural resources through a closed-loop system where food waste is produced back into food.

### Low circularity

A low circularity outcome is when the material is downcycled through being remanufactured into a different product of lesser value or quality, or into a new product that cannot be recycled, resulting in the loss of value. For example, when glass bottles are used in road base, or plastic bottles are remanufactured into carpeting (which currently is not able to be recycled in Australia). For recovered organic materials, a low circularity outcome is when the material is processed to meet AS 4454 but not used for food production applications.

### Measuring progress

Work will begin in 2025 to develop a methodology to measure progress against this target.

### Meeting the target

For materials to continue circulating through the economy and result in high quality recovered material outputs, a multifaceted approach is required:

- Products and the materials used within them should be non-hazardous to human health and the environment and designed for easy disassembly and material recovery.
- Recyclable materials need to be separated at the source and aggregated for collection while contamination is minimised.
- Advanced sorting processes and recycling technologies must enable and maximise the recovery and extraction of materials, producing safe, high quality secondary materials as feedstock.
- Secondary materials should be used at their highest value.

Table 3: Opportunities for greater material circularity

Material	Opportunities for greater material circularity
Organic material	<ul style="list-style-type: none"><li>• Food waste recovery from both MSW and C&amp;I sectors</li><li>• Commercial composting outputs meeting high circularity outcomes</li></ul>
Plastics & plastic packaging	<ul style="list-style-type: none"><li>• Reduction in packaging</li><li>• Reusable packaging</li><li>• Redesign packaging for recyclability</li></ul>
Textiles	<ul style="list-style-type: none"><li>• Design for longer life and material circularity</li><li>• Local repair and reuse</li><li>• Local recycling</li></ul>
Cardboard & paper	<ul style="list-style-type: none"><li>• Reusable packaging</li><li>• Source separation and collections in C&amp;I sector</li></ul>

### Key focus areas

Areas 2, 3, 4 and 5



## Target 7: Increase circular consumption activities

Circular consumption activities include repair and maintenance, upcycling, refurbishment, sale/purchase of second-hand goods, leasing or renting items, sharing or borrowing items. These activities extend the utility and lifespan of products and consequentially reduce waste.

### Outcome

Consumers have convenient access to circular products and services and choose to participate in circular consumption, maximising the lifespan and utility of products and reducing waste.

### Meeting the target

Progress towards increasing circular consumption activities will be made through providing:

- consumer awareness raising and product labelling to change consumption habits
- options for consumers to choose circular designed products and circular services
- convenient access to repair, reuse and sharing services and options, such as community-based and commercial reuse and repair centres or circular hubs.

### Key focus areas

Areas 1, 4 and 7

### Measuring progress

Work will begin in 2025 to select the circular consumption activities and behaviours that will be measured, establish baseline measurements and commence monitoring of selected indicators.

Ongoing collection of this data will enable targets to be set during the term of this strategy or in a subsequent strategy.



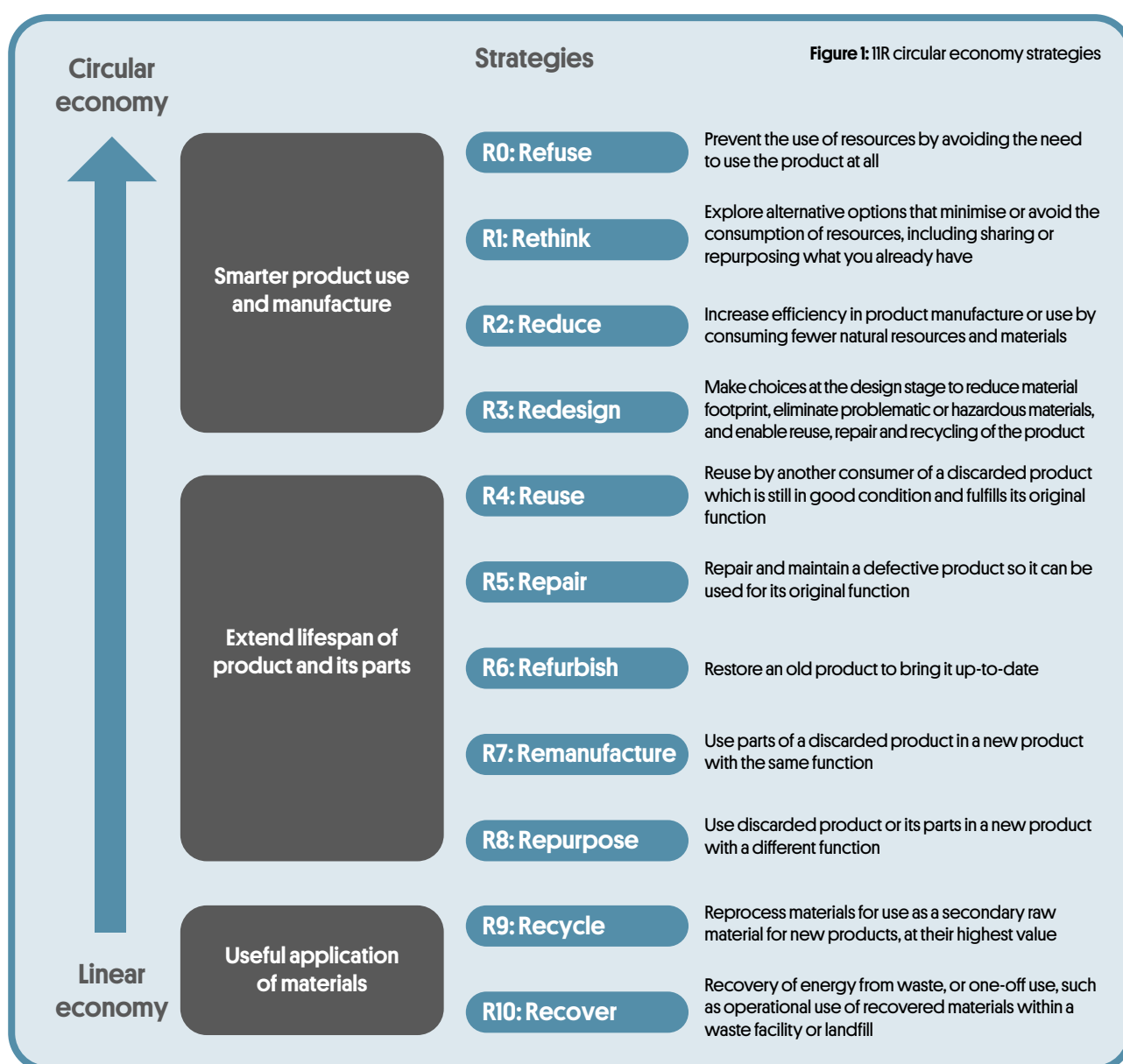
# Focus areas and priority actions

## Focus area 1: Avoid waste

In 2022–23, South Australia generated 5.16 Mt of waste – 2,785 kg of waste per person [Green Industries SA, 2024]. To meet our target to reduce waste generation by 10% per person, we need to reduce this to 2,520 kg per person by 2030.

We can reduce the generation of waste by designing out waste and pollution, shifting patterns of consumption to consume fewer resources, extending the useful life of products through repair and reuse, and using resources and materials more efficiently.

The 11R circular economy strategies, from refuse through to recover [Figure 1] describe how best to avoid waste, preferencing lower numbered Rs, where possible, to minimise material consumption, maximise material productivity and reduce waste generation.



## Circular design

As much as 80% of a product's environmental impact is determined at the design stage [Ellen MacArthur Foundation, 2022a]. The way that products are designed and produced influences how long they last, whether they can be repaired, and what happens to them at end-of-life.

Currently, many products are designed for obsolescence rather than for repair, reuse, disassembly and recycling. Additionally, the use of composite or problematic materials, including chemicals of concern, in product design limits recyclability and exacerbates the problem. While some brands are already designing for circularity, others continue to design in a way which maximises profit, without regard for or considering the costs of environmental impact. To facilitate this design shift economy-wide, national or state-based reform may be needed.

## Shifting patterns of consumption

Consumers play a key role in the transition to a circular economy, with the volume, frequency and type of products consumed having a strong impact on waste generation and the environment. While consumer values and priorities are a significant factor in consumption patterns, these are affected by the behaviour of brands in marketing and design practices, as well as the information available to consumers to make informed decisions.

Surveys show many Australians value sustainability, with 46% of Australian shoppers reporting that it is an important factor when making a retail purchase. Durability and repairability are the most important considerations [Australian Consumer and Retail Studies, 2024].

Circular consumption is not just about buying products which are more sustainable – it's also about finding options which don't require a new product to be purchased. This can include rethinking the need to own the product (such as by leasing or sharing), repairing existing products, or buying second-hand. While many of these services exist already, they can be challenging for consumers to find and access.

## Reuse and repair

Reuse and repair of products not only contributes to waste avoidance – they have the added benefit of creating more jobs as these activities are more labour intensive than recycling or landfill activities [Heinrich, De Garis, & Rawson, 2024] [Raillard, 2021].

'Reuse' refers to the reallocation of products or materials to a new owner or purpose without the need for reprocessing or remanufacturing. While reuse is a popular option due to reduced prices compared to purchasing new, barriers do exist, including products not being designed or manufactured to last or to be repairable.

The reuse sector in South Australia is varied, with a wide range of business selling second-hand products including clothing, furniture, electronics and cars. There is also a thriving informal peer-to-peer reuse market, through a range of online platforms such as Facebook Marketplace, eBay, and buy nothing groups, as well as garage sales and in-person sharing.

Repair and maintenance are important enablers for reuse. Unfortunately, the South Australian repair sector is shrinking and fragmented, and due to a lack of training opportunities for those wanting to work in this sector, it is largely made up of an ageing workforce. Action is needed to revive it and see it thrive.

## Using resources and materials more efficiently

The C&I sector generated 1.97kt of waste in 2022–23, making up 38% of the total waste in South Australia [Green Industries SA, 2024]. Strategies to reduce waste in this sector include identifying opportunities to avoid waste and increasing the material efficiency of how goods are produced.

Some businesses don't have a clear line of sight on the quantities and types of wastes they are generating, which limits their ability to improve sustainability in their business practices. By developing waste reduction plans and measuring the amount of waste and the waste material types they generate, businesses can make informed decisions to address wasteful practices, increase productivity of their input resources, improve sustainability and save on costs.

Targeted programs to build business capabilities and the provision of ‘better practice guides’ can support businesses to improve their business practices and become more sustainable. Many of these ‘better practice guides’ have already been developed by GISA.

## Objectives

Reduce the generation of waste through:

- designing products for circularity, including to eliminate waste and pollution, provide longevity and enable repairability
- keeping products and materials in use for as long as possible and at their highest value, reducing demand for virgin resources, conserving energy, and mitigating GHG emissions
- reducing wasteful consumption by preferencing circular consumption options
- addressing wasteful business practices by building business awareness and capabilities
- adopting production practices that increase material productivity.

In addition to the actions below, actions identified in other focus areas, including food waste, built environment, procurement, and circular business practices, also contribute to waste avoidance.

ACTIONS TO AVOID WASTE				
Action	Leads	Partners	Timing	
<b>Encourage circular design</b>				
1.1*	Advocate for and support the national adoption of design standards to increase life cycle potential of products, packaging and components, maximise the value of materials throughout the life of a product, and avoid waste – for example, design standards that ensure products are easier to repair, upgrade, disassemble and recycle, are durable, and use non-toxic ingredients or materials. In the absence of a national approach, explore legislative options for state-based action, to ensure that goods manufactured in or entering South Australia meet certain design standards.	Environment Protection Authority Green Industries SA		Ongoing
1.2	Advocate for the design and manufacturing of products and components that increase durability, repairability and recyclability and replace virgin materials with recycled materials.	Green Industries SA	Industry associations Manufacturers	Ongoing
<b>Encourage circular consumption choices</b>				
1.3	Collect data and conduct market research to help inform behavioural change activities that promote waste avoidance.	Green Industries SA		Ongoing
1.4	Raise awareness with consumers to influence consumption habits and promote waste avoidance.	Green Industries SA		Ongoing
1.5	Support initiatives involving collaborative consumption and the development of community circular hubs, that is, physical locations that provide citizens with convenient access to a suite of circular goods and services.	Green Industries SA	Community groups	Ongoing
1.6	Encourage community support of local circular initiatives such as repair cafes, libraries and second-hand marketplaces.	Green Industries SA	Community groups Not-for-profit organisations	

ACTIONS TO AVOID WASTE				
Action	Leads	Partners	Timing	
<b>Support reuse and repair activities</b>				
1.7*	Advocate for and support the national adoption of design standards that ensure that products are durable and easier to repair and upgrade. In the absence of a national approach, explore legislative options for state-based action, to ensure that goods manufactured in or entering South Australia meet design standards that enable product repair and reuse.	Environment Protection Authority Green Industries SA		2025–2030
1.8	Advocate for measures that overcome barriers to the repair economy, such as addressing the interplay between product warranties and product repair, and taxation policy relief measures.	Green Industries SA		Ongoing
1.9	Explore options to support the growth of the South Australian reuse and repair sector, for example through: <ul style="list-style-type: none"> <li>establishing community-based and commercial reuse and repair centres or hubs</li> <li>establishing an South Australian repair network or alliance</li> <li>developing a directory and map of repair and reuse services.</li> </ul>	Green Industries SA	Not-for-profit organisations	2025–2028
1.10	Support the development of repair skills, identified through a workforce skills gap analysis, at all levels of education.	South Australian Skills Commission Department of State Development Department for Education TAFE SA	South Australian Skills Commission's Industry Skills Councils Not-for-profit sector	Commencing 2027
<b>Support businesses and organisations to avoid waste</b>				
1.11	Deliver targeted programs to build businesses' capability to: <ul style="list-style-type: none"> <li>identify and act on opportunities to avoid waste</li> <li>increase materials efficiency</li> <li>improve resource recovery outcomes, including through source separation</li> <li>adopt innovative technologies and practices to measure and report on waste management activities.</li> </ul>	Green Industries SA SA Business Chamber	Department for State Development	Ongoing
1.12*	Consider reform for South Australian businesses to develop business waste reduction plans, supported by the development of 'better practice' guides to assist with implementation.	Environment Protection Authority Green Industries SA		2025–2030
1.13*	Consider legislative measures to improve transparency on waste levy charge by waste depots and C&I waste collection contractors to enable businesses to make informed decisions.	Environment Protection Authority	Waste and resource recovery industry	2025–2030
1.14	Require compliance with the <i>Waste and Recycling at Events and Venues Guidelines</i> for state government-managed or sponsored major events.	South Australian Tourism Commission	Green Industries SA Department of the Premier and Cabinet	Ongoing

ACTIONS TO AVOID WASTE				
	Action	Leads	Partners	Timing
1.15	All state government offices and administration buildings to implement the <i>Government office waste: Strategy and better-practice guide</i> .	State government departments and agencies	Green Industries SA	By 1 July 2027
1.16	<p>Advocate for the adoption of standardised waste reporting by waste collection contractors to customers that at a minimum includes:</p> <ul style="list-style-type: none"> <li>the classification of the material stream</li> <li>the weight of the waste or recyclables collected (if known)</li> <li>where each material stream will be taken (disposal facility) and the method of disposal/processing. (such as recycling, landfill, energy recovery)</li> </ul> <p>This will simplify data collection and enable customers to make informed decisions.</p>	Green Industries SA		2025–2030
1.17	Support the adoption of bin weighing systems for C&I collected waste and recyclables, to enable waste collection contractors to provide this data to customers.	Green Industries SA	Waste and resource recovery industry	Ongoing

## Focus area 2: Reduce food waste

The United Nations Environment Programme's (UNEP) Food Waste Index ranks Australia as the 10th most wasteful country in the world (United Nations Environment Programme, 2021). Nationwide, we waste 7.6 million tonnes of food every year at a cost of \$36.6 billion per year to the economy (Food Innovation Australia Limited, 2021).

Food waste is generated at all stages of the food supply chain, including production, processing, distribution, and consumption. 2.06 million tonnes of food is wasted through the manufacturing, distribution, wholesale and retail stages and a further 1.47 million tonnes of food waste is generated by the hospitality sector and institutions (Food Innovation Australia Limited, 2021).

Around 30% of food waste is generated in the home. This equates to 2.5 million tonnes per annum, costing the average household around \$2,700 per year. It is estimated that 77% of food waste in South Australian agriculture is produce that is not harvested or is ploughed in (Arcadis, 2019). The remaining 23% is recovered via food rescue and diversion to animal feed (Food Innovation Australia Limited, 2021).

Approximately 70% of wasted food is edible (Food Innovation Australia Limited, 2021). While edible food is being discarded to landfill, 32% of Australian households experienced moderate to severe food insecurity in 2024 (FoodBank, 2024).

When disposed in landfills, food waste produces methane, a potent GHG (28 times more potent than carbon dioxide). Every kilogram of food wasted generates the equivalent of 2.1 kg in CO<sub>2</sub> (Department of Climate Change, Energy, the Environment and Water, 2023b). Food waste sent to landfill is responsible for 3% of Australia's emissions annually, excluding the embodied energy and resources from the production of the wasted food (Department of Climate Change, Energy, the Environment and Water, 2024e).

### Our commitments to reduce food waste



#### UN SDG target 12.3

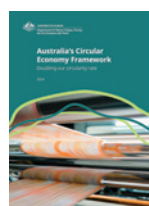
By 2030, halve per capita global food waste at the retail and consumer levels and reduce losses along production and supply chains, including post-harvest losses.



#### National Waste Policy Action Plan

Halve the amount of organic waste sent to landfill for disposal by 2030.

These commitments are supported by:



#### Australia's Circular Economy Framework

Reducing food waste and valorising agricultural waste are priority areas.



#### Australian Food Pact

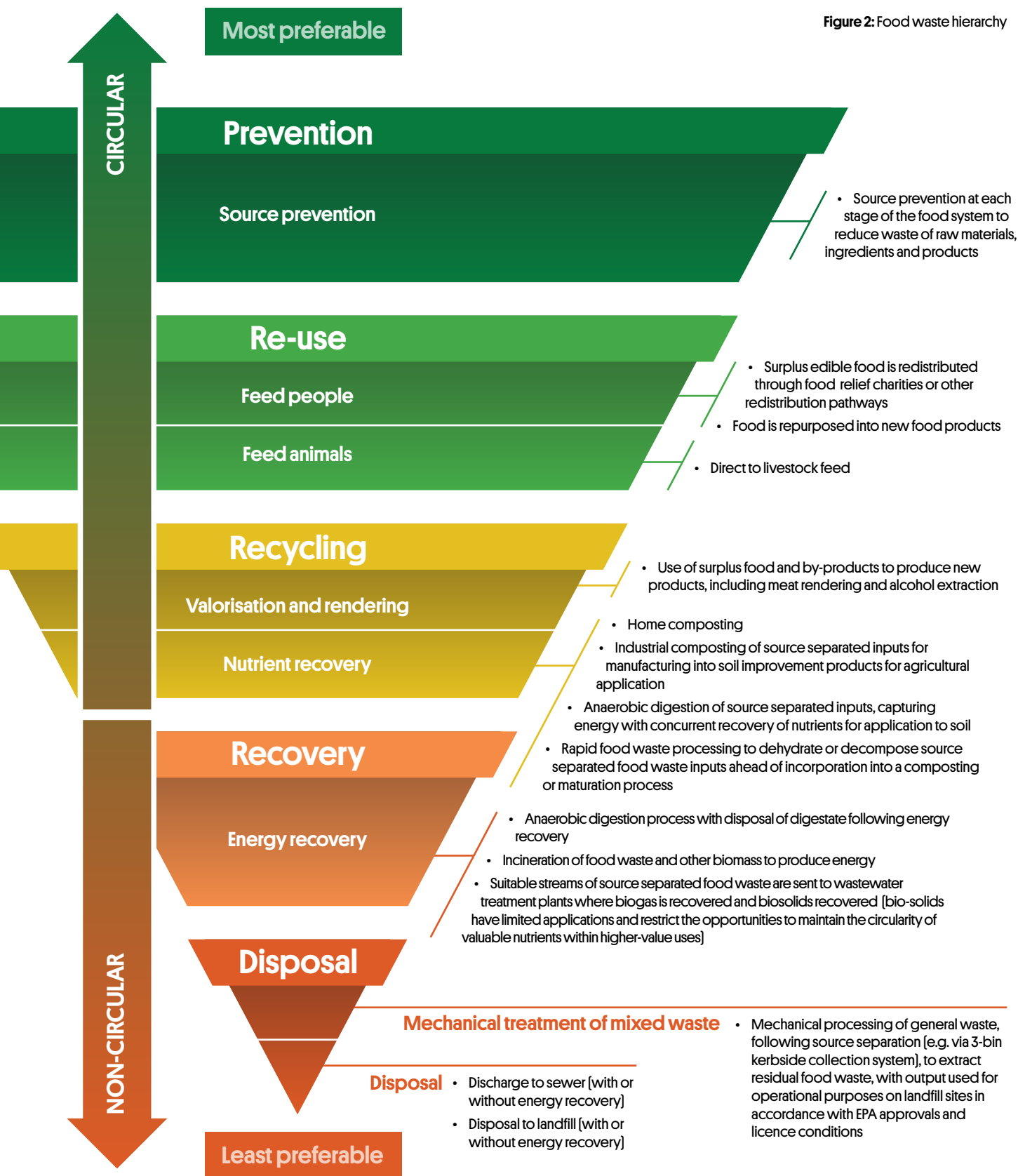
A voluntary initiative that focuses on preventing waste, promoting food reuse and donation and achieving supply chain transformation and innovation.



In 2021, South Australia released its first food waste strategy for 2020–2025, *Valuing Our Food Waste – South Australia's strategy to reduce and divert household and business food waste*. The strategy outlines actions across 3 areas to reduce food waste from households and businesses while supporting the transition to a materially circular economy through infrastructure and market development for the organics sector. Many of the targets and actions outlined in the strategy have been progressed through GISA activities and projects.

Reducing food waste continues to be a priority area for action, and actions under the food waste strategy are now being incorporated into this strategy.

Figure 2: Food waste hierarchy



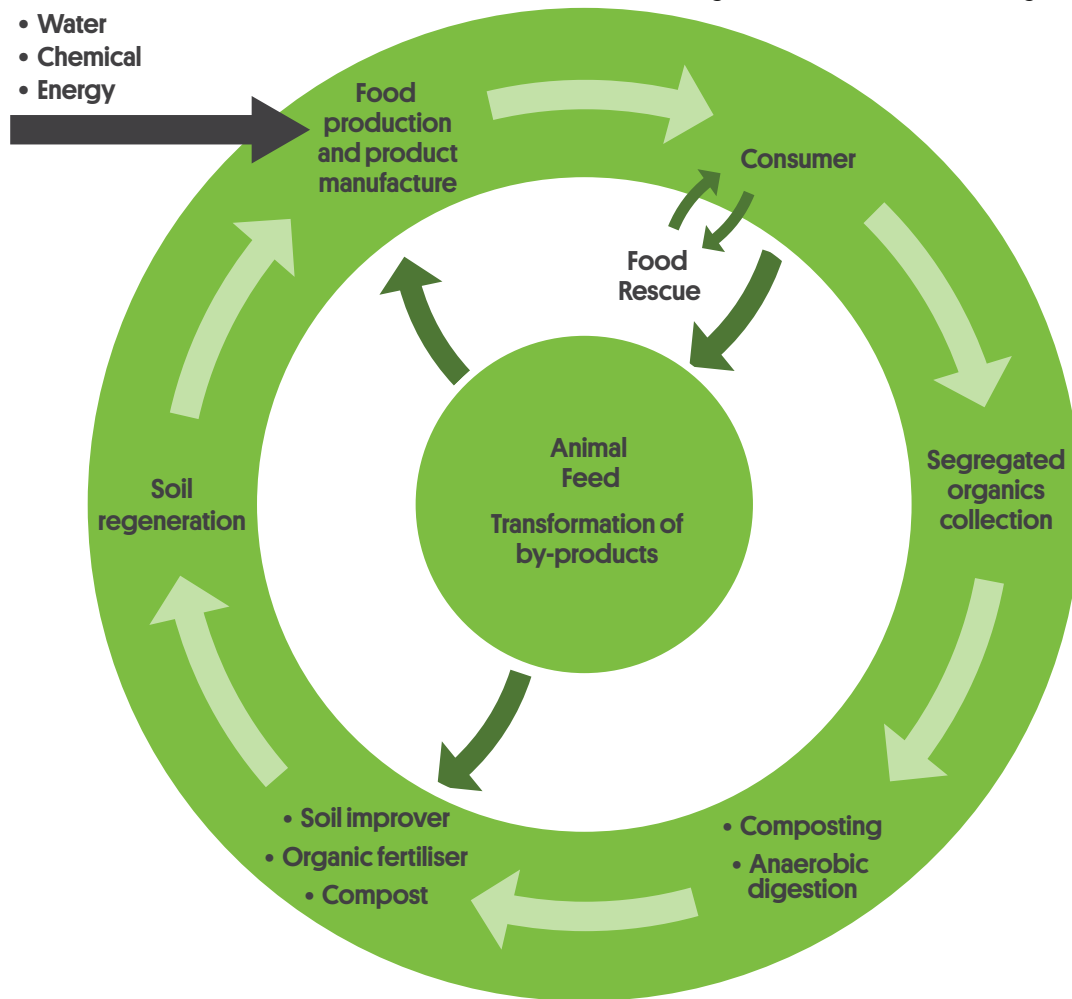
A food waste hierarchy [Figure 2] has been developed to inform the priority of actions and outcomes for food waste using the same principles as the waste management hierarchy. The food waste hierarchy supports the highest utilisation of food and continued flow of materials and nutrients within a biological circular economy, as seen in Figure 3.



#### INPUTS

- Water
- Chemical
- Energy

Figure 3: Flow of materials within biological circular economy



## Priorities

### Preventing wastage of edible food

By supporting households to use up ingredients they already have and to store food for maximum shelf life, food waste can be minimised.

Businesses can adopt practices and strategies that minimise food waste and save money.

By increasing edible food donations, supported by the necessary infrastructure and systems, more food will be available for redistribution.

### Minimising pre-farm gate food waste

Opportunities to reduce food waste that occurs pre-farm gate include minimising overproduction, collaboration through the supply chain and between retailers and primary producers, and valorising food waste into new products.

### Diverting unavoidable food waste from landfill

This can be achieved through implementing high-performing source separation systems to recover food waste and minimise contamination, enabling the production of high-quality organic outputs that can be applied to soil to regenerate nature.

While all metropolitan Adelaide councils offer kerbside food organics and garden organics (FOGO) services, and many regional councils are implementing FOGO services where practical in townships, there is still a significant opportunity to increase the quantity and quality of food waste being diverted at the household level. Within the C&I sector, food organics make up 18.8% of mixed C&I waste, providing another opportunity to increase recovery of food waste [Rawtec, 2022].



Turning food waste into recycled organic compost for application to soil can help rebuild soil fertility and replenish soil carbon and nutrient stocks (including nitrogen and phosphorous). Compost has a high carbon content and contains beneficial microbes. Using recycled organic compost for agricultural purposes keeps the nutrients in the economic system and improves soil structure and water holding capacity, reduces the reliance on synthetic fertilisers, and helps soils sequester greater levels of carbon [Government of South Australia, 2022].

In SA, 83% of discarded organics are diverted from landfill, contributing \$189 million to Gross State Product (GSP). The flow-on effects of improved productivity from application of AS certified recycled organics compost and mulches contributes an additional \$190 million GSP to SA's economy [Green Industries SA, 2021].

## Objectives

- Reduce food wasted across the supply chain, and the associated GHG emissions, and achieve the highest possible outcomes through the practical application of the food waste hierarchy [see Figure 2]
- Provide for high-performing food waste collection systems that support the separation of food waste as close as possible to the point of generation
- Improve the quality of recycled organics through investment in education to reduce contamination at source and infrastructure to process output materials
- Reduce nutrient loss in food systems by ensuring the valuable nutrients recovered through the collection of segregated food waste are recycled to agricultural production
- Improve and regenerate agricultural soil function through rebuilding soil fertility and replenishing soil carbon and nutrient stocks

ACTIONS TO REDUCE FOOD WASTE				
Action		Leads	Partners	Timing
Avoid food waste				
2.1*	Consider legislative reform for unsold edible food to be donated to food rescue charities for redistribution, accompanied by the necessary supporting systems, agreements, infrastructure, and capacity.	Environment Protection Authority Green Industries SA	Food rescue charities Supermarkets	2025–2030
2.2	Expand messaging on food waste avoidance actions in households, including through enabling technology and tools to help households use up foods they already have.	Green Industries SA		Ongoing
2.3	Develop resources to support and encourage businesses to take action to avoid and reduce food waste along the supply chain.	Green Industries SA	Food South Australia Australian Hotels Association SA South Australian Independent Retailers Restaurant & Catering Association SA	Ongoing
2.4	Explore strategies to support primary producers to achieve the highest value use of food and to minimise food waste pre-farm gate.	Department of Primary Industries and Regions Green Industries SA End Food Waste Australia	South Australian Research and Development Institute Primary Producers SA Food South Australia Supermarkets and produce markets	2025–2030

ACTIONS TO REDUCE FOOD WASTE				
Action		Leads	Partners	Timing
Increase recovery of food waste				
2.5*	To increase the recovery of high-quality organics and food waste from the C&I sector, consider legislative reform to support: <ul style="list-style-type: none"><li>• mandatory source separation and collection of unpackaged organics from large food waste generating businesses</li><li>• prohibiting disposal to landfill of C&amp;I source segregated and collected organics.</li></ul>	Environment Protection Authority	Green Industries SA Local government Food South Australia Business associations	2025–2030
2.6	Support the rollout of area-wide, high-performing food waste collection systems, including within suitable multi-unit and higher density developments.	Green Industries SA	Local government Regional waste subsidiaries Waste and resource recovery industry Body corporate managers	Ongoing
2.7	Provide resources to support precincts to procure segregated organics collections from businesses within significant food retail areas.	Green Industries SA		Ongoing
Support quality outputs and end markets				
2.8	Encourage and support the establishment and enhancement of resource recovery infrastructure, processes and technologies that divert food waste into productive use.	Green Industries SA	Waste and resource recovery industry Organics recyclers Local government	Ongoing
2.9	Process segregated food waste from MSW and C&I waste streams to achieve high circularity outcomes.	Organics recyclers		Ongoing
2.10*	Regulate to enhance the quality of recovered organics, including by promoting source segregation of organics and reduced contamination of organic feedstock.	Environment Protection Authority	Organics recyclers Waste and resource recovery industry	2026–2030
2.11	Progress the development of a consistent input material list for commercial organics collections, ensuring segregation of organics from non-compostable packaging and other potential contaminants occurs at the source.	Green Industries SA	Organics recyclers	2026–2028
2.12	Support investment in activities that establish, build, and maintain markets for high circularity organic products, and meet quality demands of end market users.	Green Industries SA	Department of State Development	Ongoing

## Focus area 3: Reduce material loss and preserve value

A circular economy seeks to create a closed-loop system where resources are kept in use for as long as possible, with their value preserved and waste minimised. To enable end-of-life products and materials to be safely recovered for subsequent use at their highest value, high-performing collection and resource recovery systems and practices need to be in place. Preventing or limiting contamination of recovered materials is also essential to securing quality feedstock for high-value recycling.

Source separation [the separation of waste as close as possible to the point of generation], results in higher quality recovered resources than a bin system that relies on downstream processing technology to subsequently separate out the various materials. This applies to all waste streams – MSW, C&I and C&D.

### Municipal solid waste

SA's kerbside performance demonstrates that a step-change is needed.

For household waste, having consistent, high-performing 3-bin systems [including kitchen caddy and compostable bags for food waste] across metropolitan Adelaide and large regional centres provides familiarity and convenience for households, which helps improve how they separate their waste and recyclables and place them into the correct bins for kerbside collection. This, coupled with community education and feedback, helps reduce the levels of contamination of kerbside collected household FOGO and co-mingled recycling bins.

Waste segregation and collections from multi-unit dwellings can be problematic where the necessary waste management infrastructure and/or access for standard waste collection vehicles is inadequate. These considerations need to be made at the design stage and through planning and development approval processes. Actions to consider legislative and policy changes to planning instruments are included in this strategy.

Across SA, 67.5% of dwellings have general waste bins with red lids while 32.5% of them have blue lids. Having a kerbside bin system with non-standardised bin lid colours can create confusion within the community and makes statewide communications and education on the correct bin to use more difficult.

### Regional SA

Regional councils face challenges and opportunities that are unique to their local areas as well as challenges that are common across councils, such as geographic size, distance to processing facilities, disposal and markets, and the related high transport, processing and disposal costs. Incidences of illegal dumping and dealing with problematic wastes arising from agricultural sources such as copper chromated arsenate (CCA) treated timber posts and plastic wrap, are also challenges. Problematic wastes are addressed under focus area 4.

While there are common challenges facing South Australian regional local governments in relation to waste management and resource recovery, the differences in circumstances between regions means that a one-size-fits-all approach isn't appropriate. Opportunities exist for regional councils to develop place-based solutions that deliver increased source separation and efficiency for managing materials, through investing in regional resource recovery infrastructure including organics processing capability [such as mulching, composting, and small-scale bioenergy solutions] and upgrading transfer stations and resource recovery facilities where commercially feasible. The development of regional end markets for the recovered materials can support the sustainability of these solutions.

### Remote Aboriginal communities and Outback SA

Waste and resource recovery services in remote communities and Outback SA face a range of unique challenges due to their remoteness and lack of local waste and resource recovery infrastructure and capacity. This creates significant transport costs for materials that may have low commercial value as well as challenging end markets such as tyre waste. Waste from tourists travelling through Outback SA also poses a challenge.

Localised strategies can identify suitable opportunities for place-based solutions that address these challenges, and the support required to implement them.

## Commercial and industrial waste

A significant opportunity exists to improve resource recovery in the C&I sector, particularly in metropolitan Adelaide. A 2022 audit of mixed C&I waste found the following 6 material streams make up the biggest components of this waste:

1. 18.9% paper and cardboard
2. 18.8% food waste [loose and packaged]
3. 13.6% plastic films
4. 13.1% wood [treated and untreated]
5. 8.5% non-recyclable plastic/expanded polystyrene
6. 7.2% textile materials.

[Rawtec, 2022]

Improvements can be achieved through businesses source separating their recyclable C&I waste [note that actions relating to food waste are located under focus area 2]. As with kerbside bins, standardising C&I bin colours and markings would also help avoid confusion and ensure people are disposing of waste and recyclables in the correct bins.

## Construction and demolition waste

While the rate of diversion from landfill for C&D waste is high, increased source separation of C&D waste and unused materials on construction sites can improve the quality of the recovered materials, supporting highest value reuse of the material and high-quality recycling. Deconstruction of buildings that have reached their end-of-life, rather than demolition, also enables increased source separation, and supports these same high value reuse and recycling outcomes. Focus area 6 – *Build a circular built environment* provides further detail on increasing resource recovery in the C&D sector, including through design practices.

## Landfill bans

Banning additional materials that have a pathway for resource recovery and recycling from being disposed to landfill will help keep valuable materials circulating through the economy.

## Resource recovery infrastructure

Waste and resource recovery infrastructure needs to meet existing requirements as well as plan for and accommodate future requirements. This includes consideration of capacity and capability for existing, as well as new and emerging, wastes.

### Objectives

Support a circular economy through the application of best practice waste management and resource recovery that:

- maximises the safe recovery of recyclable materials
- provides for separation of materials as close as possible to the point of generation
- minimises contamination of recyclable materials
- maximise recycling efficiency at all stages [collection, preprocessing – including separation and sorting – and end processing] to reduce material losses
- enables the safe and beneficial use of recycled materials, achieves the highest value reuse, and does not pose a risk of environmental harm.

ACTIONS TO REDUCE MATERIAL LOSS AND PRESERVE VALUE				
Action		Leads	Partners	Timing
Legislative and policy enablers				
3.1*	Progress legislative reform to require circular economy principles to be considered in EPA decision-making to preserve the value of materials and their continued circulation in the economy.	Environment Protection Authority	Green Industries SA	2025–2030
3.2*	To increase the recovery of organics, food waste, and recyclables in household kerbside bins, consider legislative reform to support staged implementation of 3-bin kerbside collection systems for households, aligned with the SA <i>Better Practice Guide: Sustainable Kerbside Services</i> , initially for metropolitan Adelaide then consider extending to large regional centres and townships where current or planned local processing capacity exists.	Environment Protection Authority	Green Industries SA	2025–2030
3.3	Investigate legislative and policy reform to support the implementation of best practice waste management (including high-performing organics segregated collection systems) in residential and mixed-use developments, as part of the planning and design process, to ensure new developments (including infill, medium and high-density) allocate sufficient area to store and access 3-bin segregated waste and recycling services and to present bins for collection.	Green Industries SA Department for Housing and Urban Development		2025–2027
3.4*	Consider legislative reform to provide for mandatory source separation and collection of co-mingled recyclables and organic waste for the C&I sector in metropolitan Adelaide, commencing with large waste-generating businesses.	Environment Protection Authority		2025–2030
3.5*	Consider legislative measures to prevent inappropriate recombining of separately collected and aggregated waste and resource recovered materials.	Environment Protection Authority		2025–2030
3.6	Maximise the effectiveness and performance of South Australia's container deposit scheme (CDS), including: <ul style="list-style-type: none"><li>• modernising the governance and systems of the CDS to unlock unrealised value in SA's circular economy and remove barriers to expanding community participation</li><li>• positioning South Australia for the 3 proposed elements of national integration and harmonisation:<ul style="list-style-type: none"><li>» a single container approvals portal</li><li>» increased scope of containers accepted in the scheme</li><li>» increased deposit/refund amount.</li></ul></li></ul>	Environment Protection Authority		2025–2030

ACTIONS TO REDUCE MATERIAL LOSS AND PRESERVE VALUE				
Action		Leads	Partners	Timing
Municipal solid waste/Kerbside waste				
3.7	Work with councils to: <ul style="list-style-type: none"><li>• implement the <i>SA Better Practice Guide: Sustainable Kerbside Services</i></li><li>• apply best practice segregated 3-bin waste management systems for medium and high-density dwellings and be the preferred service provider for all residential dwellings, if the building can meet the service parameters as defined by each council.</li></ul>	Green Industries SA	Local government	Ongoing
3.8	Contribute to national harmonisation of kerbside collections through implementation of the <i>National Kerbside Collections Roadmap</i> .	Green Industries SA Environment Protection Authority Local government		2025–2030
3.9	Support the roll-out of recycling and organic waste bins in suitable public places alongside general waste bins.	Green Industries SA	Local government	2026–2030
3.10	Adopt Australian Standard <i>AS 4123.5-2008 Mobile waste containers</i> for all new and replacement kerbside mobile waste containers.	Local government	Green Industries SA Local Government Association of SA	Commencing 2026
3.11	As local or regional waste and resource recovery plans or strategies are developed or updated, they: <ul style="list-style-type: none"><li>• align with the goals of the circular economy by incorporating circular economy principles and objectives</li><li>• as a minimum, set targets for increasing diversion from landfill/recovery of resources.</li></ul>	Local government and regional waste subsidiaries	Local Government Association of SA	Commencing 2026
Regional areas				
3.12	Work with regional councils to: <ul style="list-style-type: none"><li>• develop a regional-specific <i>SA Better Practice Guide: Sustainable Kerbside Services</i> incorporating regional case studies and roll-out examples</li><li>• implement the regional <i>SA Better Practice Guide: Sustainable Kerbside Services</i> in large regional centres and townships where 3-bin kerbside systems are provided and current or planned local processing capacity exists, and other suitable areas with consideration of local circumstances.</li></ul>	Green Industries SA	Regional Local Government Associations Regional local government and waste subsidiaries	2027–2030
3.13	Investigate the development of regional resource recovery and processing infrastructure, including incentivising the local processing and reuse of wastes, especially of organics.	Regional local government and waste subsidiaries	Green Industries SA Regional Local Government Associations	Ongoing
3.14	Support the development of place-based solutions that achieve circular outcomes in regional areas. This could include capacity building, skills development, opportunities for reverse logistics, circular economy precincts, or end-market development.	Green Industries SA	Regional local governments Regional Local Government Associations SA Regional Development Australia Committees	Ongoing

ACTIONS TO REDUCE MATERIAL LOSS AND PRESERVE VALUE				
Action	Leads	Partners	Timing	
<b>Remote Aboriginal communities</b>				
3.15	In collaboration and partnership with First Nations peoples, support the development of a waste strategy for remote Aboriginal communities that identifies local solutions for sustainable waste management and resource recovery practices, builds local capacity and includes awareness raising activities.	Green Industries SA  Anangu Pitjantjatjara Yankunytjatjara Maralinga Tjarutja Aboriginal Lands Trust Regional Anangu Services Aboriginal Corporation	Commencing 2026	
<b>Outback SA</b>				
3.16	Improve waste management in Outback SA through: <ul style="list-style-type: none"> <li>improving management of unlicensed landfills</li> <li>implementing more user pays household waste collection services</li> <li>trialling innovative technologies for waste management in communities where household waste collection services will not be viable.</li> </ul>	Outback Communities Authority	Green Industries SA	Commencing 2025
3.17	Improve management of tourist waste in Outback SA.	Outback Communities Authority	South Australian Tourism Commission National Parks and Wildlife Service – Department for Environment and Water	Commencing 2025
3.18	Advocate for, and contribute to, the development of a nationally regulated product stewardship scheme for end-of life-tyres, to improve their collection and disposal in Outback SA, preventing stockpiling and reducing the associated health, environmental and emergency risks.	Outback Communities Authority Green Industries SA	Environment Protection Authority	2025–2027
3.19	Until a nationally regulated product stewardship scheme for end-of life-tyres is in place, progress interim measures to improve the management of end-of-life tyres in remote areas.	Outback Communities Authority Green Industries SA		2025–2027
3.20	Build capacity and increase access to resource recovery and waste management infrastructure for outback communities, including: <ul style="list-style-type: none"> <li>establishing resource recovery centres in strategic locations</li> <li>improving waste and recycling collection and transport services.</li> </ul>	Outback Communities Authority	Green Industries SA Waste and resource recovery industry	Commencing 2025
<b>Commercial and industrial waste</b>				
3.21	Adopt Australian Standard AS 4123.5-2008 <i>Mobile waste containers</i> for all new C&I mobile waste containers with capacities up to 1,700L.	Waste and resource recovery industry	Retail sector	Commencing 2026
<b>Construction and demolition waste</b>				
3.22	Promote segregation of materials on building sites to increase waste diversion of uncontaminated materials.	Housing Industry Association Master Builders Association of SA	Green Industries SA Construction industry	Commencing 2025



ACTIONS TO REDUCE MATERIAL LOSS AND PRESERVE VALUE				
Action		Leads	Partners	Timing
Reduce material loss through landfill bans				
3.23*	Consider and implement additional landfill bans for products or valuable materials that have a pathway for resource recovery and recycling.	Environment Protection Authority	Green Industries SA	2025–2030
Build resource recovery capacity and infrastructure				
3.24	Invest in high-performing resource recovery systems and infrastructure that support circular material flows and high value beneficial outcomes.	Waste and resource recovery industry	Green Industries SA Department of State Development	Ongoing
3.25	Advocate for the establishment and maintenance of accessible and convenient community drop-off for products and materials where product stewardship schemes are in place and promote their use.	Green Industries SA	Local government Product stewardship scheme administrators	Ongoing
3.26	Support the development of solutions for high-quality sorting and removal of contaminants from waste.	Green Industries SA	Waste and resource recovery industry	Ongoing
3.27	Develop an updated statewide waste and resource recovery infrastructure plan that supports the transition to a circular economy through waste projection modelling and an analysis of infrastructure needs, capacity and capability for existing and emerging waste streams.	Green Industries SA	Local Government Association of SA Waste and resources recovery industry	2025–2026
3.28	Future-proof the operations of new and existing waste and resource recovery facilities by managing the interface and the encroachment of incompatible land uses.	Department for Housing and Urban Development		Ongoing
Safely use recovered materials at their highest value				
3.29*	Consider legislative reform that: <ul style="list-style-type: none"> <li>enables EPA regulatory decision-making to require that recovered resources be used at their highest value, to achieve high circularity outcomes</li> <li>provides for the safe circulation of materials, where low risk recovered materials can continue circulating, high risk wastes are regulated, and high concern chemicals are eliminated from material cycles.</li> </ul>	Environment Protection Authority		2025–2030
3.30*	Regulate to ensure that any energy recovery activities aren't removing valuable materials from the economy (that is, there are no other higher value use options available for those materials).	Environment Protection Authority		Ongoing



## Focus area 4: Address emerging and problematic wastes

Technological innovation in the modern world has resulted in new waste streams, many of which we do not yet have solutions for. Some of these products can be replaced with more sustainable alternatives, but others are essential for meeting our net zero targets and mitigating the impacts of climate change. For these products, good design can improve end-of-life outcomes, however collection and recycling solutions are also needed. This can be achieved through regulation, other policy measures, or product stewardship.

Product stewardship acknowledges that everyone who imports, designs, produces, sells, uses and disposes of products has a shared responsibility to reduce the environmental and human health and safety impacts of those products. In addition to ensuring there is a recycling pathway for the product at the end of its usable life, a product stewardship approach can also encourage design changes to extend product lifespan, enable reuse, or improve recyclability and resource recovery. Product stewardship schemes can be either voluntary or mandatory, with the most appropriate approach dependent on the complexity of the market and industry willingness to take responsibility.

Some actions in this focus area relate to safeguarding human health and safety and preventing environmental harm. Until problematic products and materials are banned or redesigned, they will need to be managed in a way that reduces harm.

### Objectives

- Design and manufacture products for longevity and circularity, including designing out problematic waste and hazardous materials
- Continue to phase out problematic and unnecessary plastic products
- Increase the safe recovery of resources for problematic wastes
- Provide safe collection and disposal pathways for hazardous waste
- Develop and implement national or nationally aligned product stewardship schemes for problematic wastes
- Raise community and consumer awareness of problematic wastes and options for their safe collection and management

ACTIONS TO ADDRESS EMERGING AND PROBLEMATIC WASTES				
	Action	Leads	Partners	Timing
4.1*	Advocate for and support national solutions to problematic wastes, or consider state-based solutions if required, including product stewardship approaches that restrict hazardous materials, address end-of-life and eliminate problematic waste.	Green Industries SA Environment Protection Authority	Waste and resource recovery industry	Ongoing

## Problematic and unnecessary plastics and plastic packaging

With global plastic production doubling in the 20 years preceding 2019, there is an urgent need to both reduce the amount of plastic being generated, and to increase the resource recovery of the remaining necessary plastics [CSIRO, 2024]. While plastic packaging can play a role in protecting food and reducing food waste when used effectively, half of all plastic produced is designed to be used only once and then thrown away and of these, only an estimated 13% are recovered [Green Industries SA, 2024].

Some plastics are more challenging to recycle than others, which can be due to the polymer type, being combined with other materials including chemicals of concern, a lack of sustainable end markets, high contamination rates, or a combination of these factors. Plastics which have been more challenging to recover or recycle include packaging, soft plastics, and those used in primary industries. For these plastics products, intervention is needed to improve their design as well as collection and recycling.

South Australia has banned the sale and provision of a range of single-use plastic items under the *Single-use and Other Plastic Products (Waste Avoidance) Act 2020*, with further bans to come into effect on 1 September 2025. In December 2024, environment ministers, except Queensland, agreed to the release of a summary of the *National Roadmap: Harmonising action on problematic and unnecessary plastics* outlining how jurisdictions will work together to reduce variations on 24 items, without reversing existing measures [Department of Climate Change, Energy, the Environment and Water, 2025].

The Australian Government is progressing a new regulatory product stewardship scheme for packaging, which will include design guidance to increase packaging recyclability, and consider labelling, recycled content thresholds and bans or phase outs of chemicals of concern.

ACTIONS TO ADDRESS EMERGING AND PROBLEMATIC WASTES				
Action		Leads	Partners	Timing
Problematic and unnecessary plastics and plastic packaging				
4.2	Support the national packaging reform process for packaging to be regulated under Commonwealth legislation.	Green Industries SA Environment Protection Authority	Australian Government	2025–2028
4.3	Continue to phase out single-use and other problematic and unnecessary plastic products in South Australia and consider other measures to address plastic use.	Green Industries SA Environment Protection Authority		Ongoing
4.4	Support national progress to develop a pathway and criteria to soft plastics collection and recycling at scale in Australia.	Green Industries SA		Ongoing
4.5	Continue to support primary industry sectors to identify and implement actions to better manage plastic waste.	Department of Primary Industries and Regions		Ongoing

## Renewable energy technologies

South Australia is at the forefront of the global energy transition, lifting net electricity generation from renewable energy from 1% to 74% between 2005 and 2021 [Department for Energy and Mining, n.d.]. With SA's commitment to achieve net zero emissions by 2050 and the aspiration to achieve 100% net renewables by 2027, the use of renewable energy technologies is an essential part of our efforts to reduce GHG emissions and limit the impacts of climate change.

The renewable energy technologies in use include home and grid scale solar photovoltaic (PV) systems, battery energy storage systems, and wind turbines. The infrastructure associated with these technologies will reach end-of-life over the coming years and decades, and solutions to ensure the valuable materials from these technologies can be recovered and recycled will be needed.

### Wind turbines

Wind power is a significant part of SA's transition to net zero, with wind generating more than 44% of SA's energy in 2021–2022 [Department for Energy and Mining, n.d.]. SA's wind farms will start being decommissioned from 2028 and are expected to increase significantly from 2049 [AECOM, 2023]. South Australia will be faced with the challenge of how to manage this waste.

Wind turbines are constructed primarily of metals, with reinforced concrete footings. These metal and concrete components represent up to 98% of the weight of a wind turbine, and are recyclable through existing pathways, however challenges exist in the extraction from site and transport. Wind turbine technology has evolved over time, with older models using a 'gearbox' made of easily recyclable steel, and new models using 'direct drive' technology incorporating permanent magnets. These new models are currently not recyclable, but given the high value of the rare-earth metals used in permanent magnets, the emergence of a market to recover and provide a secondary use for these materials is highly likely.

The most challenging part of a wind turbine to recycle is the blade, which varies between manufacturers, but is generally composites made up of a lightweight core (made of wood, polyvinyl chloride (PVC) or polyethylene terephthalate (PET) foam) coated in a polymer matrix (such as epoxy) with fibre reinforcement (glass or carbon fibres). Currently, there are no facilities in South Australia to address end-of-life wind turbine blades.

### Solar PV Systems

South Australia leads the nation on solar PV deployment, with 40% of free-standing homes being powered by solar [Department for Energy and Mining, n.d.], complemented by utility scale solar installations. By 2032, it is expected that 30,000 tonnes of solar PV will reach end-of-life per year, increasing to 50,000 tonnes per year in 2050, and 100,000 tonnes per year in 2064 [AECOM, 2023].

The solar PV recycling industry is in its early stages, with the most developed technologies found in Europe. Valuable materials that can be recovered from solar PV systems include silicon, glass, silver, copper and aluminium [Webster, 2023]. There are 2 common processing approaches for recycling solar PV panels – mechanical processing and pyrolysis – each with their own advantages and disadvantages. Further research is underway to improve recovery rates and commercial viability of both approaches, and to identify design options which can improve recycling outcomes.

The Australian Government has committed to developing a product stewardship scheme for solar PV systems smaller than 100GW. This threshold includes residential and small commercial systems, but not utility scale installations. Large solar installations will therefore need to plan for end-of-life at the outset of the projects, through both budget planning and making design stage decisions which enable easier recycling.

## Battery energy storage systems

South Australia has one of the highest uptakes of residential batteries in Australia and has 5 large-scale batteries in operation and one under construction [Department for Energy and Mining, n.d.]. Battery energy storage systems are generally lithium ion (Li-ion), and face many of the same challenges and opportunities as smaller Li-ion batteries. As with both smaller batteries and other renewable energy technologies, decisions made at the planning and design stage can enable reuse and recycle opportunities at end-of-life.

ACTIONS TO ADDRESS EMERGING AND PROBLEMATIC WASTES				
Action		Leads	Partners	Timing
Renewable energy technologies				
4.6	Consider legislative reform and/or other policy mechanisms to require all new grid-scale solar and wind turbine installations to consider circular economy outcomes in project planning and develop a waste management plan, including a decommissioning plan for end-of-life, for planning and development approval.	Department for Energy and Mining	Department of State Development Infrastructure SA Department for Environment and Water Environment Protection Authority	Commencing 2026
4.7	Support the establishment of a national product stewardship regulatory scheme covering solar photovoltaic systems including battery energy storage systems.	Green Industries SA Environment Protection Authority		Ongoing



## Batteries

The rapid growth of consumer electronics and electric vehicles has resulted in an increase in battery waste. Of the different battery chemistry types, Li-ion batteries are becoming increasingly common, with almost 10,000 tonnes of Li-ion battery waste expected to be generated in South Australia per year by 2035 [Cavanough & Tai, 2021]. Batteries include many valuable metals such as lithium and cobalt which can be recovered through recycling processes, and feed into production of new batteries [Chen & Ho, 2018].

While Li-ion batteries pose a high risk if poorly managed, they also present a significant opportunity if the valuable materials contained within the batteries can be recovered. The CSIRO estimates the lost value to Australia of not recovering the valuable metals and materials used in Li-ion batteries onshore to be between \$4,400 and \$17,200 per tonne, or up to \$3.1 billion total [Zhao, Ruether, Bhatt, & Staines, 2021].

Li-ion batteries present a significant risk to waste management infrastructure with an estimated 10,000 fires per year in the waste management system nationally caused by Li-ion batteries [Australian Council of Recycling, 2024]. There is a need to keep batteries out of the resource recovery and waste management system and direct them to appropriate alternative safe collection and recycling options. Safe disposal options are also required for batteries which are damaged or cannot be recycled.

While the industry-led voluntary product stewardship scheme B-Cycle accepts some battery types, it achieved a collection rate of only 15.3% in 2023–24 [Battery Stewardship Council, 2024]. At the December 2024 Environment Ministers Meeting, Ministers recognised the need to act quickly to reduce the risks of battery fires, and progress aligned state-led reforms for mandatory battery product stewardship [Department of Climate Change, Energy, the Environment and Water, 2024c]. Changes to battery design in both chemistry and construction can increase battery safety, enable reuse and refurbishment, and make disassembly for resource recovery at end-of-life easier [Wu, Kaden, & Dröder, 2023].

ACTIONS TO ADDRESS EMERGING AND PROBLEMATIC WASTES				
Action		Leads	Partners	Timing
Batteries				
4.8*	Consider nationally aligned legislative reform to establish state-based mandatory product stewardship obligations for battery suppliers, prioritising battery types with the highest risk profile.	Green Industries SA Environment Protection Authority	Australian Government	2025–2027
4.9	Until a product stewardship scheme is in place, as an interim measure, establish a safe and effective collection system for Li-ion batteries supported by a public awareness raising campaign.	Green Industries SA	Environment Protection Authority	2025–2027
4.10	Educate and raise community awareness of responsible and safe management of end-of-life batteries.	Green Industries SA	Metropolitan Fire Service	Ongoing
4.11*	Progress legislative reform to prohibit the disposal to landfill of additional problematic batteries, including clarifying the status of lithium-ion batteries as prohibited from disposal to landfill and disposal through kerbside waste collection bins.	Environment Protection Authority		2025–2026
4.12	Identify pathways for safe destruction of damaged lithium-ion batteries where material recovery is not an option.	Green Industries SA Environment Protection Authority	Waste and resource recovery industry	2025–2027



## E-Waste

E-waste is the fastest growing waste stream in the world, and Australia has one of the highest per-capita levels globally. Each year we generate around 20kg per person, which is expected to grow to almost 22kg per person by 2030 [Department of Climate Change, Energy, the Environment and Water, 2023e]. E-waste contains valuable materials such as gold, copper, nickel, silicon and lithium, which if recovered can feed back into electronics manufacturing and reduce the need to mine virgin resources. In 2022–23, South Australia recovered only 8.2kt of e-waste, which equates to just over 4kg per person [Green Industries SA, 2024].

Many electrical and electronic products also contain batteries, making e-waste a stream that faces many of the same safety issues as battery waste. Collection and recycling approaches for these waste streams may therefore be appropriate to address together.

While some e-waste is covered under product stewardship schemes, including the co-regulatory *National Television and Computer Recycling Scheme*, and the industry-led voluntary *Mobile Muster* scheme, this does not capture all products, and can be confusing for consumers. The Australian Government has committed to developing a product stewardship scheme for small electrical and electronic products.

Electronic cigarettes, also known as vapes, are a challenging e-waste stream. As well as electronic components and batteries, they also may still contain chemical residue at end-of-life, which can be problematic in the recycling process. Single-use vapes present a particular challenge, as the Australian Government banned their sale in 2024 [Therapeutic Goods Administration, 2024]. While this should limit the presence of these products in the waste stream over time, it creates additional challenges for their immediate and short-term management as regulated product stewardship schemes cannot apply to illegal products. Additionally, seized evidence needs to be destroyed under supervision and cannot be recycled.

ACTIONS TO ADDRESS EMERGING AND PROBLEMATIC WASTES			
Action	Leads	Partners	Timing
E-waste			
4.13	Support progressing inclusion of household e-waste items in a national regulated product stewardship scheme.	Green Industries SA Environment Protection Authority	Ongoing
4.14	Advocate for a national solution for the safe management of legally sold end-of-life vapes.	Green Industries SA Environment Protection Authority	Ongoing

## Textiles

The global textile industry consumes 3.25 billion tonnes of materials each year, with more than 99% of this coming from virgin sources [Circle Economy Foundation, 2024]. While textiles are broader than just clothing, covering furnishings, fit-outs and technical textiles, the challenges of clothing textiles in the areas of design, consumption and end-of-life management are particularly difficult to tackle.

In 2023, Australians purchased an average 53 new items of clothing per person, putting us as the equal highest fashion consumers in the world [Seamless, 2024] [Gbor & Chollet, 2024]. This level of consumption is unsustainable and is closely linked with a decrease in clothing quality that keeps manufacturing costs low, resulting in low prices that encourage high consumption. This lower quality clothing doesn't last as long and is less repairable, limiting its reuse potential. With few genuine recycling options available, much of it ends up in landfill. In 2022–23, the South Australian resource recovery rate for all textiles was only 16% [Green Industries SA, 2024].

While donating clothing to charity for reuse is a popular option, many clothes are too low quality to be worn again, placing a burden on charity shops to manage this waste stream. Changes are needed throughout the clothing life cycle, by designing and manufacturing clothing to be durable and recyclable, reusing and repairing it for as long as possible, and recycling it into new fibre at end-of-life.

Material choice impacts the sustainability and durability of the item and its recyclability at end-of-life, while construction techniques also have an impact on durability and repairability. These design choices enable, and are supported by, circular business models, for example rental, reuse, resale, subscriptions and on-demand manufacturing. Business models which focus on lower production quantities also support textile circularity, by slowing the flow of new clothing into the market.

Mechanical and chemical processing options for textile recycling exist, but use of recycled textiles fibres in new textiles [known as fibre-to-fibre] is not yet commercially available, requiring further work to develop and scale. Selecting recycled textiles at the design stage also supports fibre-to-fibre recycling.

Consumer behaviour underpins circularity throughout the clothing life cycle. Consumers can improve circularity by choosing to buy fewer clothes, buying second-hand, laundering in a way that extends clothing lifespan, repairing their clothes, and making responsible end-of-life choices through donating or recycling clothes appropriately.

The industry-led voluntary product stewardship scheme *Seamless* was established in 2024 to address these issues. The scheme aims to have 60% of clothing and retail brands operating in Australia as members by the end of 2025, rising to 80% by the end of 2027, and 100% by 2030 [Australian Fashion Council, 2024]. Clothing textiles remained on the [Minister's Priority List 2023–24](#) for product stewardship, signalling a willingness to regulate should there be insufficient industry support and for *Seamless* [Department of Climate Change, Energy, the Environment and Water, 2023c].

Uniforms provide a convenient starting point to achieve many of the changes needed, as purchase, management and disposal decisions are far more centralised than in the wider fashion sector. Uniform procurement and recycling strategies can send a market signal to encourage investment in this area.

ACTIONS TO ADDRESS EMERGING AND PROBLEMATIC WASTES				
Action	Leads	Partners	Timing	
<b>Textiles</b>				
4.15	Support circular clothing business models to extend the life of clothing, including rental, reuse and resale, subscriptions, and on-demand manufacturing.	Green Industries SA	Charitable reuse sector Australian Fashion Council SA Fashion Industry Association	Ongoing
4.16	Support textile stewardship schemes, such as Clothing Stewardship Australia's <i>Seamless</i> , through policy, programs and infrastructure investment in circular systems for textiles.	Green Industries SA	Clothing Stewardship Australia	Ongoing



ACTIONS TO ADDRESS EMERGING AND PROBLEMATIC WASTES				
	Action	Leads	Partners	Timing
4.17	Encourage behaviour change through citizen education on sustainable clothing consumption, buying better, caring for clothes, reuse, donation and appropriate disposal of unwearable clothing.	Green Industries SA		Ongoing
4.18	Encourage and support the procurement of government uniforms that are designed for durability, reuse, repair and recyclability, and manage government uniforms in line with the waste management hierarchy.	Department of Treasury and Finance Green Industries SA Local Government Association of South Australia	State government departments and agencies Local government	Ongoing
4.19	Encourage research and development into circular textile solutions, including textile recycling and fibre-to-fibre technologies.	Green Industries SA		Ongoing

## CCA treated timber

Copper chromated arsenate (CCA) is Australia's most widely used wood preservative to protect timber from insects, pests and microbes, as well as provide resistance to the weather. CCA treated timber (commonly known as 'permapipe') is used in many industries, including viticulture, horticulture, agriculture and aquaculture, as well as landscaping and construction.

While contamination risks are low when in use, inappropriate management of CCA treated timber at end-of-life can lead to environmental and human health impacts. When burned, either deliberately or in a bushfire, CCA treated timber releases 11% to 14% of the total arsenic content into the atmosphere, with the remaining arsenic found in the residual ash. This arsenic is bioavailable and toxic to humans, making fires a significant risk due to the toxic ash left behind.

In the South Australian wine industry, a conservative estimate of 700,000 CCA treated timber posts [5.9kt] are removed annually, based on an attrition rate of 2% [Mitchell et al, 2024]. This accounts for 57% of vineyard posts removed nationwide. In addition, contraction of the wine industry is expected to result in additional vineyard pulls of an estimated 2.4 million posts [19.7kt]. CCA treated timber is also used in the construction industry for frame and truss timber.

An estimated 76% of removed vineyard posts in South Australia are stockpiled on site [Mitchell, Strandgard, & Singh, 2024]. The EPA provides [guidance](#) on the on-site management of CCA treated timber waste. CCA treated timber can only be disposed of at a limited number of engineered, lined landfill sites in SA, but gate fees and transport costs make this a cost-prohibitive option for many businesses.

Research into recycling technologies for CCA treated timber continues to be an area of interest, however there is currently no commercially available recycling for end-of-life CCA treated timber in Australia. Possible recycling technologies include metal extraction, carbon recovery, energy recovery and fibre recovery. Re-use options are generally small scale and include fence posts, landscape timber, parking lot bumpers, guardrail posts, planter boxes, shipping crates and walkway edging.

A range of alternatives to CCA treated timber exist, including alternative wood preservation treatments which are less problematic to recycle, as well as alternative materials which can serve the same functional purpose. Many of these are more expensive than CCA treated timber, but a recent study found that when whole-of-life costs were considered, steel vineyard posts can be less expensive than CCA treated timber over a 30-year period [Axio, et al., 2023].

With the announcement in March 2025 of \$800,000 in funding from the South Australian and Australian governments, work is commencing to find solutions to better manage growing stockpiles of CCA treated timber. The Treated Timber Product Stewardship Working Group, consisting of members of the wine and forest industries, environment

specialists and universities, will develop a new national stewardship framework to address the reuse, recovery, management and safe disposal of CCA treated timber.

ACTIONS TO ADDRESS EMERGING AND PROBLEMATIC WASTES				
Action		Leads	Partners	Timing
CCA treated timber				
4.20*	Consider options to regulate or restrict the use of CCA treated timber for particular applications.	Environment Protection Authority	Wine Australia South Australian Wine Industry Association	2025–2030
4.21	Support the development of: <ul style="list-style-type: none"> <li>innovative and commercially viable reuse and recycling solutions for end-of-life CCA treated timber to prevent environmental harm</li> <li>non-toxic alternatives to CCA treated timber products.</li> </ul>	Green Industries SA Department of Primary Industries and Regions Department of State Development	South Australian Wine Industry Association South Australian Forest Products Association Environment Protection Authority	2025–2027
4.22	Support the development of an industry-led product stewardship scheme for CCA treated timber that includes addressing sustainable end-of-life management of and circular opportunities for new and legacy waste.	Department of Primary Industries and Regions	Green Industries SA Environment Protection Authority Department of State Development Wine Australia South Australian Wine Industry Association	2025–2027



## Chemicals of concern and hazardous waste

Chemicals of concern and hazardous waste are problematic in a circular economy, as products containing hazardous materials are not readily or safely able to be recirculated in the economy. Where possible, chemicals of concern should be designed out of products and prevented from entering the economy. Until then, there will continue to be a need for these wastes to be managed safely and effectively. This includes providing solutions that enable households to dispose of hazardous waste in a safe and convenient way and ensuring that chemicals of concern are appropriately considered in EPA decision making.

Persistent organic pollutants (POPs) are toxic chemicals which remain in the environment for a long time, are accumulated in food chains, and can cause harm to human health and the environment. These include PFAS, hexachlorobenzenes (HCBs), organochlorine pesticides (OCPs) and polychlorinated biphenyls (PCBs). Many of these chemicals have been or are being phased out of production and use through the Stockholm Convention on Persistent Organic Pollutants [Stockholm Convention, 2024]. Under the *Environment Protection (Waste to Resources) Policy 2010*, the EPA must have regard to the national environmental management plans (NEMPs) for these chemicals when determining matters in relation to environmental authorisations and development authorisations.

At the December 2024 Environment Ministers Meeting, Ministers agreed to publish an updated PFAS NEMP in early 2025. The updated plan complements the standards established under the *Industrial Chemicals Environmental Management Standard*, which will ban, severely restrict, or reduce the environmental impact of three types of PFAS along with over 500 related substances from 1 July 2025 [Department of Climate Change, Energy, the Environment and Water, 2024c].

ACTIONS TO ADDRESS EMERGING AND PROBLEMATIC WASTES				
Action		Leads	Partners	Timing
Chemicals of concern and hazardous waste				
4.23	Support and advocate for measures that require chemicals of concern and hazardous substances, including PFAS, to be designed out of products.	Green Industries SA Environment Protection Authority		Ongoing
4.24*	Consider amending the <i>Environment Protection (Waste to Resources) Policy 2010</i> to require that additional contaminants and chemicals of concern added to national or international agreements, such as the National Strategy for the Management of Scheduled Wastes, be considered as part of EPA decisions relating to environmental and development authorisations.	Environment Protection Authority		2025–2030
4.25	Support the implementation of the <i>PFAS National Environmental Management Plan</i> and support actions to update relevant standards to manage PFAS and other chemicals of concern, including emerging.	Environment Protection Authority		2025–2030
4.26	Explore and implement suitable solutions to expand options for households to conveniently dispose of hazardous waste.	Green Industries SA	Local government Product stewardship scheme administrators Waste and resource recovery industry (service providers and host sites)	Ongoing



## Focus area 5: Develop and support circular markets and businesses

This focus area directly supports the overarching goal of this strategy to double SA's circularity rate by 2035. Circularity rate measures how much of the total amount of materials consumed within an economy are secondary materials, and therefore relies on these materials being used in the market in place of virgin resources.

Developing strong markets for recycled materials and circular businesses drives demand for recycling operations and supports their commercial sustainability. It also supports business investment in researching and developing new products, as well as expanding processing and production capacity.

### Priorities

#### Procurement

Public procurement is an influential market driver, with governments around the world leveraging their significant buying power to deliver on environmental commitments, drive innovation for sustainable products, and reduce the environmental impact associated with their spending. Procurement plays a pivotal role in creating and increasing market demand for recycled content, and for circular products and services. Governments can also set an example for the private sector to follow by demonstrating leadership in sustainable procurement practices.

The South Australian Government's \$8.5 billion annual procurement spend can be leveraged in the same way. This has been recognised nationally in [Australia's Circular Economy Framework](#), [The Circular Advantage](#) [the final report of the federal Circular Economy Ministerial Advisory Group], and the [2024 National Waste Policy Action Plan](#). The 2023 [South Australian Economic Statement](#) also recognises the importance of sustainable procurement as a lever to influence change and achieve sustainable outcomes [Government of South Australia, 2023].

The South Australian Department for Infrastructure and Transport introduced a sustainable procurement policy in 2023 to ensure sustainability risks and opportunities are identified and addressed through the procurement process [Department for Infrastructure and Transport, n.d.]. While this is important progress, a whole-of-government approach is needed to send a strong market signal.

Local governments are also significant procurers of material, with an annual expenditure of nearly \$1 billion each year across South Australia on goods, buildings and works [Local Government Association SA, n.d.]. Local government has a specific financial interest in the development of end markets for recyclable materials collected through kerbside bins, as they and their communities bear the costs for managing this waste stream.

Regardless of the organisation seeking to implement sustainable procurement, support will be needed for procurement officers. This includes specific training, procurement resources such as sample evaluation questions and contract clauses, and ongoing support.

#### Increasing use of recycled content

Recycled materials compete against virgin materials and face a range of barriers, including cost, quality, performance and longevity. Addressing these will require a range of interventions, including information sharing, verification of claims, and measures to level the playing field between virgin and recycled content. Shifting the way recycled materials are viewed, from being a waste to being a resource, can change the perception of barriers and promote increased use of recycled materials.

Traceability is an approach which tracks a product through the supply chain, from the original input all the way through to use, and then end-of-life. For recycled content products, traceability offers a way to track and verify the source of the material, the processes used on it, the percentage of recycled content included, and any certifications held. This helps purchasers make informed decisions about what they are buying and can minimise concerns over quality or risk.

## Innovation

Innovation is needed to develop new ways to recover valuable materials from end-of-life products and use these recycled materials in new products, design for circular outcomes at the onset, and develop circular business and value creation models. Innovation doesn't just happen in universities and research institutions, but can be achieved through collaboration between businesses to find new ways of doing things.

## Circular businesses

The business sector is essential to the transition to a circular economy, as this is the point at which many of the critical design and production decisions are made. The benefits to businesses in becoming more circular are not just environmental, but can include new market opportunities, increased resilience and supply chain security, reduced operating costs, and employee attraction and retention. Lean manufacturing improves resource efficiency, which can increase productivity and reduce business costs. Businesses can also explore alternate value creation models that are in line with a circular economy, such as through *ISO 59010:2024: Circular economy — Guidance on the transition of business models and value networks*.

Collaboration with other businesses can also provide opportunities to increase circularity, whether this be in their purchasing practices in their supply chain, or as part of a circular precinct or ecosystem where waste from one business becomes a resource for another, creating closed loops of material and energy flow. Through collaboration, businesses can work together to reduce waste, maximise resource use and material productivity, and create value in a sustainable way.

Just like there is no one type of business, there is no single approach for businesses to become more circular. Small to medium businesses in particular need support to make these changes, through practical and tailored assistance to capitalise on circular opportunities, and investment which supports high circularity outcomes.

### Objectives

- Reduce the use of virgin resources through increasing material productivity
- Maximise resource efficiency in production and consumption through using recycled materials, minimising the generation of waste and preventing the release of hazardous substances throughout the life cycle of products and materials
- Increase end markets for recovered resources
- Prioritise recycled content products and materials in procurement processes
- Boost economic growth and generate more circular economy businesses and jobs

ACTIONS TO DEVELOP AND SUPPORT CIRCULAR MARKETS AND BUSINESSES				
Action	Leads	Partners	Timing	
Expand environmentally sustainable procurement practices				
5.1	Develop and implement a South Australian whole-of-government approach to environmentally sustainable public procurement, within the SA <i>Government Procurement Framework</i> , that: <ul style="list-style-type: none"> <li>• aims to improve environmental sustainability across the key areas of climate, the environment and circularity</li> <li>• sets performance indicators</li> <li>• establishes a monitoring and reporting framework</li> <li>• considers policy alignment opportunities with local government and other states, territories, and federal government.</li> </ul>	Department of Treasury and Finance	Green Industries SA	Ongoing from 2025
5.2	Encourage the development and implementation of environmentally sustainable procurement policies and practices (including internal measurement and reporting against performance indicators) across local government. Consider alignment and collaboration opportunities between local governments.	Local Government Association of SA Green Industries SA	Local government	Ongoing
5.3	Encourage and support South Australian businesses to adopt and implement ESG and environmentally sustainable procurement policies and practices, including through education and awareness raising.	Green Industries SA	SA Business Chamber	Ongoing
5.4	Support the implementation of environmentally sustainable procurement in state and local government through education, awareness raising, addressing barriers and sharing of knowledge.	Department of Treasury and Finance Green Industries SA Local Government Association of SA	State government departments and agencies Local government	Ongoing
Support research and innovation				
5.5	Encourage and support research and innovation that supports circular economy outcomes through technologies, circular business models and circular design and production.	Green Industries SA	Department of State Development Circular Australia Cooperative Research Centres Commonwealth Scientific and Industrial Research Organisation Universities	Ongoing
5.6	Foster innovation and encourage collaboration among businesses and organisations, for example through industrial symbiosis or circular ecosystems, that: <ul style="list-style-type: none"> <li>• enables shared resource use</li> <li>• improves value chains</li> <li>• creates closed loops of resource use and waste management</li> <li>• creates new markets for recycled materials.</li> </ul>	Green Industries SA	Department of State Development SA Zero	Ongoing

ACTIONS TO DEVELOP AND SUPPORT CIRCULAR MARKETS AND BUSINESSES				
Action	Leads	Partners	Timing	
Grow circular businesses				
5.7	Support implementation of the National Framework for Recycled Content Traceability to boost business confidence in, and demand for, recycled content by increasing the amount of information available on these materials and to reinforce circular practices across the supply chain.	Green Industries SA	Australian Government	Ongoing
5.8*	Consider measures, including consideration of legislative or economic levers, that provide a level playing field for businesses with circular business models and support local market development for remanufactured products.	Green Industries SA	Environment Protection Authority	2025–2030
5.9	Prioritise investment in activities that achieve high circularity outcomes, support market development for circular products and services, and the establishment of circular precincts.	Green Industries SA Department of State Development	Australian Government	Ongoing
5.10	Identify and support priority industries and sectors that require assistance to improve sustainability and circular outcomes, and increase market uptake.	Green Industries SA	SA Business Chamber SA Regional Development Australia Committees	2025–2028
5.11	Encourage and support South Australian businesses to increase material productivity by adopting lean manufacturing and resource efficiency practices and embedding circular principles and practices in business operations.	Green Industries SA	SA Business Chamber Australian Industry Group	Ongoing
5.12	Encourage South Australian businesses to transition their value creation models and networks from a linear to a circular framework through adopting <i>ISO 59010:2024 Circular economy — Guidance on the transition of business models and value networks</i> .	Green Industries SA	SA Business Chamber	Ongoing



## Focus area 6: Build a circular built environment

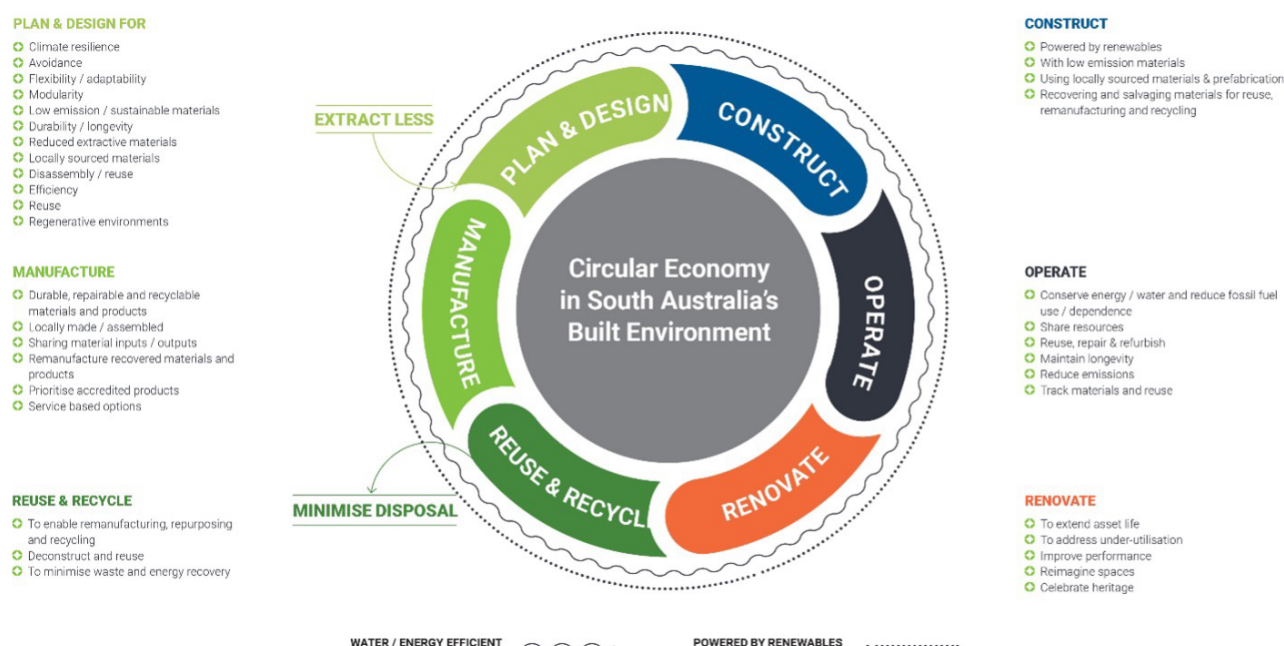
The built environment is responsible for nearly 40% of the world's raw material use and 38% of global energy-related emissions [Valentini, 2023] [NABERS, n.d.]. As operational emissions decline as a result of grid decarbonisation, embodied carbon is on track to be the largest source of emissions in the building sector. In 2023, embodied carbon from building activity contributed 10% of national carbon emissions [Infrastructure Australia, 2024].

Transformation in the built environment is critical to the transition to a circular economy, with the sector identified in *Australia's Circular Economy Framework* as one of 4 priority areas [Department of Climate Change, Energy, the Environment and Water, 2024g]. In the Greater Adelaide region alone, over the next 25 years an estimated additional 315,000 homes will be needed, meaning the design and construction choices made today will determine the environmental and social impacts of the sector for decades to come [State Planning Commission, 2024].

The *Circular economy in South Australia's built environment – Action Plan* [2023], developed by the Green Building Council Australia, identifies the actions needed to develop a circular economy in the South Australian built environment. These include planning, designing, construction, operation, renovation and end-of-life, and providing the sector with a clear plan for the transition [Green Building Council Australia, 2023].



Figure 4: Circular economy in South Australia's built environment summary



Source: dsquared, *Circular economy in South Australia's built environment – Action Plan* [Green Building Council Australia, 2023]

SA's planning system has a key role to play in driving a transition to a circular economy and net zero in the built environment, through urban planning, development approvals, zoning laws and land releases, while meeting the housing and infrastructure needs of current and future South Australians.

The government recognises the intersections between addressing climate change and reducing waste from our building and construction industry by promoting circular economy principles. The government has committed to exploring how the planning system can advance the circular economy, alongside waste treatment and management policies that consider climate change and urban infill scenarios.

A shift is required to the way buildings and infrastructure are designed, to focus on longevity, reduce the need for raw materials, ensure buildings can be adapted to meet future needs, and enable disassembly, reuse and recycling at end-of-life. Refurbishment and adaptive reuse are approaches that maintain existing buildings and infrastructure assets for longer and enable building use to change over time, reducing the environmental impacts of demolition and rebuilding. While these can be applied to the existing building stock to minimise the need for new construction, new buildings can also be designed and constructed to enable adaptive reuse in the future.

Approaches such as modularity, standardisation and off-site prefabrication reduce material use while achieving the same structural outcomes, as can designing in a way which reduces high embodied carbon materials such as concrete and steel. Reductions in embodied carbon can be achieved by using recycled content, green steel, low carbon concrete, and reusing materials and products. Guidelines, standards, specifications and tools are needed around these new materials to ensure their engineering properties are well understood, and their environmental benefits can be measured.

Design stage decisions affect end-of-life, including to enable disassembly, reuse and recycling of the materials and products. By selecting materials, components and construction approaches with these objectives in mind, we can ensure the materials used in the built environment continue to circulate through the economy.

Regenerative design, an approach that aims to have a positive environmental and social impact on the site, surrounding environment, and natural ecosystem, directly aligns with a circular economy approach by reducing the extraction of resources. It goes beyond simply mitigating climate change and reducing impacts, to having a net positive impact on the environment.

Specialised skills are needed to drive a circular built environment across a wide range of fields including engineering, design and architecture, planning, and construction. These skills will need to be integrated into existing courses across the tertiary education sector, and professional training will be required to upskill existing working and skilled professionals in these fields.

#### Objectives

- Circular outcomes are supported and enabled by planning and development legislation and policies
- Demand for raw materials is reduced through a reduction in material footprint of the built environment
- Less waste is generated through:
  - » improving the design of buildings and infrastructure including designing out waste, and designing for disassembly and reuse
  - » adaptive reuse of space and materials
- Built environment industry and workforce develop circular economy knowledge and skills

ACTIONS TO BUILD A CIRCULAR BUILT ENVIRONMENT			
Action	Leads	Partners	Timing
6.1 Support, promote and implement circular economy principles in urban planning, infrastructure and development projects.	Green Industries SA Department for Housing and Urban Development Renewal SA Department for Infrastructure and Transport Infrastructure SA Office for Design and Architecture SA Local government		Ongoing

ACTIONS TO BUILD A CIRCULAR BUILT ENVIRONMENT				
	Action	Leads	Partners	Timing
6.2	Develop guidelines for design of the built environment practices and the adoption of sustainable building materials.	Green Industries SA Department for Housing and Urban Development	Office for Design and Architecture SA Department for Infrastructure and Transport Adelaide Sustainable Building Network Green Building Council Australia Materials and Embodied Carbon Leaders' Alliance Australian Sustainable Built Environment Council Infrastructure Sustainability Council	2025–2030
6.3	Develop and implement shared approaches and minimum standards between government agencies for lower embodied carbon and sustainable materials in buildings and building sites that are occupied, constructed, and sold by the South Australian Government.	Green Industries SA Department for Housing and Urban Development Renewal SA Department for Infrastructure and Transport	Office for Design and Architecture SA	Ongoing
6.4	Support national efforts to develop national standards and specifications for the use of recycled content in a broad range of capital works projects.	Green Industries SA	Australian Government Department for Housing and Urban Development Renewal SA Department for Infrastructure and Transport Office for Design and Architecture SA Materials and Embodied Carbon Leaders' Alliance Australian Sustainable Built Environment Council Infrastructure Sustainability Council	Ongoing
6.5	Encourage and support: <ul style="list-style-type: none"> <li>uptake of sustainable building material components and processes in the construction of commercial and residential projects (such as prefabricated)</li> <li>adaptive reuse and retrofitting of existing building stock</li> <li>improved processes during commercial refurbishments to support increased resource recovery and material reuse</li> <li>better salvaging and reuse of building materials through deconstruction and disassembly</li> <li>the establishment of building material banks to facilitate material reuse.</li> </ul>	Green Industries SA Department for Housing and Urban Development	Department for Infrastructure and Transport Renewal SA Adelaide Sustainable Building Network Green Building Council Australia Materials and Embodied Carbon Leaders' Alliance Australian Sustainable Built Environment Council Infrastructure Sustainability Council prefabAUS	Ongoing

ACTIONS TO BUILD A CIRCULAR BUILT ENVIRONMENT				
	Action	Leads	Partners	Timing
6.6	Establish a cross-government working group to identify and progress government-led actions to support implementation of recommendations in the <i>Circular economy in SA's built environment Action Plan 2023</i> .	Green Industries SA	State government departments and agencies	2026–2030
6.7	Provide an appropriate supply of land for waste and resource recovery facilities and other circular industries, including building material banks, to maximise resource use, support economic growth and service our communities.	Department for Housing and Urban Development		Ongoing
6.8	Facilitate coordinated land use and infrastructure planning and decision making by incorporating capacity mapping and forward work plans of state infrastructure agencies and utility providers in the Land Supply Dashboard.	Department for Housing and Urban Development		2025–2028
6.9	Work with key industry partners and different tiers of government to develop resources that will inform and foster regenerative approaches to land use planning.	Department for Housing and Urban Development		2025–2030
<b>Skills and knowledge</b>				
6.10	Embed circular economy principles into tertiary education courses, vocational education and training and industry training programs to ensure built environment disciplines are considering circularity and embodied carbon/ emissions.	Department of State Development South Australian Skills Commission Office for Design and Architecture SA University of Adelaide University of South Australia Flinders University TAFE SA	Department for Education South Australian Skills Commission's Industry Skills Councils Department for Energy and Mining Construction Industry Training Board Registered training providers Industry bodies and associations	Ongoing
<b>Legislative and policy enablers</b>				
6.11	Investigate and identify legislative and/or policy options to support circular outcomes in housing, planning and urban development, including consideration of South Australian planning instruments.	Green Industries SA	State Planning Commission Department for Housing and Urban Development Infrastructure SA Office for Design and Architecture SA Local Government Association of SA	2025–2026
6.12	Consider embedding circular economy principles, provisions and measures in South Australian planning instruments to support the SA government's commitment to transition to a circular economy.	State Planning Commission Department for Housing and Urban Development	Green Industries SA Office for Design and Architecture SA Infrastructure SA	2027–2030
6.13	Investigate opportunities to provide flexible planning policies to encourage and enable adaptive reuse of existing buildings, in particular heritage places, to create vibrant communities and liveable places.	Department for Housing and Urban Development		2025–2030

## Focus area 7: Develop circular economy knowledge and skills

Transitioning to a circular economy requires a shift across society. It's important that we develop a shared understanding of why a circular economy is essential for a sustainable future, how we're going to get there, and continue to develop the knowledge and skills needed to participate in and build this future.

Community education and awareness raising for individuals, households and businesses builds understanding of how a circular economy works. This can include providing direct information to households on how to use kerbside bins correctly, encouraging circular consumption practices around re-use and repair, and providing the information needed to make purchasing decisions which support a circular economy. It also creates norms of circular economy thinking and builds these values in the community.

KPMG estimates that a circular economy will create an additional 17,000 FTE jobs in Australia by 2047–48, compared to a business-as-usual scenario [KPMG, 2020]. Re-skilling and up-skilling of the existing workforce is also essential, as most of Australia's workforce for the next 10 to 20 years is already employed [Department of Climate Change, Energy, the Environment and Water, 2024b].

To enable the workforce to meet this demand, training and education will be needed. A workforce skills gap analysis will also be needed to ensure the training programs and educational pathways developed match the current and future needs of SA's circular economy.

Some of the skills that will be needed include:

- digital skills – data analysis, digital modelling, and smart manufacturing
- green skills – environmental management, sustainable resource management, and renewable energy technologies
- repair skills – repair and maintenance of a range of product types
- built environment skills – urban planning, architecture and design, engineering, and construction
- industrial design skills – to (re)design and manufacture circular products
- soft skills – problem solving, critical thinking, collaboration and innovation
- business, economics and management skills – supply chain management, circular business models and sustainable finance.

Circular economy knowledge and skills need to be incorporated into appropriate education and training programs, including schools, universities, vocational education and industry training. Professional development through short, focused micro-credentials can provide individuals with specific skills and knowledge, allowing them to respond to evolving job markets in the circular economy transition. Policy makers, community leaders and businesses are key targets for this up-skilling, to help shift their thinking and practices towards circularity.

### Objectives

- Increase knowledge about the circular economy and develop circular mindsets
- Develop a skilled and educated workforce for new circular economy jobs, circular businesses and a circular built environment
- Increase awareness about sustainability and the circular economy to influence and foster long-term cultural and behavioural change
- Create resilient and sustainable businesses and a more resilient and sustainable economy

ACTIONS TO DEVELOP CIRCULAR ECONOMY KNOWLEDGE AND SKILLS				
Action	Leads	Partners	Timing	
<b>Community education and awareness</b>				
7.1	Having regard to national harmonisation efforts, provide coordinated and centralised recycling and waste avoidance education and awareness information to reduce the amount of waste generated, increase resource recovery, maximise the economic value of resources and reduce confusion.	Green Industries SA		Ongoing
7.2	Deliver information to council-serviced premises on reducing waste and the correct use of kerbside recycling and organics bins, as well as other collection systems.	Green Industries SA	Local government	Ongoing
7.3	Develop and deliver community education and awareness programs to encourage reuse and repair to support the growth of the South Australian reuse and repair sector.	Green Industries SA		Ongoing
7.4	Advocate for national product labelling standards and systems that retain information throughout the product life cycle (such as product traceability) and disclose materials used, including but not limited to, recycled content, and information to enable repair, reuse, disassembly and recycling of products.	Green Industries SA		2025–2030
<b>Education and skills development</b>				
7.5	Engage policy makers, community leaders and businesses on strategies to incorporate circularity thinking into their practices and encourage a shift towards a circularity mindset.	Green Industries SA	SA Business Chamber State government departments and agencies Local government Business leader networks	Ongoing
7.6	Identify workforce skills gaps that need to be filled to support the transition to a circular economy and develop skills and training programs to address these.	Department of State Development South Australian Skills Commission	South Australian Skills Commission's Industry Skills Councils TAFE SA	2025–2030
7.7	Expand circular economy education, training and skills development, for example through circular economy vocational training centres, integrating circular economy into tertiary curricula and linking circular economy principles to secondary curricula.	Department for Education South Australian Skills Commission Department of State Development Tertiary education sector Vocational training sector TAFE SA	South Australian Skills Commission's Industry Skills Councils Commonwealth Jobs and Skill Councils	Ongoing
7.8	Offer 'common core' courses to tertiary students that incorporate circular economy knowledge and skills, providing opportunities to study interdisciplinary issues.	University of Adelaide University of South Australia Flinders University		Ongoing



## Focus area 8: Measure our transition to a circular economy

Data is key to helping South Australia accelerate our transition to a circular economy.

Collecting data against key indicators (particularly the strategy's targets and goals) tells us where we are progressing well and helps us identify the areas where attention is required in terms of programs and investment, policy reform, behaviour change or education.

GISA reports against waste strategy targets and goals annually. Most recently this has been done through the annual publication of a CERRR. With new circular economy metrics being used for the first time in the SA strategy, there is an obligation to measure against these and report progress. For the 3 macro-level indicators of circularity rate, material footprint and material productivity, the ability to measure and report on these metrics will depend on the availability of the data.

For the new goals relating to material circularity and circular consumption activities, work will need to be done to determine what will be measured, select methodologies, establish baselines and commence monitoring before reporting can commence. Limitations include the availability of data, and funding for the collection of additional data. Addressing data gaps relating to material flows and end fates, through EPA mass balance data, would provide additional important information to enable a fuller understanding of material circularity.

Ensuring consistency in data collection and reporting through standardising methodologies and harmonising data classifications across all levels of government, provides our collective data with rigor and enables comparison of results across local government, as well as states and territories.

### Objectives

- Collect comprehensive and timely data to support better consumer, investment and policy decisions
- Continually improve how we measure, collect and report on progress towards a circular economy

ACTIONS TO MEASURE OUR TRANSITION TO A CIRCULAR ECONOMY				
Action		Leads	Partners	Timing
Continually improve how we measure, collect and report				
8.1	Develop a comprehensive circular economy monitoring framework to measure and report on progress against the strategy's goals and targets and help inform circular economy strategies, policies and programs.	Green Industries SA		2025–2027
8.2	Support alignment with national standards for harmonised data classifications, definitions and reporting, including alignment with <i>Australia's Circular Economy Framework</i> .	Green Industries SA	Australian Government	Ongoing
8.3*	Consider reforms to improve EPA waste data relating to material flows and end fates, to increase transparency and inform evidence-based policy, regulation and targets relating to specific materials.	Environment Protection Authority		2025–2030
8.4*	Consider reform for mandatory reporting by local government to state government on household waste generation and resource recovery performance, to provide an accurate and timely circular economy metric for all levels of government.	Environment Protection Authority	Green Industries SA	2025–2030



ACTIONS TO MEASURE OUR TRANSITION TO A CIRCULAR ECONOMY				
	Action	Leads	Partners	Timing
8.5	<p>Local governments to:</p> <ul style="list-style-type: none"> <li>provide information relating to waste management, resource recovery and circular economy goals and targets within council strategic documents to Green Industries SA</li> <li>publicly share progress against their goals and targets through their annual reports.</li> </ul>	Local government	Green Industries SA Local Government Association of SA	Ongoing
8.6*	Consider standardisation of kerbside waste collection bin audit methodologies to ensure consistency and enable comparison of results across councils.	Environment Protection Authority Green Industries SA	Local government	2025–2030





## Focus area 9: Contribute to net zero emissions

South Australia has been a world leader in adopting renewable energy on our journey to a net zero future. While this clean energy transition is critical to cutting our GHG emissions, so is the transition to a circular economy as 45% of global GHG emissions can be attributed to the production of materials, products, and food, and to land management [Ellen MacArthur Foundation, 2021]. Transforming the way we design, produce and use products and food can significantly reduce emissions and contribute to SA's commitment to net zero emissions by 2050.

Food waste that is disposed to landfill is responsible for 3% of Australia's emissions annually, so actions that prevent food and other organic waste from being disposed to landfill contribute to reducing GHG emissions. Approximately 704kt of CO<sub>2</sub> equivalent was emitted from South Australian waste disposal sites in 2022 [Department of Climate Change, Energy, the Environment and Water, 2023b]. The use of landfill gas capture management systems to capture and burn landfill gases, also contributes to reducing emissions to the atmosphere.

Regenerative agricultural practices can increase soil carbon, which helps to sequester atmospheric carbon dioxide while replenishing nutrient stocks and creating healthy soils.

While the actions listed below contribute directly to achieving net zero, actions listed in other focus areas also contribute to reducing our GHG emissions through enabling and supporting our transition to a circular economy.

It is worth noting that with the commencement of Australian Sustainability Reporting Standards mandatory reporting in January 2025, certain businesses and financial institutions will need to prepare and report on their climate and sustainability-related risks and opportunities in the next 5 years and beyond. These new reporting requirements will focus attention on supply chains and may have an impact on different waste streams and recovered resources.

### Objectives

Contribute to a reduction in GHG emissions through:

- reducing the generation of waste
- reducing unnecessary production and consumption
- reducing demand to extract virgin resources by keeping materials circulating within the economy as long as possible and at their highest value use
- increasing material productivity
- avoiding sending organic waste to landfill
- maximising the capture of GHG at landfills

ACTIONS TO CONTRIBUTE TO NET ZERO EMISSIONS				
	Action	Leads	Partners	Timing
9.1*	Consider legislative options to maximise the capture of greenhouse gas from landfills.	Environment Protection Authority		2025–2030
9.2*	Consider legislative measures to provide for consideration of greenhouse gas emissions in regulatory decisions relating to waste and resource recovery.	Environment Protection Authority		2025–2030
9.3	Encourage the development of embodied carbon metrics for the built environment to measure the progress towards circularity and decarbonisation.	Green Industries SA	Department for Environment and Water Department for Infrastructure and Transport	2025–2030
9.4	Continue to support producer awareness, knowledge and adoption of compost and other soil amendments to replenish soil carbon and nutrient stocks.	Department of Primary Industries and Regions		Ongoing

## Cross-cutting enablers

CROSS-CUTTING ENABLERS				
	Action	Leads	Partners	Timing
10.1	Undertake a review of the <i>Green Industries SA Act 2004</i> and consider legislative amendments to update the objectives and functions of Green Industries SA in the context of enabling a circular economy.	Green Industries SA		2025–2028
10.2	Promote the application of circular economy principles across state government policies, strategies and legislation.	Green Industries SA	State government departments and agencies	Ongoing
10.3	Support the integration of circular economy principles and practices into the design and delivery of programs and services where relevant.	Green Industries SA	State government departments and agencies	Commencing 2026



## Other areas

### Energy from waste

Energy from waste (EfW), [also referred to as waste to energy and energy recovery], refers to the recovery of energy from waste materials. Using waste for energy generation reduces the volume of materials that require landfill disposal. The technology comes in different forms, the most common being mass burn incineration, gasification, pyrolysis, anaerobic digestion, biogas, and refuse-derived fuel.

There is growing interest in Australia, including SA, in the use of EfW technologies to tackle the amount of residual waste going to landfill. However, consigning residual waste to an EfW process is not regarded as a circular pathway for waste materials in the same way that disposal to landfill is not circular. Neither pathway is ideal.

**“In general, waste-to-energy is a linear activity which results in the loss of finite materials. It is therefore not considered to be part of a circular economy”**

ELLEN MACARTHUR FOUNDATION, 2020

Since the release of the 2020–25 waste strategy, Australia's first major EfW power plant at Kwinana in Western Australia has begun incinerating household refuse and other waste streams to manage waste. Once fully commissioned it intends to generate electricity into the grid. The plant is designed to process up to 460,000 tonnes of waste annually – about a quarter of the amount Perth sends to landfill.

Another 300,000-tonne-a-year incineration facility is under construction nearby at East Rockingham, south of Perth. Four licences to build major EfW facilities have been issued in Victoria and there are proposals in New South Wales, Queensland and South Australia [The Guardian, 2024].

This strategy recognises that commercial settings, technological advances and demand for low or zero emission fuels are potentially more favourable for EfW proposals in South Australia now, and into the future, than during the term of previous waste strategies.

A report by the Australian Council of Recycling indicates the cost of investing in these energy recovery technologies has been enabled by the rising cost of landfill, driven in part by increasing landfill levies [Australian Council of Recycling, 2021]. Charging higher levies on waste to landfill is designed to create a commercial incentive to encourage higher value uses for these waste streams and reduce disposal to landfill. The landfill levy in South Australia for 2024–25 is \$161 per tonne for metropolitan waste disposed to landfill and half of that for waste disposed in regional landfills. When combined with the gate fee charged by landfill operators as well as

transportation costs, the total cost for disposal to landfill for waste is much higher. Should further increases in total landfill disposal costs occur in coming years, this will encourage further investigation and potential investment in alternative disposal pathways.

Under the Commonwealth *Renewable Energy (Electricity) Act 2000*, energy derived from organic wastes may be regarded as renewable energy. This includes energy derived from wood waste, agricultural waste, food and food processing waste, biomass-based components of municipal waste, landfill gas, sewage gas, and biomass-based components of sewage. This type of energy is also referred to as 'bioenergy'. Energy derived from waste products made from fossil fuels [such as traditional plastics] does not count as renewable energy or bioenergy [Department of Environment and Science, Queensland, 2021].

Notably the European Union, which has relied on waste incineration for the past few decades, is now moving away from thermal EfW and other forms of incineration and is focusing on more ecologically acceptable solutions such as waste prevention, reuse and recycling as it shifts towards a circular economy. Zero Waste Europe note that 'the European financial institutions are now choosing to support alternatives that are less carbon-intensive and are higher in the waste hierarchy, excluding Waste-To-Energy incineration from their sustainability agenda' [Zero Waste Europe, 2021].

While this strategy supports the view that, in general, EfW is not part of the circular economy, it is recognised that recovering energy from residual waste [that is, materials that would otherwise be sent to landfill largely without benefit] is preferential to landfill disposal under the waste management hierarchy.

It is also recognised that some landfill operators in South Australia separate organic materials from residual waste to produce an output material that can be used for operational purposes, and that landfill gas extraction also recovers methane from landfills and is used to generate electricity. Both these activities are regulated by the EPA under conditions of environmental licence relating to landfill activities.

With the support of South Australian government policy settings, legislative and regulatory frameworks, incentives [grants and loans], commercial investments, education and awareness and other activities, South Australia already has well-established recycling systems across multiple waste streams and high landfill diversion rates. Building on our top performing resource recovery and recycling achievements, the state is committed to a circular economy transition.

South Australia has been careful not to undermine its achievements in recycling and circular economy transition. When the SA EPA published the [Thermal energy from waste \[EfW\] activities – Position Statement](#) in 2020 it aimed to provide guidance to industry to ensure that the recovery of EfW in South Australia supports the Objects of the [Environment Protection Act 1993](#) and the Waste Management Objective of the [Environment Protection \[Waste to Resources\] Policy 2010](#), and assists in achieving the objectives of *South Australia's Waste Strategy 2015–2020*, now and into the future. The position statement meets the objectives by promoting the waste management hierarchy [Figure 2] to drive circulation of materials through the material resource recovery process and back into the productive economy prior to undertaking EfW activities.

As such, the enhanced circulation of materials through the economy and recycling are preferred outcomes ahead of energy recovery and landfill disposal, in accordance with the waste management hierarchy.

The EPA's Position Statement stipulates that the volumes of waste required by EfW activities must not undermine the waste strategy targets and must also be secure to avoid an underutilised or stranded EfW asset. The position statement addresses thermal EfW technologies including direct combustion of waste, gasification, pyrolysis, the production and use of refuse derived fuel [RDF], and the mechanical biological treatment of waste where this activity results in the production of RDF. Other activities including anaerobic digestion and other non-thermal EfW activities are out of scope, however, the contextual settings remain relevant to all EfW activities.

For some EfW technologies such as mass burn incineration, the primary purpose is waste management with energy generation as a secondary benefit. Depending on several factors, including regulatory settings and licensing conditions, the payback periods for investments into such infrastructure may be many decades, having the effect of locking in a demand for constant supply of waste materials over that period. As such, economy of scale will be an important factor for considering EfW facilities in a South Australian context. Being a state with a small population,

South Australia needs to be mindful of avoiding issues of overcapacity which could easily create a system that is too heavily reliant on waste as a fuel source.

EfW proposals should be expected to demonstrate how they will adapt to changes in the quantity and composition of residual waste in South Australia over time that result from on-going government policy, programs and activities that aim to increase the recovery of recyclable and organic materials for the reuse, recycling and organics recycling sectors to realise SA waste strategy targets and circular economy aspirations.

While EfW will not alleviate SA's consumption of virgin materials and would not transit us closer to a circular economy, this strategy recognises a role for EfW facilities in South Australia where they:

- meet best-practice environment protection requirements
- reduce waste to landfill
- do not undermine circular economy principles
- support waste avoidance, reuse and recycling
- demonstrate social licence with communities.

Any government approval processes will need to be satisfied that a proposal can comprehensively meet these multiple outcomes, alongside other relevant requirements.

ENERGY FROM WASTE				
	Action	Leads	Partners	Timing
11.1	Consider regulatory measures to reinforce that energy from waste activities occur in accordance with the waste management hierarchy and circular economy principles where materials are kept in use at their highest value for as long as possible.	Environment Protection Authority		2025–2030





## Illegal dumping and litter

In a circular economy, litter and illegal dumping are viewed as leakage. They also cause environmental pollution.

### *Illegal dumping*

Illegal dumping of waste is problematic for several reasons, including impacts on the environment and amenity, undermining of legitimate waste and resource recovery operators who operate legally and through an EPA-issued licence, loss of valuable resources from the economy, and clean-up costs. While unlawful disposal of waste is an offence under environmental legislation, improvements can be made to tighten existing provisions.

### *Litter*

The *Local Nuisance and Litter Control Act 2016* is administered by local government and provides for management of littering and illegal dumping in SA. Plastics, cigarette butts, paper and cardboard are the most frequently littered items in SA. Actions that South Australia has taken on single-use plastics plays a role in reducing plastic litter, as these products are often used briefly and discarded away from home, resulting in many of these items presenting in the litter stream.

The *Single-use and Other Plastic Products (Waste Avoidance) Act 2020* provides a framework that allows restrictions and prohibitions to be imposed in relation to the manufacture, production, distribution, sale or supply of certain single-use and other plastic products in SA. The objects of the Act include promoting and supporting better waste management practices including the reduction of marine litter. Since 80% of marine litter originates from land-based sources, reducing the availability of common plastic litter items supports these efforts.

Community education is an important tool for litter prevention. ‘Litter Less’ is an educational resource developed by KESAB environmental solutions for primary school teachers and students to plan and implement litter prevention strategies. KESAB also partners with the Department for Infrastructure and Transport on the [Road Watch-Adopt a Road](#) program to address roadside litter.

ILLEGAL DUMPING AND LITTER				
	Action	Leads	Partners	Timing
11.2*	Consider legislative reform regarding unlawful disposal of waste, that further disincentivises illegal dumping, prevents the loss of valuable materials from the economy, and ensures a level playing field for licenced waste industry operators.	Environment Protection Authority		2025–2030
11.3	Provide community education to support the reduction of litter.	Green Industries SA		Ongoing
11.4	Consider measures to address additional problematic plastic waste streams that cause marine or land litter or pollution.	Green Industries SA	Environment Protection Authority	2026–2027



## Disaster waste management

The frequency and intensity of extreme weather-related events is increasing due to climate change, with particular risks for regional and remote areas. In recent years South Australians have experienced large-scale bushfires, severely impacting Yorketown, Keilira, the Adelaide Hills and Kangaroo Island, and more recently the River Murray flood event – one of SA's most devastating disasters, disrupting every facet of life along the river.

Under the State Emergency Management Plan, GISA is the Functional Lead for Disaster Waste Management (DWM) and is responsible for identifying and coordinating delivery of activities, projects and programs aimed at increasing the preparedness of the state to undertake responsible DWM. This includes ensuring the state government, local councils, waste management facility operators, and community members (that is, householders and businesses) are aware of, and are supported in fulfilling, their responsibilities under the DWM Capability Plan.

In the response and recovery phases following a major disaster event, the Functional Lead for DWM identifies and coordinates the delivery of any government support for DWM as required. The combination of disaster preparedness planning and a coordinated delivery of DWM support can lead to a more efficient clean-up for the affected community, and better recycling outcomes for materials arising from disasters.

DISASTER WASTE MANAGEMENT				
	Action	Leads	Partners	Timing
11.5	Encourage planning for response to disaster and other disruptive events to ensure continuity of waste management services and/or adapting to changes in waste management requirements.	Green Industries SA	Local government Local Government Association of SA	Ongoing
11.6	Ensure planning and investment in waste and resource recovery infrastructure to provide adequate waste management resilience and continuity in response to disaster and other significant disruptive events.	Green Industries SA	Local government	Ongoing



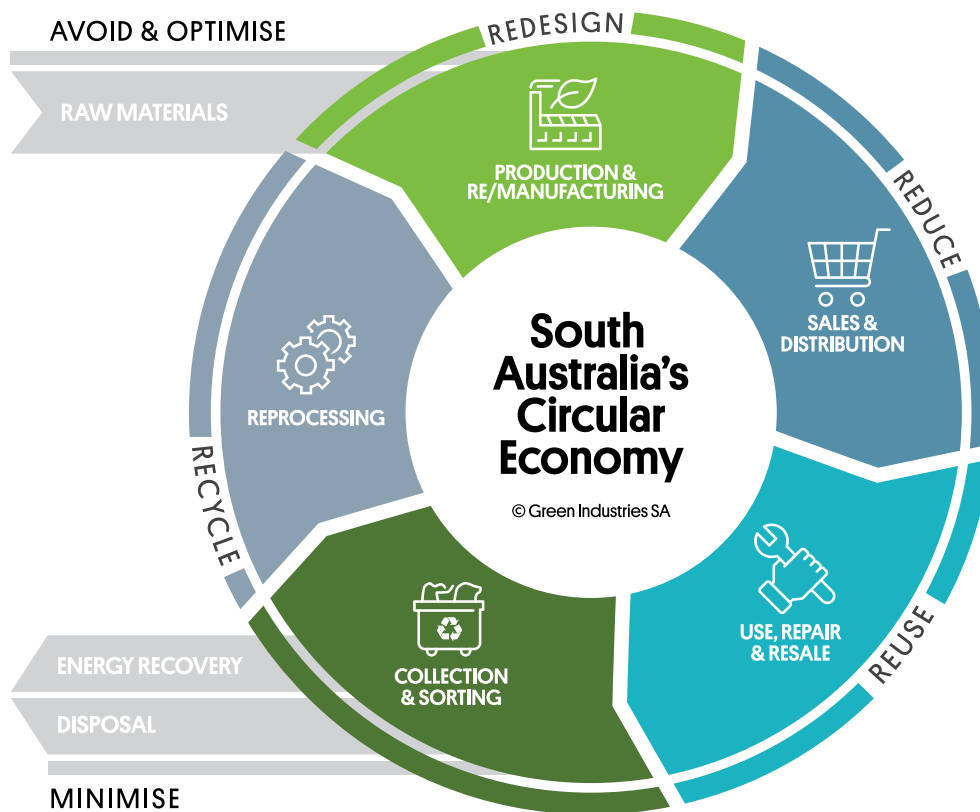
# APPENDICES

# Appendix A – Guiding principles

## The circular economy

A circular economy is an economic model designed to prioritise sustainability, resource efficiency, and waste reduction. It aims to move away from the traditional linear economic model of ‘take-make-dispose’ and instead seeks to create a closed-loop system where products and materials are kept in use for as long as possible, with their value preserved and waste minimised.

Figure 5: South Australia's circular economy, Green Industries SA



A circular economy is based on 3 principles:

1. Design out waste and pollution
2. Keep products and materials in use at their highest value
3. Conserve natural resources and regenerate nature

Transitioning to a circular economy requires a de-coupling of economic activity from the consumption of finite resources, through transforming our ways of producing and consuming, including improving material productivity in economic development. This transition is essential to achieving net zero emissions, reducing pollution and tackling biodiversity loss while supporting the needs of current, as well as future, generations of South Australians in a way that doesn't cost the earth.

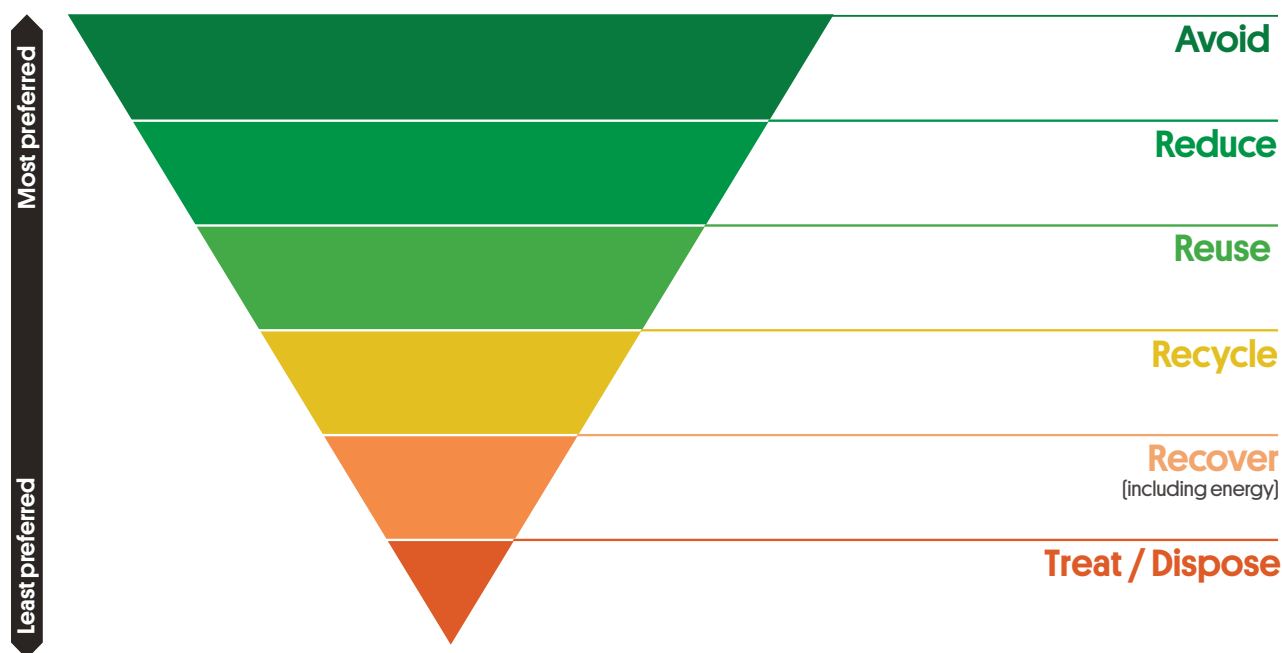
## The waste management hierarchy

The waste management hierarchy is an internationally recognised framework that establishes a preferential order of waste management options to reduce and manage waste. The activities at the top of the hierarchy have the highest environmental benefit. In SA, the waste management hierarchy is a fundamental guiding principle in the *Green Industries SA Act 2004* and is also given legislative effect through the *Environment Protection Act 1993* and the *Environment Protection (Waste to Resources) Policy 2010*.

The top 3 tiers [avoid, minimise/reduce and reuse], are waste prevention and resources efficiency activities – actions taken that keep an item, component or material in use and stop it from becoming waste or entering a waste management facility or system. These activities are distinct from the activities of recycling or resource recovery, that divert materials from landfill pathways after they have been generated through production and manufacturing processes, or have entered a waste management process post-consumer or commercial use, by returning them back to the economy as a resource – not waste.

Overlaying the waste management hierarchy with circular economy principles, activities in the top 4 tiers align with the circular economy principle of designing out waste and keeping products and materials in use. However, both high-value recycling and low-value reprocessing [referred to as ‘downcycling’] sit within the recycle tier, even though they achieve circularity outcomes of different values. Activities at the bottom of the hierarchy [least preferred], such as energy recovery through incineration of waste, and disposal to landfill are non-circular as the materials are no longer circulating within the economy. Providing additional clarity on where different activities sit within the hierarchy would help inform regulatory approaches and decision-making<sup>3</sup>.

Figure 6: South Australia's waste management hierarchy



<sup>3</sup> These matters are being considered through the review of the *Environment Protection (Waste to Resources) Policy 2010*.

## Ecologically sustainable development

The *Green Industries SA Act 2004*<sup>4</sup>, sets out the principles of ecologically sustainable development, being: principles that maintain -

- (i) that the use, development and protection of the environment should be managed in a way, and at a rate, that will enable people and communities to provide for their economic, social and physical wellbeing, and for their health and safety while-
  - [A] sustaining the potential of natural and physical resources to meet the reasonably foreseeable needs of future generations; and
  - [B] safeguarding the life-supporting capacity of air, water, land and ecosystems; and
  - [C] avoiding, remedying or mitigating any adverse effects of activities on the environment; and
- (ii) that proper weight be given to both long and short term economic, environmental, social and equity considerations in deciding all matters relating to environmental protection, restoration and enhancement.

## Best practice methods and standards in waste management and the efficient use of resources

Best practice in waste management strives to achieve quality and optimal results, and can be used as a benchmark, as distinct from meeting mandatory standards. Best practice evolves over time as efforts towards continuous improvement lead to better ways of doing things. The strategy, in addition to other publications released by GISA, points to what GISA considers to be best or better practice in waste management and the efficient use of resources at a given point in time.

The use of standards that provide clarity regarding definitions, limits, or rules and are approved, monitored and reported by an independent, authoritative organisation or recognised entity, can provide a minimum acceptable benchmark and a level playing field, and potentially more stable commercial settings.

The efficient use of resources, that is, our natural capital, is essential to a sustainable future, and refers to not being wasteful and doing more with less. This principle aligns with the metric 'material productivity', which is explained further on page 20.

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<sup>4</sup> s 3A[2][c] *Green Industries Act 2004* [SA]



# Appendix B – Benefits of a circular economy

There are many benefits in transitioning to a circular economy.

## Retain economic value

Circular activities and processes add economic value by extending the usable life of products, then when products reach their end-of-life, by recovering the valuable materials a product contains when it reaches end-of-life and keeping them in use within the economy.

## Regenerate natural systems

Extending the usable life of products and keeping materials circulating reduces the demand for extraction of virgin resources. It also reduces the amount of waste, pollution and GHG emissions we create, and achieves savings on energy and water use, contributing to the regeneration of natural systems.

Table 4 lists the environmental benefits of recycling South Australian materials in 2022–23.

## Enhance economic prosperity

Modelling by the CSIRO on *Australia's Circular Economy Framework* indicates that doubling Australia's circularity in line with the framework's priorities will not only reduce Australia's GHG emissions by 14% by 2035 and divert 26 million tonnes of material from landfill each year, but also increase Australia's GDP by \$26 billion each year by 2035 [Department of Climate Change, Energy, the Environment and Water, 2024g].

A 2024 CSIRO Report, *Australia's circular economy comparative and competitive advantages*, outlines how Australia can forge new international partnerships to foster the purchase of Australian-made circular products, help close loops for end-of-life materials, and supply circular inputs to domestic manufacturing. By doing this, Australia can unlock vast economic value while reversing the substantial loss of natural capital [Schandl, et al., 2024].

## Build sustainable and resilient businesses and create new circular economy jobs

KPMG's 2020 report, *Potential Economic Pay-off of a Circular Economy*, found that for Australia, a future circular economy in food, transport, and the built environment together represents a potential economic benefit of \$23 billion in GDP by 2025. It estimated that by 2047–48, this would rise to \$210 billion in GDP, with an additional 17,000 full-time equivalent (FTE) jobs for Australia<sup>5</sup> [KPMG, 2020].

In SA, diverting organics away from landfill and to composting facilities creates 6.1 FTE jobs for every 10,000 tonnes [Green Industries SA, 2021]. In Australia, the recycling sector generates 9.2 jobs per 10,000 tonnes of waste compared with 2.8 jobs for the same amount of waste sent to landfill [CSIRO, 2021]. Even more significant is the data from the 2024 report *Measuring Reuse Activity and Impacts in NSW*, which shows that reuse generates 25 times more jobs than recycling on a per tonne basis [Heinrich, De Garis, & Rawson, 2024].

<sup>5</sup> Relative to a business-as-usual scenario and the current level of circularity in the Australian economy.

Table 4: Environmental benefits factors

Category	Type	GHG emissions saved	Energy saved	Water saved
		Emissions factor (t CO <sub>2</sub> -e/t)	Conversion factor (GJ LHV/t)	Conversion factor (kL/t)
Masonry	Asphalt	0.030	2.380	0.880
	Bricks	0.020	0.280	1.260
	Concrete	0.020	0.350	1.280
	Plasterboard	0.030	0.550	-0.030
	Clay, fines, rubble and soil	0.088	1.420	0.440
Metals	Iron and steel	0.440	7.490	-2.360
	Aluminium	16.667	206.667	29.333
	Non-ferrous metals	0.880	36.090	5.970
Organics	Food organics	0.980	0.180	0.440
	Garden organics	0.670	0.309	5.592
	Timber	0.180	10.730	-0.040
	Organics – other	0.481	2.165	0.230
Cardboard and paper	Cardboard and waxed cardboard	0.169	0.467	11.111
	Liquid paperboard	0.169	0.467	11.111
	Magazines	0.455	0.364	10.909
	Newsprint	0.455	0.364	10.909
	Phonebooks	0.455	0.364	10.909
	Printing and writing paper	1.300	-0.680	11.000
Plastics	Polyethylene terephthalate	1.200	55.000	68.750
	High density polyethylene	0.825	50.000	22.750
	Polyvinyl chloride	0.313	30.000	26.250
	Low density polyethylene	0.825	50.000	22.750
	Polypropylene	0.313	30.000	26.250
	Polystyrene	0.313	30.000	26.250
	Mixed and/or other plastics	0.313	30.000	26.250
Glass	Glass	0.528	4.444	0.931
Other materials	Fly ash	0.029	0.552	1.260
	Foundry sands	Not specified as insufficient reference data identified		
	Leather and textiles			
	Tyres and other rubber	1.070	64.080	52.250

This table lists a set of factors used to estimate the environmental benefits of recycling South Australian materials in 2022–23. They are based on a study commissioned by Green Industries SA, and the GHG emissions factors updated in 2021–22 for food organics, garden organics and timber [Trellis Technologies, 2019]. The emissions factors for food organics, garden organics and timber were calculated by Blue Environment based on *National Greenhouse and Energy Reporting (Measurement) Determination 2008* methods. The calculations compared emissions from landfilling these organic types [assuming a landfill gas recovery rate of 43%] compared with emissions from composting them.



# Appendix C – Progress against 2020–2025 waste strategy targets

Achievements relative to the 2020–2025 waste strategy targets are depicted in the graphs below.

Figure 7: 2020–2025 waste strategy waste generation per capita target and achievements

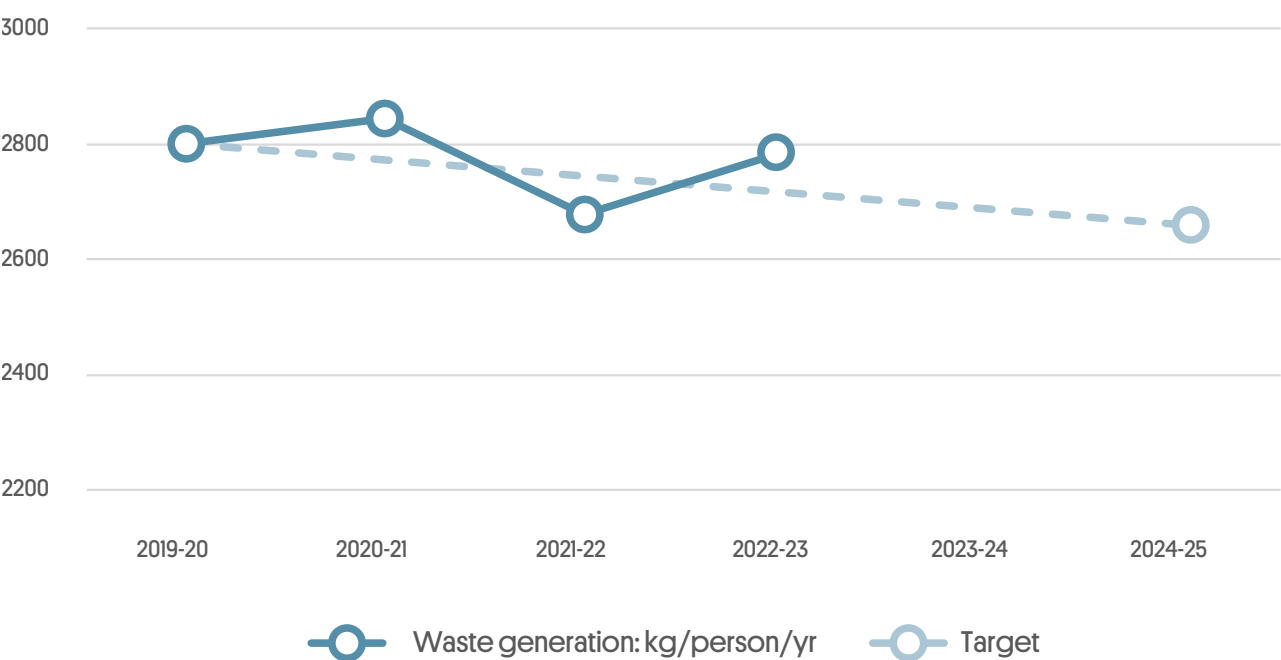


Figure 8: 2020–2025 waste strategy MSW and kerbside bin diversion targets and achievements

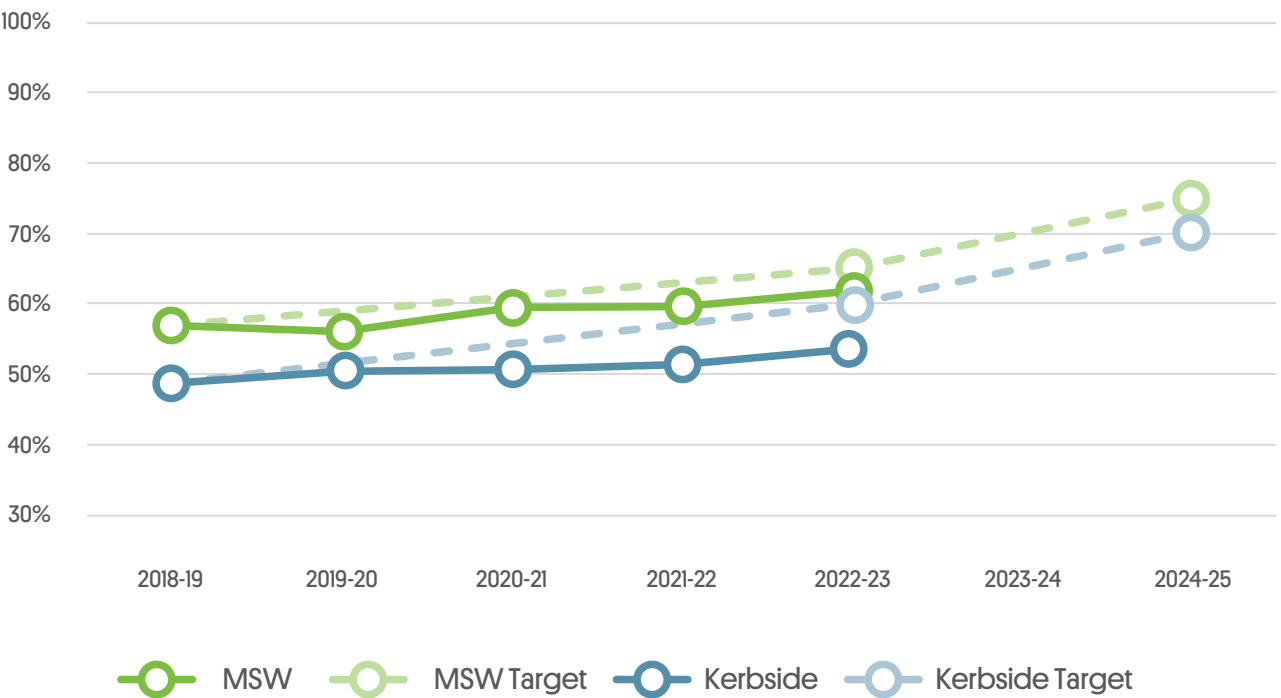
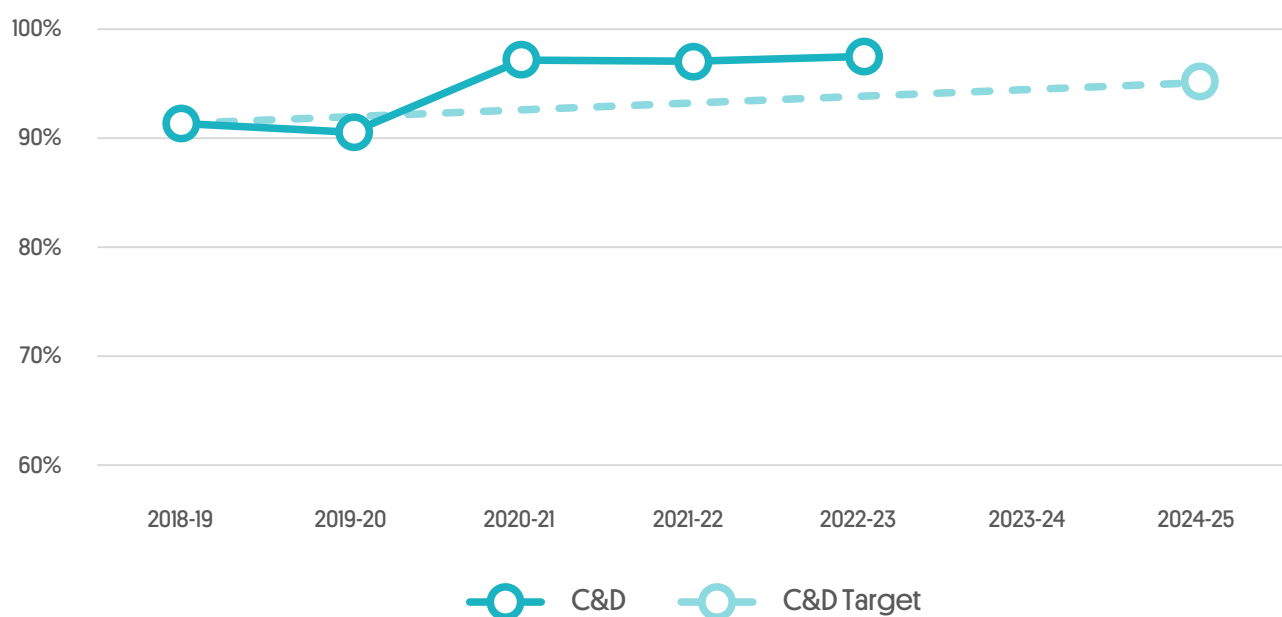


Figure 9: 2020–2025 waste strategy C&I diversion target and achievements



Figure 10: 2020–2025 waste strategy C&D diversion target and achievements



In relation to the above graphs [Figures 3 to 6], it is important to note that new data modelling [commenced from year 2022–23] has been retrospectively applied to the MSW, C&I and C&D diversion rates for the years of 2020–21 and 2021–22 for the purposes of this review. This improved model is based on an updated landfill audit conducted in 2022, replacing the previous much older audit, as well as data from mass balance reporting. This is discussed in more detail on page 24 of the [Circular Economy Resource Recovery Report 2022–23](#) [Green Industries SA, 2024]. This has produced a noticeable change from 2020–21, particularly for the C&I diversion rate that has been reduced from 96.9% to 71.9%, with a corresponding increase for the C&D diversion rate from 92.5% to 97.0% and an increase for the MSW diversion rate from 56.1% to 59.5%.

# Appendix D – Legislative and policy context

## International

The following International Conventions, Treaties and Agreements have relevance to this strategy:

- [2030 Agenda for Sustainable Development](#)
- [United Nations Framework Convention on Climate Change](#)
- [Kunming-Montreal Global Biodiversity Framework](#)
- [Basel Convention on the Control of Transboundary Movements of Hazardous Wastes and their Disposal](#)
- [Montreal Protocol on Substances that Deplete the Ozone Layer](#)

## National

### Measuring What Matters

[Measuring What Matters: Australia's First Wellbeing Framework](#), published in 2023, tracks our progress towards a more healthy, secure, sustainable, cohesive and prosperous Australia. The Australian Government aims to embed this framework into government decision making.

One of the framework's 5 wellbeing themes is 'Sustainable: A society that sustainably uses natural and financial resources, protects and repairs the environment and builds resilience to combat challenges'. Underneath this theme sits 'circular economy' with the explanation of 'why this matters' being 'Australians are aware of the impact of using resources and are strongly invested in participating in a more sustainable, circular economy where materials are used more efficiently and are recycled, reused and repaired'.

The metrics being used to measure our national progress on a circular economy are:

1. waste generation per person
2. proportion of waste recovered for reuse, recycling or energy
3. circularity rate
4. material footprint per capita
5. material productivity.

[Australian Bureau of Statistics, n.d.]

### National Food Waste Strategy

The [National Food Waste Strategy: Halving Australia's Food Waste by 2030](#), released in 2017, provides a framework to support collective action towards halving Australia's food waste by 2030, and contributes toward global action on reducing food waste by aligning with SDG 12 [Commonwealth of Australia, 2017]. It also helps give effect to Australia's obligations under the *United Nations Framework Convention on Climate Change* in helping reduce GHG emissions, primarily through the diversion of food waste from landfill.

### Environment Ministers' commitments

The Environment Ministers Meeting [EMM] is an intergovernmental forum in which national environmental issues are progressed and a forum to discuss strategic issues and agree cross-government actions to improve Australia's environment. It is comprised of the Commonwealth Minister for the Environment, and the Environment Minister from each Australian state and territory. Decisions made at EMM are communicated through [agreed communiques](#). Some of these decisions, relevant to this strategy, are as follows:

- Work with the private sector to design out waste and pollution, keep materials in use and foster markets to achieve a circular economy by 2030 [Department of Climate Change, Energy, the Environment and Water, 2022].

- Commonwealth packaging regulations that mandate how packaging is designed, sets minimum recycled content requirements, and prohibits harmful chemicals such as per- and poly-fluoroalkyl substances (PFAS) being used [Department of Climate Change, Energy, the Environment and Water, 2023d].
- A national traceability framework which is key to driving the reuse of recovered plastics, glass and other materials, into new products – and to our transition to a circular economy [Department of Climate Change, Energy, the Environment and Water, 2023a].
- Developing stronger end markets for recycled products [Department of Climate Change, Energy, the Environment and Water, 2024a].
- A framework to accelerate product stewardship and to better coordinate work across governments, including Western Australia leading on tyres, New South Wales leading on solvents, and Queensland, New South Wales and Victoria leading work for all batteries [Department of Climate Change, Energy, the Environment and Water, 2024a].

### Net zero

The Australian Government has a legislated target of net zero GHG emissions by 2050 and a 2030 target of 43% below 2005 levels. One of the major steps identified to decarbonise the economy is ‘increasing the materials and energy efficiency of the economy, including through circular economy principles’ [Department of Climate Change, Energy, the Environment and Water, 2024d].

## South Australia

### State Infrastructure Strategy

A new 20-year State Infrastructure Strategy for the state is currently being developed. The strategy will look at statewide infrastructure needs to 2045, with a focus on infrastructure planning and investments that drive a growing economy aligned to the state’s economic vision of a smart, sustainable and inclusive economy.

The challenges facing us globally, nationally and locally are significant, and present us with opportunities to do things better, for the benefit of all.

Progressing the priority actions within this strategy will contribute to the Australian and South Australian goals and priorities and drive our transition to a more circular economy. It will also contribute to meeting global sustainability imperatives, including the United Nations’ SDG 12. Additionally, setting a clearly articulated policy, supported by an effective regulatory framework, can provide confidence for investment decisions, and a stable and efficient market.

### Advanced Manufacturing Strategy

The South Australian Economic Statement also identifies the importance of SA’s manufacturing industry in the global green transition. This is built on through the 2023 [Advanced Manufacturing Strategy](#) which identifies 6 strategic priorities to develop a globally competitive and productive manufacturing capability. One of these is ‘Circular Economy – Increase competitiveness, innovation, economic profitability, and environmental benefits from the adoption of circular economy principles of reducing waste, keeping materials in use longer and regenerating natural systems’.

The key actions under this strategy are:

- Circular Economy and Sustainability – funding and resources to help implement circular and sustainable business practices.
- Sustainable Procurement Policy – achieving circularity and net zero emissions through government procurement.
- SA ZERO – industry cluster working with state government agencies and academia to support decarbonisation and circular economy strategies.

[Department for Industry, Innovation and Science, 2023]

**Green Industries SA Act 2004**

## Guiding principles

- The principles of the circular economy [refer Figure 5]
- The waste management hierarchy [refer Figure 6]
- The principles of ecologically sustainable development
- Pursuit of best practice methods and standards in waste management and the efficient use of resources

**Environment Protection Act 1993**

## Objects

- Promote the principles of ecologically sustainable development
- Prevent, reduce, minimise and eliminate harm to the environment by:
  - » promoting application of the waste management hierarchy
  - » regulating activities, products, substances and services that cause environmental harm through production of waste
- Promote the circulation of materials through the waste management process and to support a strong market for recovered resources by:
  - » regulating waste management
  - » regulating resource recovery
- Address climate change adaptation and climate change mitigation

**Environment Protection (Waste to Resources) Policy 2010<sup>6</sup>**

## Key features

- Sustainable waste management objective
- Requirement for resource recovery processing for most metropolitan Adelaide waste
- Defines when material ceases to be waste
- Prescribes items that are banned from disposal to landfill
- Regulates illegal dumping and inappropriate stockpiling

**Single-use and Other Plastic Products (Waste Avoidance) Act 2020**

## Objects

- Restrict and prohibit the manufacture, production, distribution, sale and supply of certain single-use and other plastic products
- Promote better waste management practices including the reduction of marine litter
- Promote the principles of the waste management hierarchy
- Promote the principles of the circular economy

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6 The *Environment Protection (Waste to Resources) Policy 2010* is currently being reviewed and modernised.

# Glossary

TERM	DEFINITION
Beneficial use	The outcome of the use or reuse of a product or material being a net environmental benefit, that is, contributing to environmental sustainability and resource efficiency.
CCA treated timber	Copper chromated arsenate treated timber – timber that has been treated by a chemical preservative containing compounds of copper, chromium and arsenic to protect it from insects, pests, and microbes, as well as provide resistance to the weather.
Chemicals of concern	Chemicals that have properties raising environmental or health concerns. These include chemicals that do not break down easily, are toxic, or can accumulate to high levels in animals.
Circular economy	<p>An economic model designed to prioritise sustainability, resource efficiency, and waste reduction. It aims to move away from the traditional linear economic model of 'take-make-dispose' and instead seeks to create a closed-loop system where products and materials are kept in use for as long as possible, with their value preserved and waste minimised.</p> <p>It is based on 3 principles – design out waste and pollution, keep products and materials in use (ideally at their highest and best value), and regenerate natural systems)</p>
Circularity Rate	A measure of how much material input into an economy comes from recycled or reused sources. It indicates the proportion of resources that are cycled back into production rather than being disposed of as waste.
Climate change adaptation	Adjusting to the actual or expected effects of climate change.
Climate change mitigation	Limiting, reducing or preventing GHG emissions.
Closed loop system	A system where materials are recycled into the same product type and are of the same quality and functionality as the original material.
Commercial and industrial (C&I) waste	Solid waste arising from commercial, industrial, government, public or domestic premises (other than municipal solid waste), but does not contain listed waste, hazardous waste or radioactive waste.
Common core	Interdisciplinary subjects or courses, available to all students of a tertiary education institution.
Compost	Pasteurised material resulting from the controlled microbiological transformation of compostable organic waste under aerobic and thermophilic conditions for not less than 6 weeks
Construction and demolition (C&D) waste	Solid waste arising from the construction, demolition or refurbishment of buildings or infrastructure, but does not contain municipal solid waste, commercial and industrial waste, listed waste, hazardous waste or radioactive waste.
Contaminants/contamination	Waste that ends up in streams where it does not belong and affects the processing and recycling of that material.
Dispose	Dispose of waste, including the deposit of waste and causing or allowing waste to be disposed or deposited.
Diversion	The amount of waste generated that's not sent to landfill. It is calculated as the total of waste recovered through resource recovery processes divided by the total amount of waste generated as a percentage.
Domestic material consumption	The total amount of materials directly used in the economy (used domestic extraction plus imports), minus the materials that are exported.
Downcycling	Downcycling is the process of breaking down a material to make something new but of a lower quality and functionality than the original product. This can be due to contamination or natural degradation over time.

TERM	DEFINITION
E-waste	Waste electrical and electronic equipment which is dependent on electric currents or electromagnetic fields in order to function (including all components, subassemblies and consumables which are part of the original equipment at the time of discarding).
Ecologically sustainable development	<p>The use, development and protection of the environment in a way, and at a rate, that will enable people and communities to provide for their economic, social and physical wellbeing and for their health and safety while:</p> <ul style="list-style-type: none"> <li>• sustaining the potential of natural and physical resources to meet the reasonably foreseeable needs of future generations</li> <li>• safeguarding the life-supporting capacity of air, water, land and ecosystems, and</li> <li>• avoiding, remedying or mitigating any adverse effects of activities on the environment.</li> </ul>
End-markets	The final transaction point in a value chain, where a product or service is sold to the end customer.
End-of-life	The point at which a product or material can no longer be used for its original intended purpose.
Energy recovery	Processes through which wastes are collected, sorted and processed to recover energy in usable form, for example process heat, steam or in electricity generation.
Environmental, social and governance (ESG)	A framework used to assess an organisation's operations concerning environmental stewardship, social responsibility, and corporate governance practices.
Environment Ministers Meeting	Comprises the Commonwealth Minister for the Environment, and the Environment Minister from each Australian state and territory.
Fast fashion	Inexpensive clothing produced rapidly by mass-market retailers in response to the latest trends.
Feedstock	A basic material that is used to produce goods, finished goods, energy, or intermediate materials that are feedstock for future finished products.
Food waste	Food that does not reach the consumer or reaches the consumer but is thrown away. Food waste can be generated by households or industry, and includes food processing waste, out of date or off specification food, meat, fruit and vegetable scraps.
Greater Adelaide	The part of South Australia defined as Greater Adelaide, according to section 5 of the <i>Planning and Development Act 2016</i> .
Greenhouse gases (GHG)	Gases, including carbon dioxide and methane, that trap heat in the earth's atmosphere, affecting weather and climate patterns.
Gross Domestic Product (GDP)	GDP measures gross value added for all resident institutional units for the whole economy. Gross value added is the difference between output and intermediate consumption for each institutional unit and thereby measures the value created by production. Value added represents the contribution of labour and capital to the production process.
Gross State Product (GSP)	The aggregate which details the total economic production of a state economy and is the state equivalent to GDP
Highest value use/reuse	<p>The highest achievable outcome for the use or reuse of products or materials, according to the waste management hierarchy and the second principle of a circular economy (to keep products and materials in use at their highest value). This relates to material resource efficiency and the GHG emissions impact of the intended use or reuse of that product or material.</p> <p>An example of highest value reuse is a glass bottle being recovered for reuse as another glass bottle.</p>
Kerbside waste	Waste collected by local councils from residential properties, including rubbish, mixed recyclables, food organics and garden organics, and glass, but excluding hard waste.
Landfill	A waste disposal site used for the controlled deposit of solid waste onto or into land.



TERM	DEFINITION
Linear economy	A traditional economic model characterised by a 'take-make-dispose' approach, where resources are extracted, used, and then discarded as waste
Mass balance reporting	Reporting that monitors the movement of waste (material flows) to and from waste depots throughout the state, and tracks stockpiling of materials. Waste depots receiving more than 20,000 tonnes of solid waste per annum (or otherwise directed by the EPA) are required to report monthly to the EPA on quantities of waste or other matter: <ul style="list-style-type: none"> <li>• received at the site</li> <li>• transported from the site</li> <li>• remaining stockpiled on site</li> <li>• used on site</li> <li>• disposed on site (such as by landfill or incineration).</li> </ul>
Material circularity	Refers to the continuous reuse and repurposing of materials to minimise waste and resource depletion, aiming to keep materials in use for as long as possible and at their highest value.
Material flow analysis	A group of methods to analyse the physical flows of materials into, through and out of a given system. It can be applied at different levels of scale, that is, products, firms, sectors, regions, and whole economies. The analysis may be targeted to individual substance or material flows, or to aggregated flows.
Material footprint	Measures the total amount of raw materials extracted globally to meet a country or region's consumption demands, including imported goods. It describes how much material is consumed to make the products or services used in the country or region.
Material intensity	Quantifies the amount of materials used per unit of economic output or service.
Material productivity	Measures the efficiency with which raw materials are used in production processes. It measures the amount of economic output generated per unit of materials consumed. At the national level it is calculated as GDP per domestic material consumption [DMC], measured in AUD per kg.
Materials recovery facility	A facility that receives waste or matter for sorting, aggregating, compacting, baling or packing prior to its transfer elsewhere for lawful reuse.
Metropolitan Adelaide	The part of the South Australia within the boundary of Metropolitan Adelaide as defined in the <i>Development Act 1993</i> .
Municipal solid waste (MSW)	Solid waste arising from mainly domestic but also commercial, industrial, government and public premises including waste from council operations, services and facilities that is collected by or on behalf of the council via kerbside collection, but does not contain commercial and industrial waste, listed waste, hazardous waste or radioactive waste.
Natural capital	Another term for the stock of renewable and non-renewable resources (such as plants, animals, air, water, soils, minerals) that combine to yield a flow of benefits to people.
Non-circular	Activities that are a pathway to end-of-life for products or materials as opposed to keeping them circulating in the economy.
PFAS	Per- and poly-fluoroalkyl substances (PFAS) are a group of synthetic chemicals that have been extensively used in consumer and industrial products since the 1950s. They were used to manufacture non-stick coatings and products that require resistance to water, heat, fire, stain and weather. Examples include firefighting foams, carpets and waterproof clothing.
Planning instruments	Instruments that ensure development in South Australia is appropriately located, designed and considered. They set the strategic planning vision for the state and help to assess development applications that require planning consent as part of their approval. The instruments are set out by the <i>Planning, Development and Infrastructure Act 2016</i> and supporting Regulations.

TERM	DEFINITION
Product stewardship	A concept and set of approaches based on the idea that those involved in designing, manufacturing and selling products should accept responsibility for ensuring they do not have adverse impacts on the health of humans and environments. This includes impacts across the life cycle of the products, from the extraction of materials, the way products are used, and how they are managed at end-of-life.
Raw materials	A basic material that is used to produce goods, finished goods, energy, or intermediate materials that are feedstock for future finished products. Also known as feedstock, unprocessed material, or primary commodity.
Recovered materials/recovered resources	Waste materials separated, sorted or processed for the purposes of waste reuse, recycling or energy recovery.
Recycling	To treat materials so that new products can be made from them. A set of processes (including biological) for converting recovered materials that would otherwise be disposed of as wastes into useful materials and or products.
Repair	Altering a product or material to correct damage or fault, maintaining its use.
Resource recovery	Activities through which wastes are collected, sorted, processed (including through composting), and/or converted into raw materials for use in a production system. For data reporting purposes, the quantity of waste allocated to the fate 'resource recovery' is the sum of the quantities allocated to waste reuse, recycling and energy recovery.
Resource recovery rate	The quantity of waste that is prevented from going to landfill for use in another way, divided by the quantity of waste generated.
Secondary materials	Recycled materials.
Single-use	Designed to be used once and then disposed of.
Source separation	Physical sorting of the waste at the point of generation into specific components suitable for resource recovery from the residual component.
Sustainable Development Goals [SDG]	A set of 17 global goals established by the United Nations to address pressing social, economic, and environmental challenges, aiming for a more sustainable and equitable world by 2030.
Sustainable procurement	Procurement that looks beyond the up-front cost to make purchasing decisions based on the entire life cycle of the goods and services, taking into account associated costs, environmental and social risks and benefits, and broader social and environmental implications.
3-bin system	A council kerbside bin collection system which provides 3 bins, for general waste, co-mingled recyclables, and food and garden organics.
Waste avoidance	Preventing waste generation, including through design of products and changing consumer behaviour to preference durable, reusable and repairable products. Also referred to as waste prevention or waste minimisation.
Waste management hierarchy	Reference to an order of priority for the management of waste in which avoidance, minimisation, reuse, recycling, recovery of energy and other resources, treatment of waste to reduce potentially degrading impacts, and disposal of waste in an environmentally sound manner are pursued in that order.
Waste valorisation	The process of enhancing the value of a product, material, or waste by repurposing, recycling, or transforming it into something more valuable or useful.
Virgin materials/virgin resources	Raw materials extracted from the earth for the first time, as opposed to recycled or reused materials.

TERM	DEFINITION
Waste	As defined in section 4 of the <i>Environment Protection Act 1993</i> – any discarded, dumped, rejected, abandoned, unwanted or surplus matter, whether or not intended for sale or for purification or resource recovery by a separate operation from that which produced the matter, whether or not of value.
Waste generation	The process of producing waste. For data and reporting purposes, waste generation is the sum of the quantities of waste taken to waste management facilities or added to on-site stockpiles. Measures of the total amount of waste generated include the waste we recycle as well as the waste we send to landfill.
Waste management	The process of managing waste, including storage, collection, transportation, resource recovery, treatment and disposal.

## Abbreviations

ACOR	Australian Council of Recycling
AS	Australian Standard
BESS	battery energy storage systems
CCA	copper chrome arsenate
CDS	container deposit scheme
CERRR	Circular Economy Resource Recovery Report
CO <sub>2</sub> -e	carbon dioxide equivalent
CSIRO	Commonwealth Scientific and Industrial Research Organisation
C&D	construction and demolition
C&I	commercial and industrial
DEM	Department for Energy and Mining
DMC	domestic material consumption
DWM	disaster waste management
EfW	energy from waste
EPA	Environment Protection Authority
ESG	environmental, social and governance
EU	European Union
FOGO	food organics and garden organics
FTE	full time equivalent
GDP	gross domestic product
GHG	greenhouse gas
GJ	giga joules
GISA	Green Industries SA
GSP	gross state product
ICHEMS	Industrial Chemicals Environmental Management Standard
ISO	International Standards Organisation
kg	Kilogram
kL	Kilolitres
kt	Kilotonne

LHV	lower heating value
Li-ion	lithium-ion
MSW	municipal solid waste
MUD	multi-unit dwelling
NABERS	National Australian Built Environment Rating System
NEMP	National Environmental Management Plan
PET	polyethylene terephthalate
PFAS	per- and poly- fluoroalkyl substances
PV	photovoltaic
PVC	polyvinyl chloride
RDF	refuse derived fuel
SDG	Sustainable Development Goal
UK	United Kingdom
UN	United Nations
UNEP	United Nations Environment Programme
WOW	Wipe Out Waste

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**Government  
of South Australia**

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Green Industries SA

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## **Appendix 2**

*Draft cover letter to Green Industries SA with feedback  
on the draft SA Waste Strategy 2025-2030*

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23 July 2025

Cate Mussared  
Manager Circular Economy  
Green Industries SA  
PO Box 1047  
ADELAIDE SA 5001

Dear Cate

**Draft of South Australia's Waste Strategy 2025 – 2030**

Adelaide Hills Council (Council) values its strong relationship with Green Industries SA (GISA) given our shared commitment to resource recovery and circularity and supporting communities to reduce waste and minimise landfill.

Accordingly, Council appreciates the opportunity to provide feedback into the draft SA Waste Strategy 2025-2030. Council thanks you for making GISA staff available to brief Council staff on the draft strategy at the 19 June webinar and the 3 July WMRR-hosted workshop.

While we have provided feedback on specific actions in the enclosed table, the purpose of this letter is to highlight Council's overarching feedback. The feedback provided has been informed by a workshop with Council Members and endorsed at the 22 July 2025 Ordinary Council Meeting.

Council's overarching feedback is:

- Waste reduction and material circularity should be achieved, in part, via bans on entry to the market or production of items which are not recyclable, are uneconomical to recycle, or have no downstream market
- When progressing with the actions outlined in the strategy, the economic viability, environmental benefits and community resonance with potential solutions must be taken into account
- Council advocates for mandatory product stewardships schemes where the producer fully funds the collection and processing of end-of-useful-life products into materials of value
- Council supports provision of on-going (as opposed to once off or short-term) collection of additional recyclable materials, such as textiles, where the financial costs are incurred by the producer rather than local government/ratepayers
- Council supports provision of on-going collection of additional problematic waste streams, such as lithium-ion batteries, where the financial costs are incurred by the producer rather than local government/ratepayers
- Delivery of the actions within the draft strategy should not impose unreasonable and unjustifiable financial or other resource burdens on local government

- To avoid such burdens, and to provide for enhanced beneficial environmental and circularity outcomes, Council seeks permanent annual funding be provided to resource relevant local government actions through proportional return of the Solid Waste Levy
- With regard to the above dot point and local government reporting to state government (Actions 8.4 and 8.5), Council could detail how returned Solid Waste Levy dollars are spent to reduce waste and increase the circularity rate.
- Council requests that local government be included as a Partner in considering reform to mandatory reporting to State Government (Action 8.4) and community education on litter (Action 11.3)
- Whilst Council has agreed in principle with many of the draft actions for which local government is identified as a lead or partner, Council seeks further engagement and collaboration with GISA as these actions are developed and progressed to ensure Council's perspective is considered in detail.

We look forward to working with Green Industries SA and the many other organisations involved in delivering the actions to increase South Australia's circularity rate and address the global and domestic challenges outlined in the draft strategy.

If you would like to discuss any of the above matters, or Council's feedback provided within the enclosed table, please contact Council's Coordinator Emergency Management and Landfills, Mr John McArthur, via email at [jmcarthur@ahc.sa.gov.au](mailto:jmcarthur@ahc.sa.gov.au).

Yours sincerely

**Greg Georgopoulos**

Chief Executive Officer

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## **Appendix 3**

*Draft table of feedback regarding strategy actions  
pertaining to local government*

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**Adelaide Hills Council feedback on the draft  
Accelerating SA's transition to a circular economy  
South Australia's waste strategy 2025 – 2030**

The table below contains Adelaide Hills Council responses to strategy actions where local government is listed as lead or partner. For each of these Actions a comment is provided. Where local government is not listed as lead or partner no comments have been provided.

**Table 1:** Draft SA Waste Strategy 2025 – 2030 Local Government Actions, Lead or Partner

Focus areas	Action applicable to Local Government	Local Government involvement	Comment
<b>1. Avoid food waste</b>	Local Government not listed as Lead or Partner		
<b>2. Reduce food waste</b>	2.5 To increase the recovery of high-quality organics and food waste from the C&I sector, consider legislative reform to support: <ul style="list-style-type: none"> <li>• mandatory source separation and collection of unpackaged organics from large food waste generating businesses</li> <li>• prohibiting disposal to landfill of C&amp;I source segregated and collected organics.</li> </ul>	Partner	Agree in principle however Council seeks further engagement and collaboration on this action prior to implementation
	2.6 Support the rollout of area-wide, high-performing food waste collection systems, including within suitable multi-unit and higher density developments.	Partner	<b>From EPA Submission</b> While AHC supports a principle of consistency in waste collection mechanics (e.g. colours of bins, materials collected through each bin, etc) AHC's preference is that local councils should have the flexibility to determine waste collection models (e.g. frequency of collection and waste streams collected) that meet the needs and preferences of their particular communities. This approach would allow for innovation and testing of different models and enables council to engage with their local communities on a genuine and

Focus areas	Action applicable to Local Government	Local Government involvement	Comment
			meaningful basis around waste management.
	2.8 Encourage and support the establishment and enhancement of resource recovery infrastructure, processes and technologies that divert food waste into productive use	Partner	Agree in principle however Council seeks further engagement and collaboration on this action prior to implementation
<b>3. Reduce material loss and preserve value</b>	3.7 Work with councils to: <ul style="list-style-type: none"> <li>• implement the SA Better Practice Guide: Sustainable Kerbside Services</li> <li>• apply best practice segregated 3-bin waste management systems for medium and high density dwellings and be the preferred service provider for all residential dwellings, if the building can meet the service parameters as defined by each council.</li> </ul>	Partner	Agree in principle however Council seeks further engagement and collaboration on this action prior to implementation
	3.9 Support the roll-out of recycling and organic waste bins in suitable public places alongside general waste bins.	Partner	<b>From EPA Submission</b> Ideally recycling and organic waste bins should be provided in public places. In practical terms however these bins are often grossly contaminated requiring the contents to be disposed of to landfill. In the absence of well developed and cost efficient post-collection sorting technology for co-mingled waste streams, it is difficult to see how this could be reasonably implemented.
	3.10 Adopt Australian Standard AS 4123.5-2008 Mobile waste containers for all new and replacement kerbside mobile waste containers.	Lead	<b>From EPA Submission</b> AHC supports nominating a specific date for councils to stop issuing new or replacement bins that do not comply with the Australian Standards (e.g. After December 31 2025, newly issued general waste bins must have red lids).

Focus areas	Action applicable to Local Government	Local Government involvement	Comment
			AHC does not support specifying timelines for councils to retrofit existing bin stock, unless funding will be made available to deliver this. AHC supports a replacement model where bins are aligned to the Australian Standards as they need to be replaced. While this will require education to accommodate the two lid colours, it prevents the need for an expensive retrofit at Council's expense for little practical benefit.
	3.11 As local or regional waste and resource recovery plans or strategies are developed or updated, they: <ul style="list-style-type: none"> <li>align with the goals of the circular economy by incorporating circular economy principles and objectives</li> <li>as a minimum, set targets for increasing diversion from landfill/recovery of resources</li> </ul>	Lead	Agree in principle to the alignment with the goal of the circular economy. Targets should be based on documented actions a council reasonably expects to undertake during the term of the plan. The percentage contribution of each action to the overall target should also be documented.
	3.25 Advocate for the establishment and maintenance of accessible and convenient community drop off for products and materials where product stewardship schemes are in place and promote their use.	Partner	Councils should be encouraged to participate in these schemes when it results in better circular outcomes. The costs for implementing product stewardship schemes should not be passed on to participating councils. The full cost of these schemes should be borne by the manufacturer of the product via mandatory involvement.
<b>4. Address emerging and problematic wastes</b>	4.18 Encourage and support the procurement of government uniforms that are designed for durability, reuse, repair and recyclability, and manage government uniforms in line with the waste management hierarchy.	Partner	Agree in principle however Council seeks further engagement and collaboration on this action prior to implementation
	4.26 Explore and implement suitable solutions to expand	Partner	Agree in principle however Council seeks further

Focus areas	Action applicable to Local Government	Local Government involvement	Comment
	options for households to conveniently dispose of hazardous waste.		<p>engagement and collaboration on this action prior to implementation</p> <p><b>From EPA Submission</b></p> <ul style="list-style-type: none"> <li>•CCA treated posts – there are no recycling options and their stockpile on properties has proven problematic during bushfire events and led to contaminated soil/waterways.</li> <li>• Lithium-ion batteries – these have caused multiple combustion events, which recently included an East Waste kerbside truck in the Adelaide Hills, causing \$150,000 of damage. Product stewardship would be an appropriate approach.</li> </ul>
<b>5. Develop and support circular markets and businesses</b>	5.2 Encourage the development and implementation of environmentally sustainable procurement policies and practices (including internal measurement and reporting against performance indicators) across local government. Consider alignment and collaboration opportunities between local governments.	Partner	<p><b>From EPA Submission</b></p> <p>Yes, AHC already has sustainable procurement practices embedded within its procurement documents. It should be mandatory but not regulated by the EPA. Regulation should be considered in the future after a period of transition (e.g. reliable sources of recycled content products are available and markets are consistent).</p>
	5.4 Support the implementation of environmentally sustainable procurement in state and local government through education, awareness raising, addressing barriers and sharing of knowledge	Partner	Agree in principle however Council seeks further engagement and collaboration on this action prior to implementation
<b>6. Build a circular built environment</b>	6.1 Support, promote and implement circular economy principles in urban planning, infrastructure and development projects.	Lead	Agree in principle, but there must not be unreasonable financial or other resource implications for councils. Council seeks further engagement and collaboration

Focus areas	Action applicable to Local Government	Local Government involvement	Comment
			on this action prior to implementation
<b>7. Develop circular economy knowledge and skills</b>	7.2 Deliver information to council-serviced premises on reducing waste and the correct use of kerbside recycling and organics bins, as well as other collection systems.	Partner	<p>Agree in principle however Council seeks further engagement and collaboration on this action prior to implementation</p> <p>To assist councils to deliver waste and recycling information to the community, a percentage of the Solid Waste Levy collected by individual councils should be returned to councils on an ongoing basis to specifically resource delivery of community waste and recycling awareness activities.</p>
	7.5 Engage policy makers, community leaders and businesses on strategies to incorporate circularity thinking into their practices and encourage a shift towards a circularity mindset	Partner	Agree in principle however Council seeks further engagement and collaboration on this action prior to implementation
<b>8. Measure our transition to a circular economy</b>	8.4 Consider reform for mandatory reporting by local government to state government on household waste generation and resource recovery performance, to provide an accurate and timely circular economy metric for all levels of government.	Request being a Partner	<p>AHC recommends that councils should be a partner in the development of these mandatory reporting processes to inform what could be reported and how it could be reported.</p> <p><b>From EPA Submission</b></p> <p>AHC support this, subject to further consultation and engagement with councils and the LGA to ensure reporting system is efficient, does not duplicate existing reporting and has a minimal resource impact.</p>

Focus areas	Action applicable to Local Government	Local Government involvement	Comment
	8.5 Local governments to: <ul style="list-style-type: none"> <li>• provide information relating to waste management, resource recovery and circular economy goals and targets within council strategic documents to Green Industries SA</li> <li>• publicly share progress against their goals and targets through their annual reports.</li> </ul>	Lead	<b>From EPA Submission</b> There must be clear purpose and benefit from reporting requirements otherwise the benefit will be outweighed by the additional administrative resource and costs to report. AHC support this, subject to further consultation and engagement with councils and the LGA to ensure the reporting system is efficient, does not duplicate existing reporting and has a minimal resource impact.
	8.6 Consider standardisation of kerbside waste collection bin audit methodologies to ensure consistency and enable comparison of results across councils	Partner	<b>From EPA Submission</b> Yes, there should be a standard methodology and set of resources (e.g. guidance document, reporting and analysis spreadsheet) that allow audit results to be compared across councils. This can be developed to still provide flexibility for differences between councils (e.g. metro and rural) and consider where audits are aiming to achieve specific outcomes (e.g. weekly FOGO trials). If State Government wants to receive this data from councils, they should be willing to develop these common resources and potentially contribute financially to the delivery of these audits.
<b>9. Contribute to net zero emissions</b>	Local Government not listed as Lead or Partner		
<b>Other Areas - Energy from waste</b>	Local Government not listed as Lead or Partner		
<b>Other Areas - Illegal</b>	11.3 Provide community education to support the reduction of litter.	Request being a Partner	Agree in principle, however AHC recommends that local government should be a



Focus areas	Action applicable to Local Government	Local Government involvement	Comment
<b>dumping and litter</b>			partner in providing this action. Council seeks further engagement and collaboration on this action prior to implementation
<b>Other Areas - Disaster waste management</b>	11.5 Encourage planning for response to disaster and other disruptive events to ensure continuity of waste management services and/or adapting to changes in waste management requirements	Partner	Agree in principle however Council seeks further engagement and collaboration on this action prior to implementation
	11.6 Ensure planning and investment in waste and resource recovery infrastructure to provide adequate waste management resilience and continuity in response to disaster and other significant disruptive events.	Partner	Agree in principle however Council seeks further engagement and collaboration on this action prior to implementation

**ADELAIDE HILLS COUNCIL  
ORDINARY COUNCIL MEETING  
Tuesday 22 July 2025  
AGENDA BUSINESS ITEM**

<b>Item:</b>	<b>12.2</b>
<b>Responsible Officer:</b>	<b>Jade Ballantine Director Environment and Infrastructure Environment and Infrastructure</b>
<b>Subject:</b>	<b>Road Naming – Mount Torrens Road, Lobethal – Naming of Juniper Lane Private Road</b>
<b>For:</b>	<b>Decision</b>

---

#### **SUMMARY**

Residents of the private road accessible from Mount Torrens Road, Lobethal have requested the formal naming of the private road. The residents within the private roadway have provided a submission and have highlighted several instances where emergency services have been delayed accessing the location, mail being redirected and the current allotment and house numbering is misleading **Appendix 1**.

The request through Councils *Public Place and Road Naming Policy* **Appendix 2** seeks to name the private road to “Juniper Lane” to reflect the local Gin establishment, and the recent plantings of Junipers along the private road frontages.

Council has engaged with the community through its formalised engagement process and there was a 90% agreement for the naming of “Juniper Lane” with one respondent siting concern about the distinct religious connotation connected to the name.

#### **RECOMMENDATION**

##### **Council resolves:**

- 1. That the Road Naming – Mount Torrens Road, Lobethal – Naming of Juniper Lane Private Road report be received and noted.**
  - 2. Endorse the naming of the unnamed private road to “Juniper Lane” as per the Public Place and Road Naming policy.**
- 

#### **1. BACKGROUND**

The application of the *Public Place and Naming Policy* has been enacted in numerous instances to provide residents with a formal location to improve access to services. This

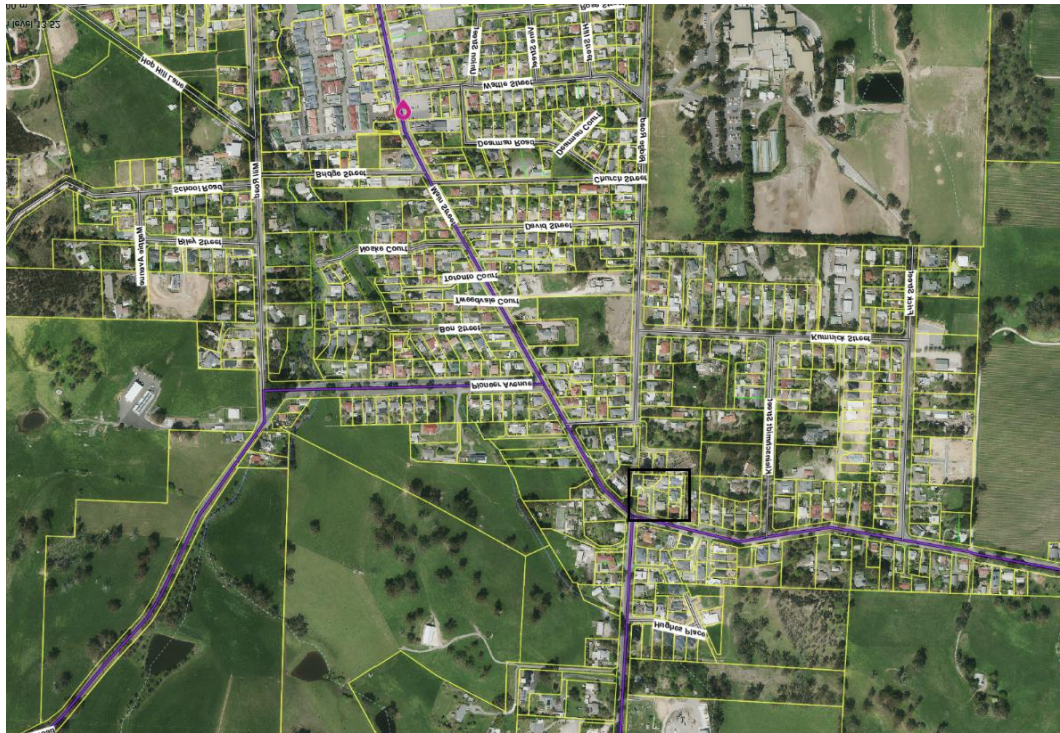
information per the policy formally notifies the Register-General, Surveyor-General, Valuer-General, relevant authorities including online services for updating with an effective date.

The residents affected by the current unnamed private road have provided a suggested name derived from the local Gin Distillery and the recent plantings within their unnamed road accessible from the Mount Torrens Road, Lobethal.

The request highlights several instances in delays from emergency services due to irregular numbering within the local vicinity and naming of the private road would provide clarity to the household/ratepayers.

The resident request per **Appendix 1**.

#### Lobethal Overview Map



Mount Torrens Road, Lobethal – Renaming – Juniper Lane



2. ANALYSIS

➤ Strategic Management Plan/Functional Strategy/Council Policy Alignment

Strategic Plan 2024 – Your place, your space

Goal 2 Community Wellbeing

Objective CW2 Enrich, empower and support connected communities

Priority CW2.2 Support community groups and community-led initiatives that achieve wellbeing outcomes.

➤ Legal Implications

There are no legal implications from receiving and noting this report, but there may be legislative requirements as well as Australian Standards that need to be complied with should Council choose to pursue any recommendation or options outlined in the report.

➤ Risk Management Implications

Not supporting the proposed road naming for safety concerns, may arise to the risk in loss of Council reputation:

*Actionable requests from the community may lead to a loss in community confidence in Council.*

Inherent Risk	Residual Risk	Target Risk
Low (2D)	Low (2D)	Low (2D)

➤ **Budget, Financial and Resource Implications**

Per the Council *Public Place and Naming Policy* the cost of the sign and installation is borne by the requestors of the road naming.

Council could elect to install the sign as part of its ongoing engagement with the community to improve safety across the region.

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

Not applicable.

➤ **Sustainability Implications**

Not applicable.

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

Consultation on the development of this report was as follows:

*Council Committees:* Not Applicable

*Council Workshops:* Not Applicable

*Advisory Groups:* Not Applicable

*External Agencies:* Not Applicable

*Community:* Community consultation was undertaken through the existing engagement procedure.

➤ **Additional Analysis**

Based on the information provided, the request to rename the existing unnamed road to “Juniper Lane” meets the requirements of the *Public Place and Road Naming Policy* in Section 4 – Policy Statement - **Name Sources**, where the source for the road naming meets the following criteria:

- “Cultural diversity of the Adelaide Hills Council”
- “Those that reflect the historical, social, cultural and geographical significance”

The Public Place and Naming policy is attached per **Appendix 2**.

Council undertook engagement through its engagement portal from 29 May 2025 through to the 10 June 2025 and engaging directly with the affected residents within a 150 metre buffer from the proposed road name with a letter outlining the process and mechanisms for feedback.

The feedback received from the public during this engagement period is as follows:

From the eleven (11) responses, ten (10) indicated they were in support of the naming of Juniper Lane, and one (1) appreciated the intent but had concerns about the distinct religious connotation connected to the name.

The responses are available in engagement report - **Appendix 3**.

The eleven (11) respondents to the engagement were located within Lobethal (9), Crafers (1) and Inglewood (1)

### **3. OPTIONS**

Council has the following options:

- I. Endorse the recommended name of “Juniper Lane” as proposed by the community, and notify relevant authorities as per the *Public Place and Road Naming Policy*, Section 4.4 Public Notice of Name Assignment or Change
- II. Not endorse the proposed name.

### **4. APPENDICES**

- (1) Request to name Private Road to Juniper Lane
- (2) Council Policy – Public Place and Road Naming Policy
- (3) Engagement Report – Private Road Naming Proposal – Mount Torrens Road, Lobethal



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# **Appendix 1**

*Request to name Private Road to Juniper Lane*

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## Place and Road Name Application Form

Your Name: KANE FULLERTON

Your Address: 2/2 MT TORRENS ROAD  
LOBETHAL SA 5241

Location and details of Place or Road to be named: currently listed as  
1,2 & 3 of 2 MT Torrens Road. It is a private  
road that services the 3 houses at the rear of  
2 MT TORRENS ROAD.

This Application is for the naming of a (please tick relevant box):

<input checked="" type="checkbox"/> Private Road	<input type="checkbox"/> Park	<input type="checkbox"/> Monument
<input type="checkbox"/> Public Road	<input type="checkbox"/> Reserve	<input type="checkbox"/> Natural Feature
<input type="checkbox"/> Relates to a Land Division Application Number		473/____/____
<input type="checkbox"/> Other (Please give details):		

Name to be assigned to the Road(s) or Place(s): JUNIPER LANE

Does the name relate to a living or deceased person? Yes/No No

Has that person or their nearest living relative been consulted in the use of their name? Yes/No N/A  
If yes, please provide a copy of their written consent.  
If no, please obtain their written consent and provide a copy.

Justification/motivation for the use of this particular name (if this space is insufficient, please attach additional documentation as necessary in support of your application)

There are 6 properties within 100mtrs designated no.2. This makes  
it very confusing for Deliveries & Emergency Services to locate  
a property. We have had 2 Ambulances in 6 months delayed  
due to the naming. One for 2/2 and one for 1/2. ATTACHED.

Is the proposed name an Aboriginal name? Yes/No No  
If yes, please provide written consent of the respective Aboriginal representatives for use of the name.

Please review Council's Place and Road Naming Policy to ensure the proposed name complies with the requirements of the policy.

*[Signature]*

PLEASE SEE ATTACHED

Place and Road Name Application – Additional document –  
Kane Fullerton – 2/2 Mt Torrens Road Lobethal.

Justification/Motivation for the use of this particular name –

We have a gin brand called Little Bonsai Gin Co that we wish to promote in the area – having the name Juniper Lane assists us with making it easier for consumers to identify with the location. We have also recently acquired a row of juniper to plant on the property to coincide with the name.

Reason for wanting to change the name –

We have 6 properties within 100mtrs designated No.2 – 5 are a variation of 2 Mount Torrens Road, Lobethal and 1 is 2 Kenton Valley Road, Lobethal. Our direct group of 4 properties on the one private road are – 2 Mount Torrens Road Lobethal, 1/2 2 Mount Torrens Road Lobethal, 2/2 2 Mount Torrens Road Lobethal, 3/2 2 Mount Torrens Road Lobethal. This makes it very difficult for people to find the right house and has resulted in a lot of mail going to the incorrect property but, more concerning than that, are the two ambulances that have been delayed in the last 6 months. One arrived at 3am for 1/2 2 Mount Torrens Road and awoke the neighbour at 2 Mount Torrens Road as they didn't know which property was which. The other was delayed 7 minutes trying to find the location at all – which is another issue with the current numbering as some people think 2A Mount Torrens Road Lobethal must be 2/2 2 Mount Torrens Road Lobethal.

For this reason, we also want the new private road listed for maps services just as the private road behind us is listed for maps services. That is a private road listed as Christmas Lane and is findable easily on Apple Maps, Google Maps etc which we need for our road to assist emergency services with finding the correct location.

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## **Appendix 2**

### *Council Policy – Public Place and Road Naming Policy*

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# *Council Policy*

## Public Place and Road Naming



# COUNCIL POLICY

 <b>Adelaide Hills</b> COUNCIL	<b>PUBLIC PLACE AND ROAD NAMING</b>
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<b>Policy Number:</b>	<b>DEV-02</b>
<b>Responsible Department(s):</b>	<b>Infrastructure &amp; Operations</b>
<b>Relevant Delegations:</b>	<b>As per the Delegations Register and as detailed in this Policy</b>
<b>Other Relevant Policies:</b>	<b>Public Notification and Consultation Policy</b>
<b>Relevant Procedure(s):</b>	<b>NIL</b>
<b>Relevant Legislation:</b>	<b>Local Government Act 1999 Geographical Names Act 1991</b>
<b>Policies and Procedures Superseded by this policy on its Adoption:</b>	<b>Place and Road Naming Policy – 23 May 2017</b>
<b>Adoption Authority:</b>	<b>Council</b>
<b>Date of Adoption:</b>	<b>23 March 2021</b>
<b>Effective From:</b>	<b>06 April 2021</b>
<b>Minute Reference for Adoption:</b>	<b>Item 12.3, 50/21</b>
<b>Next Review:</b>	<b>No later than April 2024 or as required by legislation or changed circumstances</b>



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## Version Control

Version No.	Date of Effect	Description of Change(s)	Approval
1.0	23 May 2017	New Policy	Council
2.0	23 March 2021	Policy Review	Council

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## PUBLIC PLACE AND ROAD NAMING POLICY

### 1. INTRODUCTION

Council has a legislated responsibility under Section 219 of the *Local Government Act 1999* to adopt a Place and Road Naming Policy. In addition, Council must assign a name to each public road created by land division.

The contents of, and the commitments that Council makes in this Policy are not intended to be and should not be interpreted to be any more than a statement of the Council's general position in relation to those matters, and to facilitate its aspirations wherever it is reasonable to do so.

It is Council's policy that all sealed public roads and all formed public roads within the Council area that are regularly accessed will be assigned a name. This does not include "unmade" road reserves.

All formed private roads (excluding driveways, rights of way and laneways) that are accessible to the public will also be assigned a name.

All roads that can be used as part of an address for an address site will be assigned a name.

### 2. OBJECTIVES

A Council has the power under Section 219 of the *Local Government Act 1999* (the Act) to assign a name to, or change the name of:

- A public road.
- A private road.
- A public place (parks, reserves, ovals).

The *Geographical Names Act 1991* governs the naming of places in South Australia and provides the guidelines for the selection of names and boundaries of places assigned or recorded under the *Geographical Names Act 1991*

### 3. DEFINITIONS

The *Local Government Act 1999*, Section 4 defines the following:

**"Private Road"** means a road in private ownership

**"Public Place"** means a place (including a place on private land) to which the public has access, but does not include any part of a community parcel divided by plan of community division under the *Community Titles Act 1996*.

**“Public Road”** means:

- (a) any road or land that was, immediately before the commencement of this Act, a public street or road under the repealed Act (the *Local Government Act 1934*); or
- (b) any road -
  - (i) that is vested in a council under this or another Act; or
  - (ii) that is placed under council’s care, control and management as a public road after the commencement of this Act, but not including an alley, laneway, walkway or other similar thoroughfare vested in a council; or
- (c) any road or land owned by a council, or transferred or surrendered to a council, and which, subject to this Act, is declared by the council to be a public road; or
- (d) any land shown as a street or road on a plan of division deposited in the Lands Titles Registration Office or the General Registry Office and which is declared by the council to be a public road; or
- (e) any land transferred or surrendered to the Crown for use as a public road that was, immediately before the transfer, held by a person in fee simple or under a lease granted by the Crown, (and includes any such road that is within the boundaries of a public square)

**“Defined Catchment”** means:

- (a) for a reserve of place a minimum of 300m from the reserve of place
- (b) for a road – any resident/land owner along that road or No through road off that road

#### **4. POLICY STATEMENT**

Council commits to the naming of all public roads and public places to:

- Enable safe response by emergency services when attending urgent call outs.
- Assist the public in moving around the Council area.

Council acknowledges that road names that are unique within the Council area and that are easy to read, spell and pronounce, will improve the capacity for all people to carry out their activities and day-to-day lives in an efficient and effective manner.

The selected name for a public place or road should relate to:

- The Cultural history.
- The heritage of the locality or place.
- The topography of physical attributes of the locality or place to be named.

Initiating the Private/ Public Road and Public Place Naming Process

A road or public place naming process may be initiated if:

- A request is received by Council from an affected landowner or their agent.
- Council resolves that a name change be investigated (e.g. a road or public place name is no longer deemed appropriate).
- Council staff determine it is in the public interest to investigate a change in road or public place name.
- Council opens or forms a road.
- Council receives an application for a land division which involves the creation of new internal roads.

#### Uniqueness of Names

Most public places and roads will have only one name (except when it is resolved that dual naming is appropriate – refer to Section 4.4. below for more details) A place name will be unique within an official suburb or rural locality.

Similar sounding names (e.g. Hale, Hayel or Hail) shall be avoided within a suburb or locality where possible.

If possible, duplication of names in proximity to adjacent suburb or locality will also be avoided. However, public places crossing council boundaries or suburbs/ rural localities should have a single and unique name.

#### Name Sources

Sources for public place and, road names may include:

- Aboriginal names taken from the local Aboriginal language.
- Early explorers, pioneers, and settlers.
- Eminent persons.
- Local history.
- Thematic names such as flora, fauna.
- War/casualty honour boards.
- Commemorative names.
- A person who has made a significant community contribution.
- Those that reflect the historical, social, cultural and geographical significance.
- Cultural diversity of the Adelaide Hills Council.

Names selected will be appropriate to the physical, historical or cultural character of the area concerned.

The origin of each name will be clearly stated and recorded as part of the Council's records.

### Dual Naming

Dual geographical names may be assigned to a public place where there is a geographical and topographical feature that has both a traditional Aboriginal name and a European or non-Aboriginal name.

When assigning or recording a name to a previously unrecorded natural feature that has an unrecorded European name in local usage, every effort will be made to determine if an Aboriginal name exists for that feature and a dual name will be assigned or recorded. If there is no recorded or unrecorded European name in local usage then it is preferred that only a traditional Aboriginal name is assigned to that particular public place.

### Propriety of Names

Names, which are characterised as follows, will not be used:

- Offensive or likely to give offence.
- Out of place, absurd, unsuitable, inharmonious, conflicting, contradictory.
- Commercial or company.

An Application Form for the naming of Public Places is included in this policy (**Appendix 1**).

### Legibility of Names

Names will be reasonably easy to read, spell and pronounce in order to assist service providers, emergency services and the travelling public.

Unduly long names and names composed of two or more words should be avoided except where:

- A given name will only be included with a family name where it is essential to identify an individual or where it is necessary to avoid ambiguity.
- Whilst street and cul-de-sac names should have only one word, it is recognised that it may be appropriate to name a major road with a two word name due to its geographic relationship or to properly acknowledge the person for whom the road is named.
- Roads with double destination names shall not be used (such as Adelaide-Mannum Road).

### Spelling

Where it is intended that a public place have the same name as a road or feature with an approved geographical name, particular care will be taken to ensure that the correct spelling of the official place name is adopted as shown in the Government Gazette.

Where the spelling of names has been changed by long established local usage, unless there is a particular request by the local community to retain the original name, the spelling that is sanctioned by general usage will be adopted.

Generally public place and road names proposed or approved shall not contain abbreviations. For example the “Creek” in “Scott Creek Reserve” must not be abbreviated to “Ck”. There are, however, two exceptions, “St” will always be used in place of “Saint” and it is acceptable to use “Mt” for “Mount”.

### Road Type

Road names will include an appropriate road type suffix conforming to the following:

- The suffix chosen will be compatible with the class and type of road Assistance to both the motorists and pedestrians is a major consideration in choosing the suffix.
- When a suffix with a geometric or geographic connotation is chosen, it will generally reflect the form of the road, such as Crescent (a crescent or half-moon, re-joining the road from which it starts).
- For a cul-de-sac, Place, Close, or Court a suffix of similar connotation will be used.
- Highway (HWY) will not be used unless direction has been provided by the Department of Planning, Transport and Infrastructure (DPTI) of the suitability of this suffix. This suffix is reserved for roads associated with the state arterial road network that are roads of strategic importance constructed to a high standard.

The following table of suitable road type suffixes (sourced from *Australian Standards AS 1742.5-1986* and *AS 4212-1994*) is included as examples. Further suffixes and acceptable abbreviations can be sourced from *AS 4590:2006*. Only road types shown in the standards documents will be used.

Alley	Avenue	Boulevard	Bypass
Circle	Circuit	Circus	Close
Court	Crescent	Drive	Arcade
Grove	Lane	Mews	Parade
Parkway	Place	Plaza	Promenade
Road	Row	Square	Street
Terrace	Walk	Way	

### No Prefix or Additional Suffix

The use of a compass point prefix/suffix, or an additional suffix such as “north” or “extension” will be avoided, particularly where new roads are to be named. Where an existing road is subsequently bisected as a result of traffic management planning or some other reason, it may be appropriate to delineate each half of the road by the addition of a compass point suffix for the purposes of assisting the community and the emergency services to locate the appropriate part of the road.

### Form

The apostrophe mark (') will be omitted in the possessive case e.g. “Brown’s Reserve” will be “Browns Reserve”.

The use of hyphens will be avoided, except when naming a public place or, road after a person with a hyphenated name.



#### **4.1 NAMING OF PRIVATE ROADS**

This policy covers all formed roads that are regularly accessed and therefore includes private roads. There is a public interest in encouraging private landowners and developers to select suitable names, preferably in accordance with this Policy, and to seek Council's comments before it has been determined.

Where an owner names a private road, they will notify Council of the road name selected and signage will then be erected by Council at the owner's cost.

The owner of the road is responsible for maintenance of the signage; this may be carried out by Council but will be at the owner's cost.

#### **4.2 COMMUNITY ENGAGEMENT ON NAMING PROPOSAL**

Community engagement will be undertaken in relation to proposed place and road names as follows:

- Notification to councillors in relation to the proposal.
- Notification to residents/property owners within a defined catchment of the reserve or public place, or where a name change affects a local road or place which is often given as a reference for access.
- Notification in the local press and via social media, inviting public comment on the proposal will occur.

For a proposal to assign an Aboriginal name to a public place, reserve or road, appropriate Aboriginal stakeholders will be consulted and advice shall be sought from Traditional Custodians and/or cultural advisory groups regarding the appropriate use and spelling of language.

In the event of a proposal to assign a deceased person's name to a public place or road, the closest living relatives/family of the deceased persons will be consulted. Local resident consultation will also take place.

Consultation should be undertaken in reference to Council's Community Engagement Policy and Community Engagement Framework.

#### **4.3 CONSULTATION WITH ADJOINING COUNCILS**

Any proposal by Council to change the name of a public road that continues into another Council area must conform with Section 219 (2) of the *Local Government Act 1999* with regard to giving appropriate notice of the proposed change and considering representations made by another Council.

#### **4.4 PUBLIC NOTICE OF NAME ASSIGNMENT OR CHANGE**

Council will give public notice of approved assigning or changing of a public place or reserve name. This will be by notice in a newspaper circulating within the area of Council and on Council's website.

Public notice will include the date on which the new name takes effect.

### Advise Relevant Parties of New Name or Name Change

Council will provide written notice (by email or letter) of Council's decision on a new place or reserve name or name change to all relevant parties, including:

- The Registrar-General (obligation under *section 219 (3)a, Local Government Act*).
- The Surveyor-General (obligation under *section 219 (3)a, Local Government Act*).
- The Valuer-General (obligation under *section 219 (3)a, Local Government Act*).
- The Geographic Names Unit.
- Relevant directories services (e.g. Sensis).
- The applicant(s) who requested the place or reserve name or name change (where the process was prompted by a community request).

### Date of Effect for New Name or Name Changes

The date of effect of the new or changed public place or reserve name will be determined at the time the decision to assign the name is made to allow sufficient time for all stakeholders to arrange a smooth transition.

The date of effect will be determined after considering:

- In respect of renaming an existing public place or reserve, the impact (if any) on surrounding property owners, residents, tenants and occupiers.
- Potential confusion for people using maps and street directories that effectively become out of date.
- Given the desire of some developers to sell property 'off the plan' the time required to advise relevant parties/developers to update advertising references.
- Council will update the Register of Community Land (as required by section 207 of the *Local Government Act 1999*).
- Council will update the Register of Public Roads (as required by section 231 of the *Local Government Act 1999*).

## **4.5 PUBLIC PLACE OR ROAD NAME SIGNAGE**

Council will ensure that the public place or road naming signage is in accordance with the relevant Australian Standards. Signage denoting the approved name will be erected within 30 days following the implementation date of the naming proposal.

Signage may be erected on the land during construction of a sub-division if the land title has been issued in the name of the Council.

#### **4.6 ROLE STATEMENT**

Council's role as a direct service provider is to provide and approve names for public places, roads, reserves and ovals in a number of circumstances including:

- The naming of new reserves that vest in the council's ownership as a result of new land divisions (sub-divisions).
- The naming of public places and reserves that were previously unnamed.
- Renaming of public places and reserves upon request and subsequent investigation.
- The naming of public and private roads.

#### **5. DELEGATION**

5.1 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.

#### **6. AVAILABILITY OF THE POLICY**

6.1 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.

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## **Appendix 3**

*Engagement Report – Private Road Naming  
Proposal – Mount Torrens Road, Lobethal*

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# Private Road Name Proposal - Mount Torrens Road, Lobethal Community Engagement Outcomes Report

July 2025



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# 1. Introduction

A request was received from residents of Mount Torrens Road (Unnamed Private Lane) to have the location formalised with a road name to improve access for public, emergency services, deliveries and application across geo-referenced locational mapping services.

Currently there is confusion and emergency services have mis-located residences contained within the lane way.

The proposed name for the private road is 'Juniper Lane'.

## 2. Summary of Engagement

### Engagement Approach

The purpose of the engagement was to assist us in understanding our community's level of support for the renaming of an unnamed private lane within Lobethal to Juniper Lane.

Following the requirements of Council's Public Place and Naming Policy, community engagement was undertaken with local residents between 7 May 2025 to 9 June 2025.

Council's engagement approach was to request feedback on the proposed name for the lane by asking local residents to provide their level of support for the name and any commentary on the proposed name. Feedback could be provided via any of the following options:

- Online submission form on Adelaide Hills Engagement Hub
- Email to [engage@ahc.sa.gov.au](mailto:engage@ahc.sa.gov.au)
- Mail to Community Engagement Coordinator, 63 Mount Barker Road, Stirling SA 5152
- Phone 8408 0400
- Hardcopy feedback forms available from Woodside Library

### Distribution and Promotion

The opportunity to provide feedback was promoted through a number of channels including:

- Courier Advertisement on 7 May 2025
- Adelaide Hills Council Website and Community Engagement Hub Page
- Letter drop to 136 property owners within 150m radius of the laneway
- Email to Elected Members to share
- Social media (1 x Facebook Post)
- Flyers, fact sheets and hardcopy feedback forms promoted at Woodside Library

A copy of information provided on Council's Engagement Platform and feedback form is available in Appendix A.

All advertisements and social media posts are provided in Appendix B.

### 3. Participants

This section provides details about participation during the engagement period and also demographic information about respondents.

#### Participation Source

The following table displays how participants provided feedback.

*Table 1 Participation Source*

Activity	Number Participating
Online submissions	11
Written response – email, letter	0
Phone call	0
<b>Total Consultation Participation</b>	<b>11</b>

#### Participant Characteristics

The following table displays the suburb / township where participants live.

*Table 2 Participant Suburb*

Suburb	Number Participating
Lobethal	9
Crafers	1
Inglewood	1

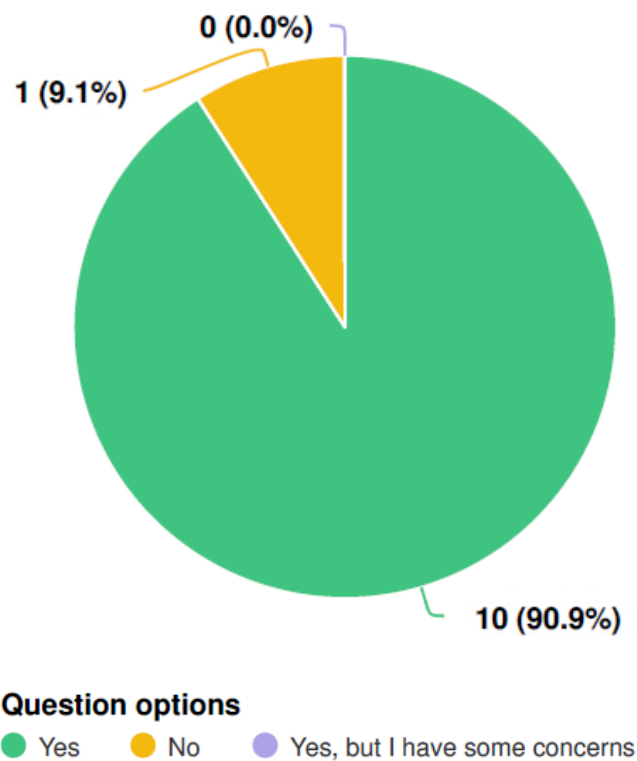
### 4. Online Feedback

#### Level of support for the proposed road naming

Participants were asked if they supported the private road located at 2 Mount Torrens Rd, Lobethal, being named "Juniper Lane".

As presented below, 10 of the respondents supported the proposed name, with 1 respondent not supporting the proposed name.

Chart 1: Respondents level of support for the proposed naming



## Respondents Feedback and Comments

Respondents could choose to provide commentary about their level of support for the private road naming. Six respondents chose to provide comments, and these comments are summarised in the table below.

Table 3 Feedback and comments from respondents

Themes	No. of Respondents
General support for the proposal / proposed name Understanding the need for clarity Doesn't affect me so I don't have problem with it	5
Appreciation for the intent behind the suggested name but concerns about the distinct religious connotation connected to the name.	1

## 5. Conclusion

A total of 11 people participated in the consultation around the naming of the private lane currently known as 2 Mount Torrens Road, Lobethal. All 11 participants provided their feedback via the online feedback forms. Nine of the participants lived in Lobethal, with the remaining two participants living in Crafers and Inglewood.

The majority of respondents (10) supported the proposed name for the private lane, Juniper Lane, with one respondent not supporting the proposed name.

This report will be shared with the wider community and anyone who participated in the consultation via Adelaide Hills Engagement Hub.

# Appendix A – Information Provided and Feedback Form

## Engagement HQ Page

### Private Road Name Proposal - Mount Torrens Road, Lobethal



Thank you for providing your feedback on the proposal to rename the private road currently known as Mount Torrens Road in Lobethal. This request affects 5 properties located at 2 Mount Torrens Road. We will shortly share an engagement summary and project next steps.



#### Background

On the 25 February 2025, we received a request from residents within Lobethal, to rename the private road currently known as 2 Mount Torrens Road, Lobethal. The residents have requested the road be renamed to "Juniper Lane" to provide clarity for residents living within the laneway for mail/deliveries and emergency services access. Council has a legislative process to review and address the naming of private roads and the policy can be viewed on the [Adelaide Hills Council website](#) or under our Key Documents.

The policy states that any renaming of private roads requires:

- Notification to councillors in relation to the proposal. (Report to Council)
- Notification to residents/property owners within a defined catchment of the reserve or public place, or where a name change affects a local road or place which is often given as a reference for access.
- Notification in the local press and via social media, inviting public comment on the proposal will occur.

#### How can I provide feedback?

We are seeking your feedback on the proposal to rename the private road located at 2 Mount Torrens Road in Lobethal to Juniper Lane.

You can provide your feedback by:


- Completing the online feedback form below
- Sending an email to [engage@ahc.sa.gov.au](mailto:engage@ahc.sa.gov.au)
- Posting your feedback to 63 Mount Barker Road Stirling SA 5152
- Giving us a call on 8408 0400
- Collecting a hardcopy feedback form from Woodside Library during [opening hours](#).

**Engagement feedback closed on Monday 9 June 2025.**


If you need assistance to provide your feedback, or have any questions about this engagement, please email [engage@ahc.sa.gov.au](mailto:engage@ahc.sa.gov.au) or call 8408 0400.

## Key Documents

 [Public Place and Road Naming Policy \(1.29 MB\) \(pdf\)](#)

 [Factsheet Private Road Renaming Mount Torrens Road Lobethal \(609 KB\) \(pdf\)](#)

 [Poster Private Road Name Proposal Mount Torrens Lobethal \(2.01 MB\) \(pdf\)](#)

 [Submission Form Private Road Name Proposal - Mount Torrens Road Lobethal \(73 KB\) \(pdf\)](#)

## Who's Listening

**Craig Marshall**

Manager Civil Services  
Adelaide Hills Council

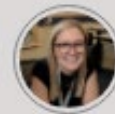


CM

**Melissa Clarke**

Community Engagement Coordinator  
Adelaide Hills Council

**Email** [engage@ahc.sa.gov.au](mailto:engage@ahc.sa.gov.au)



# Feedback Form - Juniper Lane, Lobethal

Private road renaming proposal at 2/2 Mount Torrens Road, Lobethal.

You will be submitting this survey as **melclarke**, to change this [logout](#)

All fields marked with an asterisk (\*) are required

1. Do you support the private road located at 2 Mount Torrens Rd, Lobethal, being named "Juniper Lane"? \*

- ☐ Yes
- ☐ Yes, but I have some concerns
- ☐ No

2. Please provide more information about your answer

3. Name \*

Maximum 255 characters

0/255

4. Address

Maximum 255 characters

0/255

5. Suburb \*

Start writing the name of your suburb and then select from the list provided

6. Email \*

Submit



# Private Road Name Proposal

## Mount Torrens Road, Lobethal



*We have received a request from residents within Lobethal, to rename the private road currently known as Mount Torrens Road, Lobethal.*

This request affects 5 properties located at 2 Mount Torrens Road. We are seeking feedback from local residents on the proposed new name for this private road.



### Background

On the 25 February 2025, we received a request from residents within Lobethal, to rename the private road currently known as 2 Mount Torrens Road, Lobethal. The residents have requested the road be renamed to "Juniper Lane" to provide clarity for residents living within the laneway for mail/deliveries and emergency services access.

Council has a legislative process to review and address the naming of private roads and the policy can be viewed on the Adelaide Hills Council Website.

### How can I provide my feedback?

We are seeking your feedback on the proposal to rename the private road located at 2 Mount Torrens Road in Lobethal to Juniper Lane.

### Share your feedback via one of the following ways:

- Complete the online feedback form at [engage.ahc.sa.gov.au](https://engage.ahc.sa.gov.au) or via the QR code below
- Email [engage@ahc.sa.gov.au](mailto:engage@ahc.sa.gov.au)
- Mail Community Engagement, 63 Mount Barker Road, Stirling SA 5152
- Phone 8408 0400
- Collect a hardcopy feedback form from Woodside Library during opening house.
  - Woodside Service Centre, 26 Onkaparinga Valley Road, Woodside

This engagement closes on Monday 9 June 2025

If you need assistance to provide your feedback, or have any questions about this engagement, please email [engage@ahc.sa.gov.au](mailto:engage@ahc.sa.gov.au) or call 8408 0400.

08 8408 0400  
[mail@ahc.sa.gov.au](mailto:mail@ahc.sa.gov.au)  
[ahc.sa.gov.au](https://ahc.sa.gov.au)



## Feedback Form

# *Private Road Name Proposal – Mount Torrens Road, Lobethal* **Submission Form**



This submission form is also available  
online at [engage.ahc.sa.gov.au](https://engage.ahc.sa.gov.au)  
or you can scan the QR code

Please submit your feedback by 5pm, Tuesday 10 June 2025

1. Do you support the private road located at 2 Mount Torrens Rd, Lobethal, being named "Juniper Lane"?

☐

Yes

☐

Yes, but I have some concerns

☐

No

2. Please provide more information about your answer

---

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---

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---

---

Name

Address

Suburb

Email (preferred)/phone number

**Thank you for providing your feedback!**


Your feedback will be considered by the project team. We will keep you informed of the outcome via your email address, or you can register via our Community Engagement Hub at: [engage.ahc.sa.gov.au](https://engage.ahc.sa.gov.au).

08 8408 0400  
[mail@ahc.sa.gov.au](mailto:mail@ahc.sa.gov.au)  
[ahc.sa.gov.au](https://ahc.sa.gov.au)



## Appendix B – Advertisements and Social Media Posts


### Adelaide Hills Council Social Media Post 9 April 2025


 **Adelaide Hills Council**  
May 29 · 🌐

Proposed road name change in Lobethal 🏡 We've received a request from Lobethal residents to rename the private road currently known as '2 Mount Torrens Road' to 'Junipe... See more

***Have your say***

**PRIVATE ROAD RENAMING**  
**2 Mount Torrens Rd, Lobethal**



  
**Adelaide Hills**  
COUNCIL

👍👤 19 3 comments 1 share

👍 Like    💬 Comment    ➦ Share

## Private Road Name Proposal Mount Torrens Road, Lobethal

Council have received a request from residents within Lobethal, to rename the private road located at 2 Mount Torrens Road, Lobethal to Juniper Lane.

Council has a legislative process to review and address the naming of private roads and the policy can be viewed on the Adelaide Hills Council website.

We are seeking feedback from local residents on the proposed new name for this private road.



8408 0400



engage@ahc.sa.gov.au



63 Mt Barker Rd, Stirling SA 5152

Printed copies of consultation documents are also available at Woodside Service Centre, 26 Onkaparinga Valley Road, Woodside

Consultation closes 5pm, Tuesday 10 June 2025.



ahc.sa.gov.au



## Letter to residents



63 Mount Barker Road  
Stirling SA 5152  
Phone: 08 8408 0400  
Fax: 08 8389 7440  
mail@ahc.sa.gov.au  
www.ahc.sa.gov.au

22 May 2025

Resident Address.

Dear Resident,

### **Proposal to Rename Private Lane Located at 2 Mount Torrens Road, Lobethal**

I am writing to you to inform that we received a request from residents within Lobethal, to undertake the renaming of a laneway via the Public Place and Road Naming Policy.

#### **Background**

On the 25 February 2025, we received a request from residents within Lobethal, to rename the private road currently known as 2 Mount Torrens Road, Lobethal. This request affects 5 properties located at 2 Mount Torrens Road. Please turn over to see a map.

Residents have requested the current private land located at "2 Mount Torrens Road", be renamed to "Juniper Lane" to provide clarity for those within the laneway for mail/deliveries and emergency services access.

Council has a legislative process to review and address the naming of private roads and the policy can be viewed on the Policy Page of the Adelaide Hills Council website (ahc.sa.gov.au) or on the Adelaide Hills Engagement Hub project page.

The policy states that any renaming of private roads requires:

- Notification to councillors in relation to the proposal. (Report to Council)
- Notification to residents/property owners within a defined catchment of the reserve or public place, or where a name change affects a local road or place which is often given as a reference for access.
- Notification in the local press and via social media, inviting public comment on the proposal will occur.

### How can I provide feedback?

We are seeking your feedback on the proposal to rename 2 Mount Torrens Road in Lobethal to Juniper Lane.

You can provide your feedback by:

- Completing the online feedback form by scanning the below QR code or visiting [engage.ahc.sa.gov.au](https://engage.ahc.sa.gov.au)



- Sending an email to [engage@ahc.sa.gov.au](mailto:engage@ahc.sa.gov.au)
- Posting your feedback to 63 Mount Barker Road Stirling SA 5152
- Giving us a call on 8408 0400
- Collecting a hardcopy feedback form from Woodside Library during opening hours.

**The opportunity to provide your feedback closes Monday 9 June 2025.**

If you need assistance to provide your feedback, or have any questions about this engagement, please contact either Craig Marshall, the Manager of Civil, or Melissa Clarke, Communications Engagement Coordinator by emailing [engage@ahc.sa.gov.au](mailto:engage@ahc.sa.gov.au) or by calling 8408 0400.

Yours sincerely

A handwritten signature in black ink, appearing to read 'GG', followed by a period.

Greg Georgopoulos  
Chief Executive Officer



**Lobethal Overview Map**



**2 Mount Torrens Road, Lobethal – Proposed to be named ‘Juniper Lane’**







08 8408 0400  
mail@ahc.sa.gov.au

**ahc.sa.gov.au**



**Adelaide Hills**  
COUNCIL

**ADELAIDE HILLS COUNCIL  
ORDINARY COUNCIL MEETING  
Tuesday 22 July 2025  
AGENDA BUSINESS ITEM**

**Item:** 12.3

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

**Subject:** CEO Proposed Key Performance Indicators

**For:** Decision

---

**SUMMARY**

The CEO Performance Review Panel (CEO PRP) considered the proposed Key Performance Indicators at the 18 June CEO PRP meeting and the 9 July 2025 CEO PRP Special meeting.

The purpose of this report is to provide the final revised Key Performance Indicators to Council for endorsement.

**RECOMMENDATION**

**Council resolves:**

1. That the report be received and noted.
  2. To adopt the proposed CEO Key Performance Indicators in Appendix 1 for the 2025-26 financial year.
- 

**1. BACKGROUND**

At the 18 June 2025 CEO Performance Review Panel meeting the proposed key performance indicators were considered by the Panel.

During the meeting the Panel discussed the KPIs and agreed to the structure of the KPI document and the proposed pillars. They provided feedback on the specific KPIs, including requesting the CEO to clarify goals and measures of success. The Panel resolved:

**Moved Cr Adrian Cheater**

**S/- Cr Kirsty Parkin**

**PRP16/25**

**The CEO Performance Review Panel resolves:**

- 1. That the report be received and noted.**
- 2. That the CEO presents a second draft of the KPIs to a special meeting of the Panel on the 9 July 2025, incorporating the feedback from the Panel.**

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

The Panel met again on the 9 July 2025 and resolved to recommend the revised KPI's to Council for endorsement with minor wording amendments:

**7.1 CEO Proposed Key Performance Indicators**

**Moved Cr Adrian Cheater**

**S/- Cr Nathan Daniell**

**PRP 22/25**

- 1. That the report be received and noted.**
- 2. To recommend to Council that the proposed CEO Key Performance Indicators be adopted for the 2025-26 financial year, with minor amendments to the wording.**

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

This report provides the final KPIs as developed following the 18 June 2025 and 9 July 2025 meetings.

**2. ANALYSIS**

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

*Strategic Plan 2024 – Your Place, Your Space*

Goal 4                      Organisation

Objective O2            Operate with integrity using best practice governance processes.

Priority O2.1            Demonstrate accountable and transparent decision making.

Objective O3            Support and develop a skilled organisation that is aligned to Council's priorities

The development of Key Performance Indicators for the CEO supports the Performance Review Process and the achievement of Council's Strategic Plan.

➤ **Legal Implications**

The CEO Performance Review Panel is a Section 41 Committee of Council under the *Local Government Act 1999* (the "Act").

Under clause 3.1 of the Terms of Reference of the CEO PRP, the Panel is to provide advice to Council on the CEO's Performance Targets and monitor progress against these:

- 3.1 The Panel is to provide advice to Council on the CEO's performance and development, including, but not limited to, the following matters:
  - 3.1.1 Determining the Performance Targets for the forthcoming 12 month performance period;
  - 3.1.2 Monitoring the progress on the CEO's agreed Performance Targets for the current 12 month performance period;
  - 3.1.3 Reviewing the CEO's performance over the preceding 12 month performance period, in particular assessing performance against the agreed Performance Targets and Position Description requirements;

➤ **Risk Management Implications**

Undertaking a regular review of the CEO's performance is not only a statutory obligation for the Council, but ensures there are not:

*Deficient CEO performance review practices resulting in a lack of accountability and loss of stakeholder confidence.*

Inherent Risk	Residual Risk	Target Risk
Medium (3C)	Low (2D)	Low (2D)

*Non-achievement of CEO Performance Targets resulting in loss of community benefit and/or opportunities and/or stakeholder confidence.*

Inherent Risk	Residual Risk	Target Risk
High (3B)	Medium (3C)	Medium (3C)

Note: there are many other controls that also assist in managing these risks.

➤ **Budget, Financial and Resource Implications**

There are no direct financial and resource implications in developing the KPIs.

There may be financial and resource implications related to specific KPIs. However, given the proposed KPIs have largely been developed to align to the 'Your Place Your Space' Strategic Plan 2024, these costs will be largely accounted for within the Annual Business Plan and Budget.

Should KPI's be developed which require new or additional reporting to measure success, this may require additional resourcing and budget.

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

There is community and stakeholder expectation that the CEO will meet expectations to achieve the required outcomes for the organisation.

➤ **Sustainability Implications**

Not directly applicable.

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

Engagement and/or consultation on the development of this report was as follows:

*Council Committees:* Feedback from 18 June 2025 and 9 July 2025 CEO Performance Review Panel meeting.

*Council Workshops:* Not applicable

*Advisory Groups:* Not applicable

*External Agencies:* Not applicable

*Community:* Not applicable

**3. OPTIONS**

Council has the following options:

1. To receive and note the report and approve the proposed KPIs.
2. To receive and note the report and determine to have the CEO PRP prepare alternative KPI's.

**4. APPENDICES**

- (1) Appendix 1 – Revised Draft CEO Key Performance Indicators 2025-26
- (2) 18 June 2025 CEO PRP Report 'CEO PRP Proposed Key Performance Indicators'
- (3) 9 July 2025 CEO PRP Report 'CEO PRP Proposed Key Performance Indicators'

---

# **Appendix 1**

*Appendix 1 – Revised Draft CEO Key Performance  
Indicators 2025-26*

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Pillar 1 - Organisational Performance

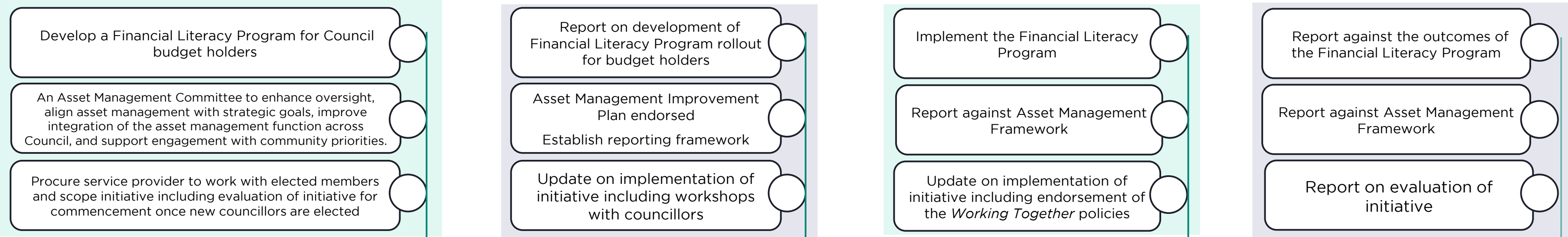
**Prioritise a financially sustainable, accountable & representative organisation**

*Strategic Plan 2024*

**KPI #1**  
Develop a financially sustainable culture

**KPI #2**  
Implement the Asset Management System Improvement Plan

**KPI #3**  
Working Together Initiative

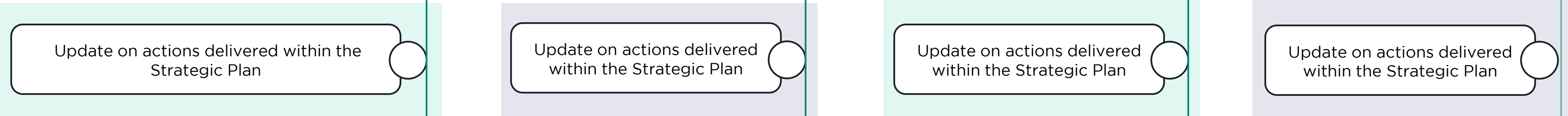


Pillar 2 - Delivery of Strategic Plan

**An organisation that delivers on its commitments**

*Strategic Plan 2024*

**KPI #4**  
Implement & deliver against the *Your Place, Your Space* Strategic Plan 2024



Pillar 3 - Strategic Projects

**Responsible custodians of our natural environment and considering the customer experience and continuous improvement in all that we do**

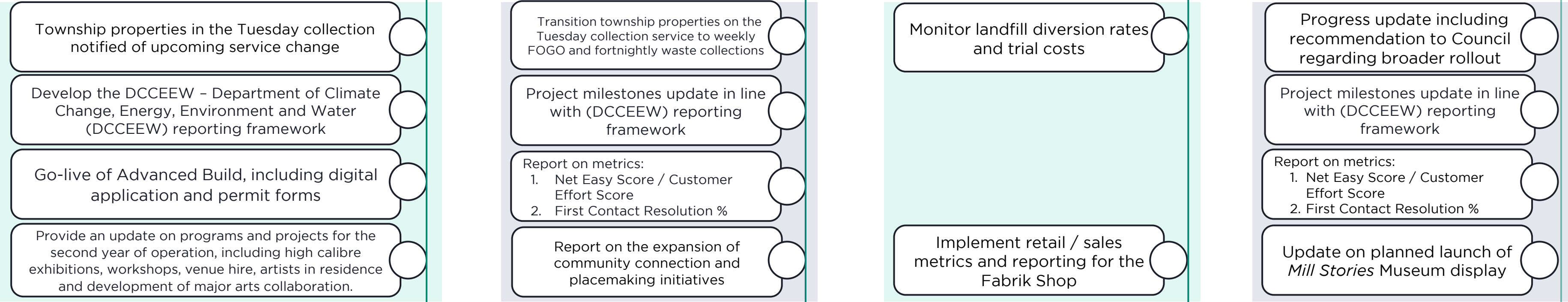
*Strategic Plan 2024*

**KPI #5**  
Food Organics Green Organics (FOGO) extended trial

**KPI #6**  
Cox Creek Bridgewater Restoration Project

**KPI #7**  
CRM System - Delivery of advanced build

**KPI #8**  
Further Fabrik Arts + Heritage as an arts culture destination & contribute to placemaking

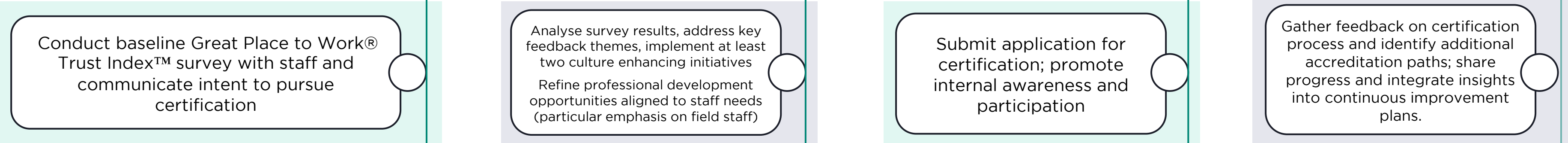


Pillar 4 - Organisational Culture




**Enhance the culture of the organisation and maintain a safe workplace**

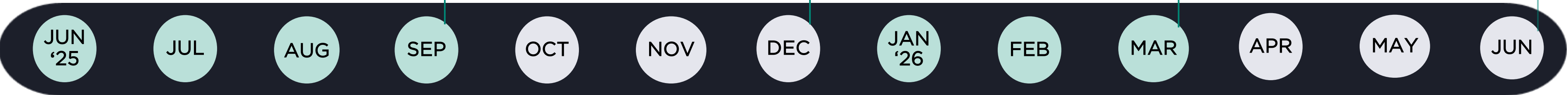
*Strategic Plan 2024*

**KPI #9**  
Achieve 'Great Place to Work' Recognition



**Legend**

-  = complete
-  = attention needed
-  = in progress



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## **Appendix 2**

*18 June 2025 CEO PRP Report ‘CEO PRP Proposed Key  
Performance Indicators’*

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**ADELAIDE HILLS COUNCIL  
CEO PERFORMANCE REVIEW PANEL MEETING  
WEDNESDAY 18 JUNE 2025  
AGENDA BUSINESS ITEM**

**Item:** 7.3

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

**Subject:** CEO Performance Review Proposed Key Performance Indicators

**For:** Decision

---

**SUMMARY**

The CEO will present his final report on the delivery of the 2024-25 Key Performance Indicators (KPIs) at the 18 June 2025 meeting (see Item 7.2).

The purpose of this report is to propose draft KPIs that the CEO is expected to meet during 2025-26.

**RECOMMENDATION**

The CEO Performance Review Panel resolves that:

1. The report be received and noted.
  2. For Panel decision
- 

**1. BACKGROUND**

The Chief Executive Officer, Greg Georgopoulos, was engaged under the Agreement with the Council, commencing in the role on 17 July 2023.

The Agreement between the CEO and the Council contains the following clause regarding KPIs;

- 17.4 The CEO Review Panel will, within three (3) months of the Commencement Date, develop Key Performance Indicators in consultation with the CEO, and following that consultation, the Key Performance Indicators will be as advised by the CEO Review Panel to the CEO and as mutually agreed.
- 17.5 Key Performance Indicators will be reviewed annually and/or periodically. The CEO Review Panel may alter the Key Performance Indicators at its discretion following reasonable consultation with the CEO.

Under the Terms of Reference, the CEO PRP has the following function:

**3. SPECIFIC FUNCTIONS**

- 3.1 The function of the Panel is to provide advice to Council on the CEO’s performance and development, including the following matters:
  - 3.1.1 Determining the Performance Targets for the forthcoming 12 month performance period;
  - 3.1.2 Monitoring the progress on the CEO’s agreed Performance Targets for the current 12 month performance period;
  - 3.1.3 Reviewing the CEO’s performance over the preceding 12 month performance period, in particular the performance against the agreed Performance Targets and position description requirements;
  - 3.1.4 Identifying development opportunities for the CEO; and
  - 3.1.5 Reviewing the remuneration and conditions of employment of the CEO.

The proposed KPIs (**Appendix 1**) have been developed by the CEO in collaboration with the Executive Leadership Team to ensure alignment with key priority areas and with the ‘Your Place Your Space’ Strategic Plan 2024 to provide effective outcomes and a joint purpose across the organisation.

In developing the draft KPIs, consideration was also given to the recommendations presented in the CEO Performance Review Report compiled by Collette Ordish, Principal Consultant Perks People Solutions following the CEO’s Full Performance Review in March 2025.

**2. ANALYSIS**

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

*Strategic Plan 2024 – Your Place, Your Space*

Goal 4	Organisation
Objective O2	Operate with integrity using best practice governance processes.
Priority O2.1	Demonstrate accountable and transparent decision making.
Objective O3	Support and develop a skilled organisation that is aligned to Council’s priorities

The development of Key Performance Indicators for the CEO supports the Performance Review Process and the achievement of Council’s Strategic Plan.

➤ **Legal Implications**

The CEO Performance Review Panel is a Section 41 Committee of Council under the *Local Government Act 1999* (the “Act”).

➤ **Risk Management Implications**

Undertaking a regular review of the CEO’s performance is not only a statutory obligation for the Council, but ensures there are not:

*Deficient CEO performance review practices resulting in a lack of accountability and loss of stakeholder confidence.*

Inherent Risk	Residual Risk	Target Risk
---------------	---------------	-------------

Medium (3C)	Low (2D)	Low (2D)
-------------	----------	----------

*Non-achievement of CEO Performance Targets resulting in loss of community benefit and/or opportunities and/or stakeholder confidence.*

Inherent Risk	Residual Risk	Target Risk
High (3B)	Medium (3C)	Medium (3C)

Note: there are many other controls that also assist in managing these risks.

#### ➤ **Financial and Resource Implications**

There are no direct financial and resource implications in developing the KPIs.

There may be financial and resource implications related to specific KPIs. However, given the proposed KPIs have been developed to align to the 'Your Place Your Space' Strategic Plan 2024, these costs will be accounted for within the Annual Business Plan and Budget.

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

There is community and stakeholder expectation that the CEO will meet expectations to achieve the required outcomes for the organisation.

#### ➤ **Sustainability Implications**

Not directly applicable

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

Engagement and/or consultation on the development of this report was as follows:

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

### **3. OPTIONS**

The Panel has the following options:

1. To receive and note the report and approve the proposed KPIs for recommendation to Council.
2. To receive and note the report and determine alternative KPIs for recommendation to Council.

### **4. APPENDICES**

- (1) Appendix 1 – Draft CEO Key Performance Indicators 2025-26

---

# **Appendix 1**

*Draft CEO Key Performance Indicators 2025-26*

---

## Draft CEO Key Performance Indicators 2025-26

Pillar	Key Performance Indicators (KPI)	Milestones <i>(add dot points as necessary to each KPI in respective reporting periods)</i>			
		Jun to Sep	Oct to Dec	Jan to Mar	Apr to Jun
P1 – Organisational Performance	<b>KPI #1</b> Develop, implement and deliver against Council's 2025-26 Operational Plans on time and within budget (+ or – 10%)	Budget Review 3 Report	Update on measurable deliverables via the Quarterly Council Performance Report (Q1)	Update on measurable deliverables via the Quarterly Council Performance Report (Q2)	Update on measurable deliverables via the Quarterly Council Performance Report (Q3)
	<b>KPI #2</b> Delivery of the capital works program	Finalise capital works program 2025-26	Number of capital projects delivered	Number of capital projects delivered	Number of capital projects delivered
	<b>KPI #3</b> Working Together Initiative (Replacing <i>One Team Communication Protocols</i> )	Procure service provider to work with elected members and scope initiative for commencement once new councillors are elected	Update on implementation of initiative including workshops with councillors	Update on implementation of initiative including development of the <i>Working Together Policies</i>	Report on outcomes of initiative
P2 – Delivery of Strategic Plan	<b>KPI #4</b> Implement and deliver against the Strategic Plan 2024 – <i>Your Place, Your Space</i>	Update on actions delivered within the Strategic Plan	Update on actions delivered within the Strategic Plan	Update on actions delivered within the Strategic Plan	Update on actions delivered within the Strategic Plan
P3 – Strategic Projects	<b>KPI #5</b> Food Organics Green Organics (FOGO) extended trial	Township properties in the Tuesday collection notified of upcoming service change	Transition township properties on the Tuesday collection service to weekly FOGO and fortnightly waste collections	Monitor landfill diversion rates and trial costs	Progress update including recommendations to Council regarding broader rollout
	<b>KPI #6</b> Cox Creek Bridgewater Restoration Project	Project milestones update as consistent with biannual reporting to the Federal Government (DCCEEW)		Project milestones update as consistent with biannual reporting to Federal Government (DCCEEW)	
	<b>KPI #7</b> Customer Relationship Management (CRM) System – delivery of advanced build	Go-live of Advanced Build, including digital application and permit forms	Delivery of further enhancements including online 'Section 7' Property Searches	Report on Advanced Build implementation outcomes	Report on Advanced Build implementation outcomes
P4 – Organisational Culture	<b>KPI #8</b> Develop, implement and deliver upon an internal communications strategy	Update internal comms plan and launch at All Staff Meeting	Progress update on internal comms initiative	Progress update on internal comms initiative	Report on feedback to inform future staff engagement
	<b>KPI #9</b> Implement the Adelaide Hills Council organisational values and embed values in Council processes	Communicate values to organisation. Champion engagement with staff	Implement and embed values in council documentation and processes	Implement and embed values in council documentation and processes	Report on staff feedback regarding values and culture



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## **Appendix 3**

*9 July 2025 CEO PRP Report ‘CEO PRP Proposed Key  
Performance Indicators’*

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**ADELAIDE HILLS COUNCIL  
SPECIAL CEO PERFORMANCE REVIEW PANEL MEETING  
9 JULY 2025  
AGENDA BUSINESS ITEM**

**Item:** 7.1

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

**Subject:** CEO Proposed Key Performance Indicators

**For:** Decision

---

**SUMMARY**

At the 18 June 2025 CEO Performance Review Panel meeting, draft CEO Key Performance Indicators were proposed.

The Panel requested the CEO review the proposed indicators incorporating feedback provided by the Panel and bring these back to a special Panel meeting for consideration.

This report provides the Panel with the revised proposed indicators.

**RECOMMENDATION**

**The CEO Performance Review Panel resolves:**

- 1. That the report be received and noted.**
  - 2. For Panel decision.**
- 

**1. BACKGROUND**

At the 18 June 2025 CEO Performance Review Panel meeting the proposed key performance indicators were considered by the Panel.

During the meeting the Panel discussed the KPIs and agreed to the structure of the KPI document and the proposed pillars. They provided feedback on the specific KPIs, including requesting the CEO to clarify goals and measures of success. The Panel resolved:

**Moved Cr Adrian Cheater**

**S/- Cr Kirsty Parkin**

**PRP16/25**

**The CEO Performance Review Panel resolves:**

- 1. That the report be received and noted.**
- 2. That the CEO presents a second draft of the KPIs to a special meeting of the Panel on the 9 July 2025, incorporating the feedback from the Panel.**

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

This report provides the new draft KPIs as developed following the 18 June 2025 meeting.

**2. ANALYSIS**

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

*Strategic Plan 2024 – Your Place, Your Space*

Goal 4 Organisation

Objective O2 Operate with integrity using best practice governance processes.

Priority O2.1 Demonstrate accountable and transparent decision making.

Objective O3 Support and develop a skilled organisation that is aligned to Council's priorities

The development of Key Performance Indicators for the CEO supports the Performance Review Process and the achievement of Council's Strategic Plan.

➤ **Legal Implications**

The CEO Performance Review Panel is a Section 41 Committee of Council under the *Local Government Act 1999* (the "Act").

➤ **Risk Management Implications**

Undertaking a regular review of the CEO's performance is not only a statutory obligation for the Council, but ensures there are not:

*Deficient CEO performance review practices resulting in a lack of accountability and loss of stakeholder confidence.*

Inherent Risk	Residual Risk	Target Risk
Medium (3C)	Low (2D)	Low (2D)

*Non-achievement of CEO Performance Targets resulting in loss of community benefit and/or opportunities and/or stakeholder confidence.*

Inherent Risk	Residual Risk	Target Risk
High (3B)	Medium (3C)	Medium (3C)

Note: there are many other controls that also assist in managing these risks.

➤ **Financial and Resource Implications**

There are no direct financial and resource implications in developing the KPIs.

There may be financial and resource implications related to specific KPIs. However, given the proposed KPIs have been developed to align to the 'Your Place Your Space' Strategic Plan 2024, these costs will be accounted for within the Annual Business Plan and Budget.

Should KPI's be developed which require new or additional reporting to measure success, this may require additional resourcing and budget.

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

There is community and stakeholder expectation that the CEO will meet expectations to achieve the required outcomes for the organisation.

➤ **Sustainability Implications**

Not directly applicable

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

Engagement and/or consultation on the development of this report was as follows:

<i>Council Committees:</i>	Feedback from 18 June 2025 CEO Performance Review Panel meeting.
<i>Council Workshops:</i>	Not applicable
<i>Advisory Groups:</i>	Not applicable
<i>External Agencies:</i>	Not applicable
<i>Community:</i>	Not applicable

### **3. OPTIONS**

The Panel has the following options:

- I. To receive and note the report and approve the proposed KPIs for recommendation to Council.
- II. To receive and note the report and determine alternative KPIs for recommendation to Council.

### **4. APPENDICES**

- (1) Appendix 1 – Revised Draft CEO Key Performance Indicators 2025-26
- (2) 18 June 2025 CEO PRP Report 'CEO PRP Proposed Key Performance Indicators'

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# **Appendix 1**

*Revised Draft CEO Key Performance Indicators 2025-26*

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Pillar 1 - Organisational Performance

**Prioritise a financially sustainable, accountable & representative organisation**

*Strategic Plan 2024*

**KPI #1**  
Develop a financially sustainable culture

**KPI #2**  
Implement the Asset Management System Improvement Plan

**KPI #3**  
Working Together Initiative

Develop a Financial Literacy Program for Council budget holders

An Asset Management Committee to enhance oversight, align asset management with strategic goals, improve integration of the asset management function across Council, and support engagement with community priorities.

Procure service provider to work with elected members and scope initiative including evaluation of initiative for commencement once new councillors are elected

Report on development of Financial Literacy Program rollout for budget holders

Asset Management Improvement Plan endorsed  
Establish reporting framework

Update on implementation of initiative including workshops with councillors

Implement the Financial Literacy Program

Report against Asset Management Framework

Update on implementation of initiative including development of the *Working Together* policies

Report against the outcomes of the Financial Literacy Program

Report against Asset Management Framework

Report on evaluation of initiative

Pillar 2 – Delivery of Strategic Plan

**An organisation that delivers on its commitments**

*Strategic Plan 2024*

**KPI #4**  
Implement & deliver against the *Your Place, Your Space* Strategic Plan 2024

Update on actions delivered within the Strategic Plan

Update on actions delivered within the Strategic Plan

Update on actions delivered within the Strategic Plan

Update on actions delivered within the Strategic Plan

Pillar 3 – Strategic Projects

**Responsible custodians of our natural environment and considering the customer experience and continuous improvement in all that we do**

*Strategic Plan 2024*

**KPI #5**  
Food Organics Green Organics (FOGO) extended trial

**KPI #6**  
Cox Creek Bridgewater Restoration Project

**KPI #7**  
CRM System – Delivery of advanced build

**KPI #8**  
Further Fabrik Arts + Heritage as an arts culture destination & contribute to placemaking

Township properties in the Tuesday collection notified of upcoming service change

Develop the DCCEEW – Department of Climate Change, Energy, Environment and Water (DCCEEW) reporting framework

Go-live of Advanced Build, including digital application and permit forms

Provide an update on programs and projects for the second year of operation, including high calibre exhibitions, workshops, venue hire, artists in residence and development of major arts collaboration.

Transition township properties on the Tuesday collection service to weekly FOGO and fortnightly waste collections

Project milestones update in line with (DCCEEW) reporting framework

Report on metrics:  
1. Net Easy Score / Customer Effort Score  
2. First Contact Resolution %

Update on the expansion of community connection and placemaking initiatives

Monitor landfill diversion rates and trial costs

Implement retail / sales metrics and reporting for the Fabrik Shop

Progress update including recommendation to Council regarding broader rollout

Project milestones update in line with (DCCEEW) reporting framework

Report on metrics:  
1. Net Easy Score / Customer Effort Score  
2. First Contact Resolution %

Update on launch of *Mill Stories* Museum display

Pillar 4 – Organisational Culture

**Enhance the culture of the organisation and maintain a safe workplace**

*Strategic Plan 2024*

**KPI #9**  
Achieve 'Great Place to Work' Recognition

Conduct baseline Great Place to Work® Trust Index™ survey with staff and communicate intent to pursue certification

Analyse survey results, address key feedback themes, implement at least two culture enhancing initiatives  
Refine professional development opportunities aligned to staff needs (particular emphasis on field staff)

Submit application for certification; promote internal awareness and participation

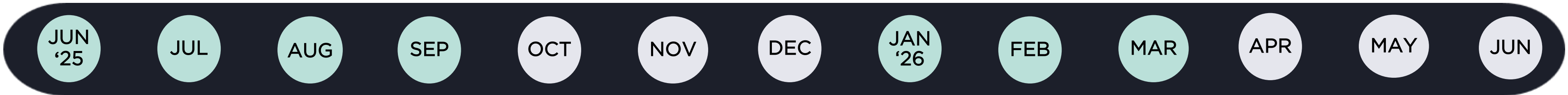
Gather feedback on certification process and identify additional accreditation paths; share progress and integrate insights into continuous improvement plans.

**Legend**

✓ = complete

— = attention needed

✗ = in progress



A horizontal timeline bar at the bottom of the page, spanning from June 2025 to June 2026. It consists of 12 circular nodes, each representing a month. The nodes are colored in a repeating pattern of teal and light purple. The first node is labeled 'JUN '25' and the last is 'JUN '26'. Each node contains a small icon: a green checkmark for 'complete', a grey minus sign for 'attention needed', and an orange X for 'in progress'. The 'in progress' status is shown for the months of July, August, September, and October 2025, and January 2026.

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## **Appendix 2**

*18 June 2025 CEO PRP Report ‘CEO PRP Proposed Key  
Performance Indicators’*

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**ADELAIDE HILLS COUNCIL  
CEO PERFORMANCE REVIEW PANEL MEETING  
WEDNESDAY 18 JUNE 2025  
AGENDA BUSINESS ITEM**

**Item:** 7.3

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

**Subject:** CEO Performance Review Proposed Key Performance Indicators

**For:** Decision

---

**SUMMARY**

The CEO will present his final report on the delivery of the 2024-25 Key Performance Indicators (KPIs) at the 18 June 2025 meeting (see Item 7.2).

The purpose of this report is to propose draft KPIs that the CEO is expected to meet during 2025-26.

**RECOMMENDATION**

The CEO Performance Review Panel resolves that:

1. The report be received and noted.
  2. For Panel decision
- 

**1. BACKGROUND**

The Chief Executive Officer, Greg Georgopoulos, was engaged under the Agreement with the Council, commencing in the role on 17 July 2023.

The Agreement between the CEO and the Council contains the following clause regarding KPIs;

- 17.4 The CEO Review Panel will, within three (3) months of the Commencement Date, develop Key Performance Indicators in consultation with the CEO, and following that consultation, the Key Performance Indicators will be as advised by the CEO Review Panel to the CEO and as mutually agreed.
- 17.5 Key Performance Indicators will be reviewed annually and/or periodically. The CEO Review Panel may alter the Key Performance Indicators at its discretion following reasonable consultation with the CEO.

Under the Terms of Reference, the CEO PRP has the following function:

**3. SPECIFIC FUNCTIONS**

- 3.1 The function of the Panel is to provide advice to Council on the CEO’s performance and development, including the following matters:
  - 3.1.1 Determining the Performance Targets for the forthcoming 12 month performance period;
  - 3.1.2 Monitoring the progress on the CEO’s agreed Performance Targets for the current 12 month performance period;
  - 3.1.3 Reviewing the CEO’s performance over the preceding 12 month performance period, in particular the performance against the agreed Performance Targets and position description requirements;
  - 3.1.4 Identifying development opportunities for the CEO; and
  - 3.1.5 Reviewing the remuneration and conditions of employment of the CEO.

The proposed KPIs (**Appendix 1**) have been developed by the CEO in collaboration with the Executive Leadership Team to ensure alignment with key priority areas and with the ‘Your Place Your Space’ Strategic Plan 2024 to provide effective outcomes and a joint purpose across the organisation.

In developing the draft KPIs, consideration was also given to the recommendations presented in the CEO Performance Review Report compiled by Collette Ordish, Principal Consultant Perks People Solutions following the CEO’s Full Performance Review in March 2025.

**2. ANALYSIS**

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

*Strategic Plan 2024 – Your Place, Your Space*

Goal 4	Organisation
Objective O2	Operate with integrity using best practice governance processes.
Priority O2.1	Demonstrate accountable and transparent decision making.
Objective O3	Support and develop a skilled organisation that is aligned to Council’s priorities

The development of Key Performance Indicators for the CEO supports the Performance Review Process and the achievement of Council’s Strategic Plan.

➤ **Legal Implications**

The CEO Performance Review Panel is a Section 41 Committee of Council under the *Local Government Act 1999* (the “Act”).

➤ **Risk Management Implications**

Undertaking a regular review of the CEO’s performance is not only a statutory obligation for the Council, but ensures there are not:

*Deficient CEO performance review practices resulting in a lack of accountability and loss of stakeholder confidence.*

Inherent Risk	Residual Risk	Target Risk
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Medium (3C)	Low (2D)	Low (2D)
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*Non-achievement of CEO Performance Targets resulting in loss of community benefit and/or opportunities and/or stakeholder confidence.*

Inherent Risk	Residual Risk	Target Risk
High (3B)	Medium (3C)	Medium (3C)

Note: there are many other controls that also assist in managing these risks.

➤ **Financial and Resource Implications**

There are no direct financial and resource implications in developing the KPIs.

There may be financial and resource implications related to specific KPIs. However, given the proposed KPIs have been developed to align to the 'Your Place Your Space' Strategic Plan 2024, these costs will be accounted for within the Annual Business Plan and Budget.

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

There is community and stakeholder expectation that the CEO will meet expectations to achieve the required outcomes for the organisation.

➤ **Sustainability Implications**

Not directly applicable

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

Engagement and/or consultation on the development of this report was as follows:

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

### 3. OPTIONS

The Panel has the following options:

1. To receive and note the report and approve the proposed KPIs for recommendation to Council.
2. To receive and note the report and determine alternative KPIs for recommendation to Council.

### 4. APPENDICES

- (1) Appendix 1 – Draft CEO Key Performance Indicators 2025-26

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# **Appendix 1**

*Draft CEO Key Performance Indicators 2025-26*

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## Draft CEO Key Performance Indicators 2025-26

Pillar	Key Performance Indicators (KPI)	Milestones <i>(add dot points as necessary to each KPI in respective reporting periods)</i>			
		Jun to Sep	Oct to Dec	Jan to Mar	Apr to Jun
P1 – Organisational Performance	<b>KPI #1</b> Develop, implement and deliver against Council's 2025-26 Operational Plans on time and within budget (+ or – 10%)	Budget Review 3 Report	Update on measurable deliverables via the Quarterly Council Performance Report (Q1)	Update on measurable deliverables via the Quarterly Council Performance Report (Q2)	Update on measurable deliverables via the Quarterly Council Performance Report (Q3)
	<b>KPI #2</b> Delivery of the capital works program	Finalise capital works program 2025-26	Number of capital projects delivered	Number of capital projects delivered	Number of capital projects delivered
	<b>KPI #3</b> Working Together Initiative (Replacing <i>One Team Communication Protocols</i> )	Procure service provider to work with elected members and scope initiative for commencement once new councillors are elected	Update on implementation of initiative including workshops with councillors	Update on implementation of initiative including development of the <i>Working Together Policies</i>	Report on outcomes of initiative
P2 – Delivery of Strategic Plan	<b>KPI #4</b> Implement and deliver against the Strategic Plan 2024 – <i>Your Place, Your Space</i>	Update on actions delivered within the Strategic Plan	Update on actions delivered within the Strategic Plan	Update on actions delivered within the Strategic Plan	Update on actions delivered within the Strategic Plan
P3 – Strategic Projects	<b>KPI #5</b> Food Organics Green Organics (FOGO) extended trial	Township properties in the Tuesday collection notified of upcoming service change	Transition township properties on the Tuesday collection service to weekly FOGO and fortnightly waste collections	Monitor landfill diversion rates and trial costs	Progress update including recommendations to Council regarding broader rollout
	<b>KPI #6</b> Cox Creek Bridgewater Restoration Project	Project milestones update as consistent with biannual reporting to the Federal Government (DCCEEW)		Project milestones update as consistent with biannual reporting to Federal Government (DCCEEW)	
	<b>KPI #7</b> Customer Relationship Management (CRM) System – delivery of advanced build	Go-live of Advanced Build, including digital application and permit forms	Delivery of further enhancements including online 'Section 7' Property Searches	Report on Advanced Build implementation outcomes	Report on Advanced Build implementation outcomes
P4 – Organisational Culture	<b>KPI #8</b> Develop, implement and deliver upon an internal communications strategy	Update internal comms plan and launch at All Staff Meeting	Progress update on internal comms initiative	Progress update on internal comms initiative	Report on feedback to inform future staff engagement
	<b>KPI #9</b> Implement the Adelaide Hills Council organisational values and embed values in Council processes	Communicate values to organisation. Champion engagement with staff	Implement and embed values in council documentation and processes	Implement and embed values in council documentation and processes	Report on staff feedback regarding values and culture

**ADELAIDE HILLS COUNCIL  
ORDINARY COUNCIL MEETING  
TUESDAY 22 JULY 2025  
AGENDA BUSINESS ITEM**

**Item:** 12.4

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

**Subject:** Realigning the CEO PRP Review

**For:** Decision

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**SUMMARY**

The CEO Performance Review Panel (CEO PRP) deliberated on the realignment of the Chief Executive Officers Performance review at the 18 June 2025 Panel Meeting and the 9 July 2025 Special Panel meeting.

This report provides the CEO PRP's recommendation to Council for endorsement. The proposed recommendation will ensure that the Performance and Remuneration Reviews are aligned with both the CEO's anniversary date and the end of financial year and will result in processes that are undertaken in a timely manner on an annual basis. They also ensure that the Panel are meeting their Terms of Reference.

**RECOMMENDATION**

**Council resolves:**

1. That the Realigning the CEO PRP Review report be received and noted.
2. To note a full Performance Review was undertaken in March 2025.
3. To note that clause 17.1 of the Chief Executive Officer's Employment Agreement requires that the Chief Executive Officer participate in annual and/or periodic performance reviews.
4. To note that clause 17.3 of the Chief Executive Officer's Employment Agreement requires that performance is assessed within 3 months of the end of each financial year of the Term.
5. To note that section 102A of the Local Government Act 1999 requires Council to review the performance of its Chief Executive Officer at least once in each year that the Chief Executive Officer holds office.
6. That the CEO provide the CEO PRP an update against the CEO Key Performance Indicators in October 2025 and April 2026 and a progress report against the KPIs in January 2026.
7. To conduct a full KPI and KRA Performance Review in July 2026.

## 1. BACKGROUND

At the 18 June 2025 meeting the CEO PRP resolved to recommend the following to Council:

### 7.4 Realigning the CEO PRP review timing

8:08pm Cr Parkin left the meeting and did not return.

Moved Cr Adrian Cheater  
S/- Cr Lucy Huxter

PRP17/25

The CEO Performance Review Panel resolves:

1. That the report be received and noted.
2. To note a full Performance Review was undertaken in March 2025.
3. To note that clause 17.1 of the Chief Executive Officer's Employment Agreement requires that the Chief Executive Officer participate in annual and/or periodic performance reviews.
4. To note that clause 17.3 of the Chief Executive Officer's Employment Agreement requires that performance is assessed within 3 months of the end of each financial year of the Term.
5. To recommend to Council, with the agreement of the CEO, to conduct a full KPI and KRA Performance Review in July 2026.

Carried Unanimously
---------------------

This recommendation was provided to Council in the 8 July 2025 Council meeting Agenda. The Agenda report was subsequently withdrawn and the CEO PRP reconsidered the realignment at the 9 July 2025 Special CEO PRP meeting.

At this meeting the Panel revoked the previous resolution (PRP17/25) and resolved as follows:



Moved Adrian Cheater  
S/- [Nathan Daniell](#)

PRP 24/25

The CEO Performance Review Panel resolves:

1. To revoke resolution PRP17/25 from the CEO PRP Meeting of 18 June 2025
2. To receive and note the Agenda Report from Item 7.4 of the 18 June 2025 Panel Meeting
3. To note a full Performance Review was undertaken in March 2025.
4. To note that clause 17.1 of the Chief Executive Officer's Employment Agreement requires that the Chief Executive Officer participate in annual and/or periodic performance reviews.
5. To note that clause 17.3 of the Chief Executive Officer's Employment Agreement requires that performance is assessed within 3 months of the end of each financial year of the Term.
6. To note that section 102A of the Local Government Act 1999 requires Council to review the performance of its Chief Executive Officer at least once in each year that the Chief Executive Officer holds office.
7. To recommend to Council that the CEO provide the CEO PRP an update against the CEO Key Performance Indicators in October 2025 and April 2026 and a progress report against the KPIs in January 2026.
8. To recommend to Council to conduct a full KPI and KRA Performance Review in July 2026.

Carried Unanimously
---------------------

Refer Appendix 1 for further background information.

## 2. ANALYSIS

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

Refer Appendix 1.

### ➤ Legal Implications

Refer Appendix 1.

### ➤ Risk Management Implications

Refer Appendix 1.

### ➤ Budget, Financial and Resource Implications

Refer Appendix 1.

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

Refer Appendix 1.

➤ **Sustainability Implications**

Refer Appendix 1.

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

Refer Appendix 1.

➤ **Additional Analysis**

Refer Appendix 1.

**3. OPTIONS**

Council has the following options:

- I. To receive and note the report and endorse the CEO PRP recommendations.
- II. To make an alternative resolution.

**4. APPENDICES**

- (1) 18 June 2025 CEO PRP Report 'Realigning the CEO Review Timing'

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# **Appendix 1**

*18 June 2025 CEO PRP Report 'Realigning the CEO  
Review Timing'*

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**ADELAIDE HILLS COUNCIL  
CEO PERFORMANCE REVIEW PANEL MEETING  
18 June 2025**

**Item:** 7.4

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

**Subject:** Realigning the CEO PRP Review Timing

**For:** Decision

---

**SUMMARY**

This report provides the CEO Performance Review Panel with the information needed to make a recommendation to Council on the realignment of the Chief Executive Officers Performance review.

The proposed recommendation will ensure that the Performance and Remuneration Reviews are aligned with both the CEO's anniversary date and the end of financial year and will result in processes that are undertaken in a timely manner on an annual basis.

**RECOMMENDATION**

The CEO Performance Review Panel resolves:

1. That the report be received and noted.
  2. To note a full Performance Review was undertaken in March 2025.
  3. To note that clause 17.1 of the Chief Executive Officer's Employment Agreement requires that the Chief Executive Officer participate in annual and/or periodic performance reviews.
  4. To note that clause 17.3 of the Chief Executive Officer's Employment Agreement requires that performance is assessed within 3 months of the end of each financial year of the Term.
  5. To note that section 102A of the *Local Government Act 1999* requires Council to review the performance of its Chief Executive Officer at least once in each year that the Chief Executive Officer holds office and that conducting a Quarterly Review meets this obligation.
  6. To recommend to Council that Quarterly KPI Progress Reviews are conducted by the CEO PRP in October 2025, January 2026 and April 2026.
  7. To recommend to Council to conduct a full KPI and KRA Performance Review in July 2026.
-

## 1. BACKGROUND

The Chief Executive Officer, Greg Georgopoulos, was engaged under an Employment Agreement with the Council (the “Agreement”) executed on 18 May 2023, commencing in the role on 17 July 2023.

The Agreement requires that the CEO participate in annual and/or periodic performance reviews:

### Clause 17.1

- 17.1 The Parties agree that the CEO will, if so directed by the Council or the CEO Review Panel, participate in such annual and/or periodical performance review process as is required and determined by the Council or the CEO Review Panel.
- 

The Employment Agreement also requires that performance is assessed within three (3) months of the end of each financial year of the Agreement Term:

### Clause 17.3

- 17.3 The Parties agree that the performance review process will be established by the CEO Review Panel. The CEO Review Panel will determine the appropriate CEO performance review process against which the CEO’s performance will be assessed and the review will be completed within three (3) months of the end of each financial year of the Term.

Under clause 3.1 of the Terms of Reference, the Panel provides advice to Council on the CEO’s KPIs:

- 3.1 The Panel is to provide advice to Council on the CEO’s performance and development, including, but not limited to, the following matters:
- 3.1.1 Determining the Performance Targets for the forthcoming 12 month performance period;
  - 3.1.2 Monitoring the progress on the CEO’s agreed Performance Targets for the current 12 month performance period;
  - 3.1.3 Reviewing the CEO’s performance over the preceding 12 month performance period, in particular assessing performance against the agreed Performance Targets and Position Description requirements;
  - 3.1.4 Identifying development opportunities for the CEO;
  - 3.1.5 Reviewing the remuneration and conditions of employment of the CEO in accordance with Section 99A of the Act, as well as any Determination made by the Remuneration Tribunal; and
  - 3.1.6 Making recommendations to Council on the conclusion of the review, including with respect to the Employment Agreement as between Council and the CEO.

Section 102A of the *Local Government Act 1999* stipulates that a Council must review the performance of its Chief Executive Officer at least once in each year that the CEO holds office:

## **102A—Chief executive officer—performance review**

- (1) A council must review the performance of its chief executive officer—
  - (a) at least once in each year that the chief executive officer holds office as chief executive officer; and
  - (b) if relevant, before reappointment of the chief executive officer.
- (2) The council must obtain and consider the advice of a qualified independent person on a review under subsection (1).

As the Act does not specify that this review must be an Annual Performance Review, the completion of Quarterly Performance Reviews within the year are satisfactory to meet this obligation.

Having finalised the 2024/25 Performance Review Process this report outlines the proposed timing to progress the 2025/26 Performance Review Process.

## **2. ANALYSIS**

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

*Strategic Plan 2024 – Your Place, Your Space*

Goal 4 Organisation

Objective O2 Operate with integrity using best practice governance processes.

Priority O2.1 Demonstrate accountable and transparent decision making.

Objective O3 Support and develop a skilled organisation that is aligned to Council's priorities

The requirement for the Panel to undertake regular review of performance enables accountability to be demonstrated and any recommendations on performance and development of the CEO to be identified, supported and managed.

### **➤ Legal Implications**

The CEO Performance Review Panel is a Section 41 Committee of Council under the *Local Government Act 1999* (the 'Act').

Section 102A of the Act requires the council to review the performance of its CEO at least once each year and, if relevant, before the reappointment of its CEO. Further in the course of the performance review, the council must obtain and consider the advice of a qualified independent person.

### **➤ Risk Management Implications**

Undertaking regular review of the CEO's performance will assist in mitigating the risk of:

*Deficient CEO performance review practices resulting in a lack of accountability and loss of stakeholder confidence.*

Inherent Risk	Residual Risk	Target Risk
Medium (3C)	Low (2D)	Low (2D)

*Non-achievement of CEO Performance Targets resulting in loss of community benefit and/or opportunities and/or stakeholder confidence.*

Inherent Risk	Residual Risk	Target Risk
High (3B)	Medium (3C)	Medium (3C)

Note: there are many other controls that also assist in managing these risks.

➤ **Financial and Resource Implications**

Not applicable.

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

There is an expectation that the performance of the CEO is reviewed in a sound, fair and comprehensive manner which aligns with requirements of the *Local Government Act 1999*.

➤ **Sustainability Implications**

Not applicable.

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

Consultation on the development of this report was as follows:

<i>Council Committees:</i>	CEO PRP Presiding Member.
<i>Council Workshops:</i>	Not applicable
<i>Advisory Groups:</i>	Not applicable
<i>External Agencies:</i>	Not applicable
<i>Community:</i>	Not applicable

Additional Analysis

Following the full Performance Review that was conducted in March it is recommended that the following timeline is followed for the 2025/2025 Performance Review:

October 2025	Quarterly KPI Progress Review
January 2026	Quarterly KPI Progress Review
April 2026	Quarterly KPI Progress Review
July 2026	KPI and KRA Performance Review

It is proposed that the July 2026 full KPI and KRA Performance Review follow the same format as the March 2025 review. Administration will seek the Panel's support to seek Council endorsement to engage a HR consultant to conduct this review at a subsequent meeting.

The proposed recommendation will result in a small three-month delay in the Full Performance Review (from the previous March 2025 date) however will ensure that the Performance and Remuneration Reviews are aligned with both the CEO's anniversary date and the end of financial year and will result in processes that are undertaken in a timely manner on an annual basis.



**3. OPTIONS**

The Panel has the following options:

- I. To resolve to receive and note the report and to recommend the proposed Performance Review timing to Council.
- II. To make a different recommendation to Council.

**4. APPENDICES**

Nil

**ADELAIDE HILLS COUNCIL  
ORDINARY COUNCIL MEETING  
Tuesday 22 JULY 2025  
AGENDA BUSINESS ITEM**

**Item:** 12.5

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

**Subject:** CEO Performance Review Panel Independent Member Recruitment

**For:** Decision

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**SUMMARY**

This report seeks Council's:

- Approval to commence an Independent Member recruitment process for one (1) Independent Member vacancy on the CEO Performance Review Panel
- Approval to appoint Senior Council Staff and Council Members to a selection panel for the recruitment process
- Approval to defer the appointment of the Presiding Member

The membership term for one (1) Independent Member (Vanessa Godden) concluded on 9 July 2025 after Ms Godden resigned at the conclusion of the 9 July Special CEO Performance Review Panel meeting.

**RECOMMENDATION**

**Council resolves:**

**Decision 1** *(required if one candidate per position indicates intention to nominate)*

1. That the report be received and noted.
2. To defer appointment of the Presiding Member of the CEO Performance Review Panel until after the Independent Member appointment is finalised.
3. To undertake a recruitment process for the selection of one Independent Member for the CEO Performance Review Panel, with the term commencing prior to 15 October 2025.
4. To appoint \_\_\_\_\_, \_\_\_\_\_ and the Director of Corporate Services (or delegates) as members of the CEO Performance Review Panel Independent Member Selection Panel.

**Decision 2** *(required if more than one candidate per position indicates intention to nominate)*

1. That the report be received and noted
2. To defer appointment of the Presiding Member of the CEO Performance Review Panel until after the Independent Member appointment is finalised.
3. To undertake a recruitment process for the selection of one Independent Member for the CEO Performance Review Panel, with the term commencing prior to 15 October 2025.
4. To determine that the method of selecting the CEO Performance Review Panel Independent Member Selection Panel be by an indicative vote to determine the preferred person(s) utilising the process set out in this Agenda report.
5. To adjourn the Council meeting for the purposes of seeking nominations for and, if necessary, conducting an indicative vote to determine the preferred persons for CEO Performance Review Panel Independent Member Selection Panel and for the meeting to resume once the results of the indicative voting has been declared.

**Decision 3** *(required if meeting adjourned)*

1. To appoint \_\_\_\_\_, \_\_\_\_\_ and the Director of Corporate Services (or delegates) as members of the CEO Performance Review Panel Independent Member Selection Panel.
- 

**1. BACKGROUND**

The membership of the CEO Performance Review Panel is addressed in Clause 5 of the TOR.

**5. MEMBERSHIP**

5.1 The Panel will be comprised of five (5) members as follows:

5.1.1 Deputy Mayor;

5.1.2 Three (3) Council Members (not being the Mayor); and

5.1.3 One (1) Independent Member, who is not an employee or the qualified independent person engaged pursuant to section 102A of the Act.

At the 23 January 2024 Council Meeting, Council appointed Ms Vanessa Godden as Independent Member of the CEO Performance Review Panel:

**19.4.1 CEO Performance Review Panel Independent Member Appointment – Confidential Item**

Moved Cr Chris Grant  
S/- Cr Kirsty Parkin

13/24

Council resolves:

1. That the report be received and noted
2. To appoint Vanessa Godden to the position of CEO Performance Review Panel Independent Member for a term to commence from 19 January 2024 to 20 January 2027 (inclusive).

Carried Unanimously
---------------------

At the 28 January 2025 Council Meeting, Council appointed Ms Vanessa Godden as the Presiding Member of the CEO Performance Review Panel:

**12.7 CEO PRP Presiding Member Appointment**

Ms Vanessa Godden was invited by the Chair to address the meeting.

Moved Cr Chris Grant  
S/- Cr Melanie Selwood

15/25

Council resolves:

1. That the report be received and noted.
2. To appoint Ms Vanessa Godden to the position of CEO Performance Review Panel Presiding Member to commence 29 January 2025 and conclude on 10 December 2025 (inclusive).

Carried Unanimously
---------------------

As of 9 July 2025, Ms Vanessa Godden resigned from office with her resignation effective immediately.

Due to this resignation Council must now seek to replace both the Independent Member and the Presiding Member positions. This report seeks to begin the recruitment process for the Independent Member position.

**2. ANALYSIS**

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

*Strategic Plan 2024 – Your Place, Your Space*

Goal 4 Organisation

Objective O2 Operate with integrity using best practice governance processes.

Priority O2.1 Demonstrate accountable and transparent decision making.

➤ **Legal Implications**

Section 41 of the *Local Government Act 1999* sets out the processes for the establishment of council committees. These committees may be formed to assist council in the performance of its functions; to enquire into matters; to provide advice to council and to exercise delegated powers, functions and duties. The CEO Performance Review Panel is a s41 committee.

The Terms of Reference sets out the role, functions and membership provisions which are compliant with the provisions of s102A of the Local Government Act.

Under the Terms of Reference of the CEO PRP, Council must appoint both an Independent Member and a Presiding Member.

It is recommended that for the interim period Council delays appointing a Presiding Member until the conclusion of the Independent Member recruitment process has been completed.

➤ **Risk Management Implications**

The Council's consideration of the Independent Member membership of the CEO Performance Review Panel Committee will assist in mitigating the risk of:

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

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

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

➤ **Financial and Resource Implications**

The costs specifically associated with this report relate to advertising for Expressions of Interest for membership of the CEO Performance Review Panel. There is sufficient provision for this cost in the current budget. Advertising costs will be between \$400-\$600.

The ongoing costs associated with Independent Members are the sitting fees paid for meeting attendance and any training-related costs. At its 28 August 2021 meeting Council resolved the sitting fees for Independent Members as follows:

Moved Cr Nathan Daniell  
S/- Cr Mark Osterstock

184/21

Council resolves:

1. That the report be received and noted.
2. That in relation to the Audit Committee and the Chief Executive Officer Performance Review Panel:
  - a. To determine the sitting fees for Members, effective 1 December 2021, as follows:
    - i. Independent Presiding Member - \$575 (excl GST) per attended meeting.
    - ii. Independent Ordinary Member - \$450 (excl GST) per attended meeting.
    - iii. Authorised Training - \$75 (excl GST) per hour of training attended excluding travel time but with a travel allowance being paid at the standard Council rate.
  - b. That in the event that an Independent Ordinary Member is required to preside at a meeting in the absence of the Presiding Member, then that Member receives the \$575 (excl GST) sitting fee for that meeting.

Carried Unanimously
---------------------

Independent members are paid a \$450 sitting fee per meeting. Should the Independent Member also be the Presiding Member or preside at the meeting then they are paid \$575 sitting fee per meeting. There are generally between 4-8 CEO PRP meetings each year although this can vary depending on requirements.

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

There is a high expectation that Council has appropriate governance and accountability mechanisms in place in relation to its meeting structures and that Council Committee members are competent and understand the role and functions of the committee and their individual obligations with regard to conduct.

➤ **Sustainability Implications**

Not applicable.

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

Consultation on the development of this report was as follows:

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

➤ **Additional Analysis**

Selection Panel

If Council determines to commence a recruitment process for the selection of the one (1) Independent Member position, it will also need to determine a Selection Panel. In more

recent times, the Selection Panel for CEO Performance Review Panel Independent Members has consisted of two Council Members currently appointed to the CEO Performance Review Panel, along with staff panel members, but that does not have to be the case. It is proposed that the Director of Corporate Services (or delegates) also be appointed to the Selection Panel due to the expertise of Council Officers in the disciplines associated with the CEO Performance Review Panel functions and in good recruitment practice.

If Council seeks to utilise a voting process for the determination of the Selection Panel members, the Appointments to Positions Process contained in Clause 4.7 Council's *Code of Practice for Council Meeting Procedures* is to be utilised.

The Selection Panel will need to complete its process and provide a recommendation for the appointment of the one (1) Independent Member to Council.

#### Indicative Voting Process for Determining Council Appointed Positions

Due to the implications of the Material Conflict of Interest provisions under s75 (see Legal Implications above), it is proposed that the Council adjourn the meeting for the purposes of seeking nominations for and, if necessary, conducting an indicative vote (Indicative Voting Process) to determine the preferred persons for the Selection Panel.

As the Indicative Voting Process involves discussion of a matter that is, or is intended to be, part of the agenda for a formal meeting of the Council or Council Committee, it is an Information or Briefing Session that should be open to the public for the purposes of s90A(3) and the *Information and Briefing Sessions Policy* (the Policy). As an Information or Briefing Session, the Chief Executive will conduct the meeting in accordance with the Policy.

The proposed Indicative Vote Process below is based on the Appointments to Positions Process contained in Clause 4.7 Council's *Code of Practice for Council Meeting Procedures* with modifications to suit the legislative requirements of the conflict of interest and Information or Briefing Session provisions.

The proposed Indicative Voting Process is:

1. On reaching the Agenda item, and prior to any motion being moved, the Acting Mayor enquires as to how many members intend to nominate for the position of Selection Panel Member;
2. if only one (1) person indicates their candidacy per position, if that person is an elected member that member will declare a material conflict of interest and leave the meeting, whilst the Acting Mayor invites a motion to appoint that member to the position (Decision 1);
3. the meeting will then deal with the motion;
4. if there are more candidates than positions, the Acting Mayor will call for a formal motion to adjourn the meeting, until the conclusion of an informal secret ballot process (Decision 2);
5. once the meeting is adjourned, the Chief Executive Officer (or their delegate) will ask for confirmation of the candidates;
6. The method of voting will be by secret ballot utilising the preferential counting system;
7. Each Council Member (including the Acting Mayor) shall have one vote;
8. Ballot papers will be provided to each Member;



9. The nominees' names will be drawn to determine the order on the ballot paper;
10. Each nominee will have two (2) minutes to speak in support of their candidacy. The speaking order will be as listed on the ballot paper.
11. Completed ballot papers will be collected by the Returning Officer and the count will be undertaken in a separate room with an observer (another Council staff member) present.
12. In the event of a tie, the result will be decided by the Returning Officer drawing lots, the candidate first drawn being the candidate excluded.
13. After all votes have been counted, the Returning Officer shall formally declare the result of the election.
14. The ballot papers will be shredded.

### **3. OPTIONS**

Council has the following options:

- I. To determine to commence the CEO Performance Review Panel recruitment process (Recommended).
- II. To determine to appoint the Selection Panel Members.
- III. To determine an alternative course of action.

### **4. APPENDIX**

1. CEO Performance Review Panel Terms of Reference

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# **Appendix 1**

*Chief Executive Officer Performance Review Panel  
Terms of Reference*

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**ADELAIDE HILLS COUNCIL**  
**CEO Performance Review Panel**

**TERMS OF REFERENCE**

**1. ESTABLISHMENT**

- 1.1. The CEO Performance Review Panel (the Panel) is a Panel established by the Council under Section 41 of the Local Government Act 1999 (the Act).
- 1.2. The Panel has no power or authority to make delegated decisions on behalf of the Council, nor does it have any financial delegations. The Panel performs an advisory role to the Council, as a governing body.

**2. ROLE**

- 2.1. In accordance with section 102A(1) of the Act, Council must review the performance of the Chief Executive Officer (CEO) at least once per year.
- 2.2. In accordance with section 102A(2) of the Act, Council must obtain and consider the advice of a qualified independent person on a review. The qualified independent person must not be a member or employee of the Council and is to be a person determined by the Council (evidenced by resolution) to have appropriate qualifications or experience in human resource management.
- 2.3. The Council is responsible for the selection, remuneration and performance management of the CEO. The role of the Panel is to facilitate, manage and report to Council on the review process in accordance with section 102A of the Act, as well as to provide advice to Council on matters relating to the performance and development of the CEO.

**3. SPECIFIC FUNCTIONS**

- 3.1 The Panel is to provide advice to Council on the CEO's performance and development, including, but not limited to, the following matters:
  - 3.1.1 Determining the Performance Targets for the forthcoming 12 month performance period;
  - 3.1.2 Monitoring the progress on the CEO's agreed Performance Targets for the current 12 month performance period;
  - 3.1.3 Reviewing the CEO's performance over the preceding 12 month performance period, in particular assessing performance against the agreed Performance Targets and Position Description requirements;

- 3.1.4 Identifying development opportunities for the CEO;
- 3.1.5 Reviewing the remuneration and conditions of employment of the CEO in accordance with Section 99A of the Act, as well as any Determination made by the Remuneration Tribunal; and
- 3.1.6 Making recommendations to Council on the conclusion of the review, including with respect to the Employment Agreement as between Council and the CEO.

#### **4. OTHER MATTERS**

The Panel shall:

- 4.1 Have access to reasonable resources in order to carry out its duties and functions, within Council's budgetary constraints;
- 4.2 Be provided with appropriate and timely training, both in the form of an induction program for new members, as well as on an ongoing basis for all members;
- 4.3 Comply with all relevant legislation, including the Act;
- 4.4 Where the Panel is required to act jointly with, or to obtain the concurrence of, the CEO in the performance of its functions, the expectation of the Council is that both parties will negotiate and consult in good faith to achieve the necessary objectives; and
- 4.5 At least once in its term, undertake a review its own performance, including these Terms of Reference, to ensure it is operating at maximum effectiveness, and recommend changes it considers necessary to the Council for its consideration, and adoption.

#### **5. MEMBERSHIP**

- 5.1 The Panel will be comprised of five (5) members as follows:
  - 5.1.1 Deputy Mayor;
  - 5.1.2 Three (3) Council Members (not being the Mayor); and
  - 5.1.3 One (1) Independent Member, who is not an employee or the qualified independent person engaged pursuant to section 102A of the Act.
- 5.2 All members of the Panel will be appointed by the Council.
- 5.3 The Independent Member of the Panel shall have recent and relevant skills and experience in fields related to the role and functions of the Panel, as determined by the Council.
- 5.4 It is desirable for the Council Members appointed to the Panel to have a sound understanding of the role and functions of the Panel.

- 5.5 In considering appointments to the Panel, Council will give consideration to the diversity of its membership.
- 5.6 Appointments to the Panel shall be for a period of up to three (3) years, as determined by the Council.
- 5.7 Members of the Panel are eligible for reappointment at the expiration of any term of office.

## **6. SITTING FEES**

- 6.1 The applicable Determination of the Remuneration Tribunal (or its successor) outlines the applicable allowances for Council Members on the Panel.
- 6.2 The Independent Member is to be paid a sitting fee for attendance at meetings and authorised training sessions, as determined by resolution of the Council.
- 6.3 Council may determine by resolution a higher sitting fee will apply for the Presiding Member.

## **7. PRESIDING MEMBER**

- 7.1 The Council will appoint the Presiding Member of the Panel.
- 7.2 The Mayor is ineligible to be appointed as Presiding Member.
- 7.3 The Council authorises the Panel to determine if there will be a Deputy Presiding Member of the Panel and, if so, authorises the Panel to make the appointment to that position for a term determined by the Panel.
- 7.4 If the Presiding Member of the Panel is absent from a meeting, the Deputy Presiding Member (if such position exists) will preside at that meeting. If no appointment to the position of Deputy Presiding Member has been made, or in the event that both the Presiding Member and the Deputy Presiding Member of the Panel are absent from a meeting of the Panel, then a member of the Panel chosen from those present will preside at the meeting, until the Presiding Member or Deputy Presiding Member, (if relevant) is present.
- 7.5 The role of the Presiding Member includes:
  - 7.5.1 overseeing and facilitating the conduct of meetings in accordance with the Act and the Local Government {Procedures at Meetings} Regulations 2013 (the Regulations); and
  - 7.5.2 Ensuring all Panel members have an opportunity to participate in discussions in an open, transparent and informed manner.

**8. REPORTING RESPONSIBILITIES**

- 8.1 For the purposes of Section 41(8) of the Act, the Panel's reporting and accountability requirements are:
- 8.1.1 The minutes of each Panel meeting will be included in the agenda papers for the next ordinary meeting of the Council;
  - 8.1.2 The Presiding Member will attend a meeting of the Council at least once per annum, to present a report on the activities of the Panel;
  - 8.1.3 The Panel shall make whatever recommendations to the Council it deems appropriate, on any area within its role and functions, as set out under these Terms of Reference; and
  - 8.1.4 The Presiding Member may attend a Council meeting at any time the Presiding Member sees fit, to discuss any issue or concern relating to the Panel's functions. Subject to the nature of the matter, this briefing may be held in confidence in accordance with Section 90 of the Act and staff may be excluded from attendance.

**9. MEETING PROCEDURE**

- 9.1 Meeting procedures for the Panel are set out under the Act, as well as Parts 1, 3 and 4 of the Regulations. Insofar as the Act, the Regulations, or these Terms of Reference do not prescribe the procedure to be observed in relation to the conduct of a meeting of the Panel, the Panel may determine its own procedure.
- 9.2 In accordance with Section 90(7a), one or more Panel members may participate in the meeting by telephone or other electronic means, provided that members of the public can hear the discussion between all Panel members.
- 9.3 Only members of the Panel are entitled to vote in Panel meetings. Unless otherwise required by the Act not to vote, each member must vote on every matter before the Panel for decision.
- 9.4 A quorum for the Panel shall constitute half the membership, ignoring any fraction from the division, plus one (1).

**10. SECRETARIAL RESOURCES**

- 10.1 Sufficient administrative resources will be provided by Administration to the Panel for the purposes of coordination and preparation of reports, agendas and minutes, as well as a point of contact for all Panel Members and any external consultants.

**11. FREQUENCY OF MEETINGS**

- 11.1 The Panel shall meet at appropriate times and places as determined by the Panel. A special meeting of the Panel may be called in accordance with the Act.
- 11.2 If it is determined there is no business to transact for a designated meeting, the Presiding Member of the Panel may cancel the respective Panel meeting.

**12. NOTICE OF MEETINGS**

- 12.1 Notice of the meetings of the Panel will be given in accordance with Sections 87 and 88 of the Act. Accordingly, notice will be given:
  - 12.1.1 To members of the Panel by email or as otherwise agreed by Panel members at least 3 clear days before the date of the meeting; and
  - 12.1.2 To the public as soon as practicable after the time that notice of the meeting is given to members, by causing a copy of the notice and agenda to be displayed at the Council's offices and on the Council's website.

**13. PUBLIC ACCESS TO MEETINGS & DOCUMENTS**

- 13.1 Meetings of the Panel will be conducted in a place open to the public, and members of the public are invited to attend, unless the Panel makes an order under Section 90(2) and (3) of the Act for any particular item of business.
- 13.2 Members of the public have access to minutes and reports presented to the Panel, unless prohibited by section 83(5) of the Act, or by resolution of the Panel under Section 91(7) of the Act.

**14. MINUTES OF MEETINGS**

- 14.1 All proceedings and resolutions on items of business at all meetings of the Panel, including recording the names of those present are minuted and the minutes will otherwise comply with the requirements of the Regulations.
- 14.2 Minutes of Panel meetings shall be circulated within five days after a meeting to all members of the Panel and will (in accordance with legislative requirements) be available to the public.
- 14.3 The minutes shall be confirmed at the next meeting of the Panel.



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# **Minutes of Committees**

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**ADELAIDE HILLS COUNCIL  
MINUTES OF COUNCIL ASSESSMENT PANEL MEETING  
WEDNESDAY 9 JULY 2025  
63 MOUNT BARKER ROAD, STIRLING  
AND  
ZOOM VIRTUAL MEETING ROOM**

***[Please Note: These minutes are unconfirmed until 13 August 2025]***

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**In Attendance**

**Presiding Member**

Geoff Parsons

**Members**

Ross Bateup

Paul Mickan

Myles Somers

**In Attendance**

Jess Charlton (online)	Director Community & Development
Deryn Atkinson	Assessment Manager
James Booker	Team Leader Statutory Planning
Doug Samardzija	Senior Statutory Planner
Sebastien Paraskevopoulos	Senior Statutory Planner
Tim Mason	Statutory Planner
Alex Bohorquez	Statutory Planner
Mike O'Donnell	ICT Support Officer
Sarah Kimber	Minute Secretary

**1. Commencement**

The meeting commenced at 6:30pm

**2. Opening Statement**

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

**3. Apologies/Leave of Absence**

3.1 Apologies  
Leith Mudge

3.2 Leave of Absence  
Nil

**ADELAIDE HILLS COUNCIL  
MINUTES OF COUNCIL ASSESSMENT PANEL MEETING  
WEDNESDAY 9 JULY 2025  
63 MOUNT BARKER ROAD, STIRLING  
AND  
ZOOM VIRTUAL MEETING ROOM**

***[Please Note: These minutes are unconfirmed until 13 August 2025]***

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**4. Previous Minutes**

4.1 Meeting held 11 June 2025

**The minutes were adopted by consensus of all members** (13)

**That the minutes of the meeting held on 11 June 2025 be confirmed as an accurate record of the proceedings of that meeting.**

**5. Presiding Member's Report**  
Nil

**6. Declaration of Interest by Members of Panel**  
  
Nil

**7. Matters Lying on the Table/Matters Deferred**

7.1 Matters Lying on the Table  
Nil

7.2 Matters Deferred  
Nil

**ADELAIDE HILLS COUNCIL  
MINUTES OF COUNCIL ASSESSMENT PANEL MEETING  
WEDNESDAY 9 JULY 2025  
63 MOUNT BARKER ROAD, STIRLING  
AND  
ZOOM VIRTUAL MEETING ROOM**

***[Please Note: These minutes are unconfirmed until 13 August 2025]***

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**8. Development Assessment Applications – Planning, Development and Infrastructure Act**

**8.1 Development Application Number 24040612 by Mark Ebenreuter for an Outbuilding ancillary to existing dwelling and parking of one (1) heavy vehicle (over 3 tonne) at 12 Mappinga Road, Oakbank**

**8.1.1 Representations**

<b>Name of Representor</b>	<b>Address of Representor</b>	<b>Nominated Speaker</b>
Wilfred Burrows	PO Box 210 BALHANNAH	Advised not able to attend
Jo-Anne Burrows	PO Box 210 BALHANNAH	Advised not able to attend
Erika Sames	15 Mappinga Road OAKBANK	Did not attend

The applicant's representative, Julie Lewis (URPS) and the landowner, Mark Ebenreuter, answered questions from the Panel.

**8.1.2 Decision of Panel**

**The following was adopted by consensus of all members** (14)

**The Council Assessment Panel resolved that:**

- 1) Pursuant to Section 107(2)(c) of the Planning, Development and Infrastructure Act 2016, and having undertaken an assessment of the application against the Planning and Design Code, the application is NOT seriously at variance with the provisions of the Planning and Design Code; and**
- 2) Development Application Number 24040612 by Mark Ebenreuter for an Outbuilding ancillary to existing dwelling and parking of one (1) heavy vehicle (over 3 tonne) at 12 Mappinga Road, Oakbank is GRANTED Planning Consent subject to the following conditions:**

**ADELAIDE HILLS COUNCIL  
MINUTES OF COUNCIL ASSESSMENT PANEL MEETING  
WEDNESDAY 9 JULY 2025  
63 MOUNT BARKER ROAD, STIRLING  
AND  
ZOOM VIRTUAL MEETING ROOM**

***[Please Note: These minutes are unconfirmed until 13 August 2025]***

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**CONDITIONS**

**Planning Consent**

- 1) The development granted shall be undertaken and completed in accordance with the stamped plans and documentation, except where varied by conditions below (if any).
- 2) The external finishes to the outbuilding herein approved shall be as follows.  
WALLS: Colorbond Woodland Grey or similar  
ROOF: Colorbond Woodland Grey or similar
- 3) Prior to commencement of work, straw bales (or other soil erosion control methods as approved by Council) shall be placed and secured below areas of excavation and fill to prevent soil moving off the site during construction.
- 4) The outbuilding shall not be used for human habitation, commercial or industrial purposes. Any such activity may constitute a change in use and will require separate development approval.
- 5) The heavy vehicle (over 3 tonne) is not to be used for commercial or industrial purposes. Any such activity may constitute a change in use and will require separate development approval.

**ADVISORY NOTES**

**General Notes**

- 1) Appeal rights – General rights of review and appeal exist in relation to any assessment, request, direction or act of a relevant authority in relation to the determination of this application, including conditions.
- 2) This Planning Consent is valid for a period of twenty four (24) months commencing from the date of the decision, subject to the below or subject to an extension having been granted by the relevant authority. If applicable, Building Consent must be obtained prior to expiration of the Planning Consent.

**ADELAIDE HILLS COUNCIL  
MINUTES OF COUNCIL ASSESSMENT PANEL MEETING  
WEDNESDAY 9 JULY 2025  
63 MOUNT BARKER ROAD, STIRLING  
AND  
ZOOM VIRTUAL MEETING ROOM**

***[Please Note: These minutes are unconfirmed until 13 August 2025]***

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- 3) Where an approved development has been substantially commenced within 2 years from the operative date of approval, the approval will then lapse 3 years from the operative date of the approval (unless the development has been substantially or fully completed within those 3 years, in which case the approval will not lapse).
- 4) No work can commence on this development unless a Development Approval has been obtained. If one or more consents have been granted on this Decision Notification Form, you must not start any site works or building work or change of use of the land until you have received notification that Development Approval has been granted.
- 5) This consent is strictly limited to works on the subject land. This consent does not permit any alteration to road verge. Works including tree pruning/removal, earthworks, kerbing, storage of material or any alteration to the verge or a reserve requires a separate approval under Section 221 of the *Local Government Act 1999*. For more information regarding this process please visit:  
<https://www.ahc.sa.gov.au/development/roads-and-construction/authorisation-to-alter-a-public-road>

**8.2 Development Application Number 25007199 by Cobbs Hill Estate for a Variation of DA 21017786 – Change to location and design of the approved function venue and water storage tanks (30KL and 22KL) and removal of retaining walls and the 100KL underground tank at 362 Oakwood Road, Oakbank**

**8.2.1 Representations**  
Nil

The applicant's representative, Garth Heynen (Heynen Planning) answered questions from the Panel.

**8.2.2 Decision of Panel**

**The following was adopted by consensus of all members (15)**

**The Council Assessment Panel resolved that:**

**ADELAIDE HILLS COUNCIL  
MINUTES OF COUNCIL ASSESSMENT PANEL MEETING  
WEDNESDAY 9 JULY 2025  
63 MOUNT BARKER ROAD, STIRLING  
AND  
ZOOM VIRTUAL MEETING ROOM**

***[Please Note: These minutes are unconfirmed until 13 August 2025]***

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- 1) Pursuant to Section 107(2)(c) of the Planning, Development and Infrastructure Act 2016, and having undertaken an assessment of the application against the Planning and Design Code, the application is NOT seriously at variance with the provisions of the Planning and Design Code; and
- 2) Development Application Number 25007199 by Cobbs Hill Estate for a Variation of DA 21017786 – Change to location and design of the approved function venue and water storage tanks (30KL and 22KL) and removal of retaining walls and the 100KL underground tank at 362 Oakwood Road, Oakbank is GRANTED Planning Consent subject to the following conditions:

**CONDITIONS**

**Planning Consent**

- 1) The development granted shall be undertaken and completed in accordance with the stamped plans and documentation, except where varied by conditions below.
- 2) Entertainment in the form of a range of music shall be contained within the function building during the operating hours. Windows and doors of the building shall be kept closed during times when music is played.
- 3) Prior to occupation, the sound system shall be tuned and commissioned by an acoustic engineer in accordance with the recommendations from the Bestec Acoustic Services 100% Design Report dated 10 November 2024. When the nominated noise levels are achieved, the sound limiter and main amplifier should be locked by the acoustic engineer to prevent the settings being adjusted by staff or performers.
- 4) All performers shall only use the sound system and amplifier provided by the function centre. No other sound systems and amplifiers are permitted to be used unless tuned and commissioned by an acoustic engineer prior to use in order to comply with the recommendations by supplementary report from Bestec Acoustic Services 100% Design Report dated 10 November 2024.



**ADELAIDE HILLS COUNCIL  
MINUTES OF COUNCIL ASSESSMENT PANEL MEETING  
WEDNESDAY 9 JULY 2025  
63 MOUNT BARKER ROAD, STIRLING  
AND  
ZOOM VIRTUAL MEETING ROOM**

***[Please Note: These minutes are unconfirmed until 13 August 2025]***

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- 5) Before each function the operator shall measure the reverberant sound pressure level (approximately in the middle of the function venue building) from each speaker to ensure it does not exceed 85dBA. The fixed automatic sound limiter shall be used to monitor sound pressure levels during the function to ensure music does not exceed 85dBA.
- 6) Except where varied by this authorisation, all other conditions, plans and details relating to Development Authorisation 21017786 continue to apply to this amended authorisation.

#### **ADVISORY NOTES**

##### **General Notes**

- 1) No work can commence on this development unless a Development Approval has been obtained. If one or more consents have been granted on this Decision Notification Form, you must not start any site works or building work or change of use of the land until you have received notification that Development Approval has been granted.
- 2) Appeal rights – General rights of review and appeal exist in relation to any assessment, request, direction or act of a relevant authority in relation to the determination of this application, including conditions.
- 3) This Planning Consent is valid for a period of twenty-four (24) months commencing from the date of the decision, subject to the below or subject to an extension having been granted by the relevant authority. If applicable, Building Consent must be obtained prior to expiration of the Planning Consent.
- 4) Where an approved development has been substantially commenced within 2 years from the operative date of approval, the approval will then lapse 3 years from the operative date of the approval (unless the development has been substantially or fully completed within those 3 years, in which case the approval will not lapse).

**ADELAIDE HILLS COUNCIL  
MINUTES OF COUNCIL ASSESSMENT PANEL MEETING  
WEDNESDAY 9 JULY 2025  
63 MOUNT BARKER ROAD, STIRLING  
AND  
ZOOM VIRTUAL MEETING ROOM**

***[Please Note: These minutes are unconfirmed until 13 August 2025]***

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- 8.3 Development Application Number 25001838 by Adelaide Hills Council for Variations to development authorisations 18/802/473 and 21035577, including alterations to internal layouts, external and internal finishes, materials, finished floor levels and expansion of plant enclosure for pavilion and buildings 14, 20, and 21 (retrospective) at Building 10-22E 1 Lobethal Rd, Lobethal**

**8.3.1 Representations**

Nil

**8.3.2 Decision of Panel**

The following was adopted by consensus of all members

(16)

The Council Assessment Panel resolved that:

- 1) Pursuant to Section 107(2)(c) of the Planning, Development and Infrastructure Act 2016, and having undertaken an assessment of the application against the Planning and Design Code, the application is NOT seriously at variance with the provisions of the Planning and Design Code; and
- 2) Development Application Number 25001838 by Adelaide Hills Council for Variations to development authorisations 18/802/473 and 21035577, including alterations to internal layouts, external and internal finishes, materials, finished floor levels and expansion of plant enclosure for pavilion and buildings 14, 20, and 21 (retrospective) at Building 10-22E 1 Lobethal Rd, Lobethal is GRANTED Planning Consent subject to the following conditions:

**CONDITIONS**

**Planning Consent**

- 1) The development granted shall be undertaken and completed in accordance with the stamped plans and documentation, except where varied by conditions below (if any).

**ADELAIDE HILLS COUNCIL  
MINUTES OF COUNCIL ASSESSMENT PANEL MEETING  
WEDNESDAY 9 JULY 2025  
63 MOUNT BARKER ROAD, STIRLING  
AND  
ZOOM VIRTUAL MEETING ROOM**

***[Please Note: These minutes are unconfirmed until 13 August 2025]***

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- 2) Except where varied by this authorisation, all other conditions, plans and details relating to Development Authorisations 18/802/473 and 21035577 continue to apply to this amended authorisation.

CONDITIONS Imposed by Minister responsible for the administration of the Heritage Places Act 1993 under Section 122 of the Act

Nil

**ADVISORY NOTES**

**General Notes**

- 1) No work can commence on this development unless a Development Approval has been obtained. If one or more consents have been granted on this Decision Notification Form, you must not start any site works or building work or change of use of the land until you have received notification that Development Approval has been granted.
- 2) Appeal rights – General rights of review and appeal exist in relation to any assessment, request, direction or act of a relevant authority in relation to the determination of this application, including conditions.
- 3) This Planning Consent is valid for a period of twenty-four (24) months commencing from the date of the decision, subject to the below or subject to an extension having been granted by the relevant authority. If applicable, Building Consent must be obtained prior to expiration of the Planning Consent.
- 4) Where an approved development has been substantially commenced within 2 years from the operative date of approval, the approval will then lapse 3 years from the operative date of the approval (unless the development has been substantially or fully completed within those 3 years, in which case the approval will not lapse).

**ADELAIDE HILLS COUNCIL  
MINUTES OF COUNCIL ASSESSMENT PANEL MEETING  
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- 5) Please note the following requirements of the Aboriginal Heritage Act 1988.
  - a. If Aboriginal sites, objects or remains are discovered during excavation works, the Aboriginal Heritage Branch of the Aboriginal Affairs and Reconciliation Division of the Department of the Premier and Cabinet as delegate of the Minister) is to be notified under Section 20 of the Aboriginal Heritage Act 1988.

- 6) Please note the following requirements of the Heritage Places Act 1993.
  - a. If an archaeological artefact believed to be of heritage significance is encountered during excavation works, disturbance in the vicinity must cease and the SA Heritage Council must be notified.
  - b. Where it is known in advance (or there is reasonable cause to suspect) that significant archaeological artefacts may be encountered, a permit is required prior to commencing excavation works. For further information, contact the Department for Environment and Water.

- 9.     **Development Assessment Applications – Development Act**  
Nil
- 10.    **Development Assessment Applications – Review of Decisions of Assessment Manager**  
Nil
- 11.    **ERD Court Appeals**  
Assessment Manager gave verbal update and advised that the OTR Appeal is still waiting a decision of the Court.
- 12.    **Policy Issues for Advice to Council**  
Nil
- 13.    **Other Business**  
Members provided advice on their availability for the September and November meetings.

**ADELAIDE HILLS COUNCIL  
MINUTES OF COUNCIL ASSESSMENT PANEL MEETING  
WEDNESDAY 9 JULY 2025  
63 MOUNT BARKER ROAD, STIRLING  
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ZOOM VIRTUAL MEETING ROOM**

***[Please Note: These minutes are unconfirmed until 13 August 2025]***

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- 14. Order for Exclusion of the Public from the Meeting to debate Confidential Matters**  
Nil
- 15. Confidential Item**  
Nil
- 16. Next Meeting**  
The next ordinary Council Assessment Panel meeting will be held on Wednesday 13 August 2025 and the next Special CAP Meeting will be Wednesday 30 July 2025.
- 17. Close meeting**  
The meeting closed at 7:14pm on 9 July 2025.

**ADELAIDE HILLS COUNCIL  
SPECIAL CEO PERFORMANCE REVIEW PANEL MEETING  
MINUTES OF MEETING  
WEDNESDAY 9 JULY 2025  
63 MOUNT BARKER RD STIRLING**

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In Attendance

**Presiding Member:** Ms Vanessa Godden

**Members:**

Cr Lucy Huxter	
Cr Nathan Daniell	
Cr Kirsty Parkin	
Cr Adrian Cheater	

In Attendance:

Greg Georgopoulos	Chief Executive Officer
Zoë Gill	Executive Governance Officer
Michael Kelledy	Qualified Independent Person

**1. COMMENCEMENT**

The meeting commenced at 6.03pm.

***OPENING STATEMENT***

- 1.1 Council acknowledges that we meet on the traditional Country of the Peramangk and Kurna people. We pay our respects to Ancestors and Elders past and present as the Custodians of this ancient and beautiful land.
- 1.2 Together we will care for this place for the generations to come and in this context the decisions we make should be guided by the principle that nothing we do should decrease our children's ability to live on this land.

**2. APOLOGIES/LEAVE OF ABSENCE**

**2.1 Apology**

Nil

**2.2 Leave of Absence**

Nil

**2.3 Absent**

Nil

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Presiding Member \_\_\_\_\_ 30 July 2025

**ADELAIDE HILLS COUNCIL  
SPECIAL CEO PERFORMANCE REVIEW PANEL MEETING  
MINUTES OF MEETING  
WEDNESDAY 9 JULY 2025  
63 MOUNT BARKER RD STIRLING**

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**3. MINUTES OF PREVIOUS MEETINGS**

**3.1 CEO Performance Review Panel Meeting – 18 June 2025**

Moved Cr Lucy Huxter  
S/- Cr Adrian Cheater

PRP 21/25

That the minutes of the CEO Performance Review Panel meeting held on 18 June 2025 as distributed, be confirmed as an accurate record of the proceedings of that meeting

<b>Carried Unanimously</b>
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**4. PRESIDING MEMBER'S OPENING COMMENTS**

The Presiding Member foreshadowed that she would seek leave of meeting to reconsider Agenda Item 7.4 from the 18 June 2025 Panel Meeting and may need to move into confidence.

**5. DELEGATION OF AUTHORITY**

The CEO Performance Review Panel operates in accordance with the relevant sections of the *Local Government Act 1999*, and its Terms of Reference.

**6. DECLARATION OF CONFLICT OF INTEREST BY MEMBERS OF THE COMMITTEE**

- 6.1** Ms Vanessa Godden notified the Panel that she has been appointed as a General Manager at the City of Unley and may have a perceived conflict of interest. She sought and received comfort from the Panel that she could preside over this meeting.

**7. OFFICER REPORTS – DECISION ITEMS**

**7.1 CEO Proposed Key Performance Indicators**

Moved Cr Adrian Cheater  
S/- Cr Nathan Daniell

PRP 22/25

1. That the report be received and noted.
2. To recommend to Council that the proposed CEO Key Performance Indicators be adopted for the 2025-26 financial year, with minor amendments to the wording.

<b>Carried Unanimously</b>
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The Presiding Member sought and received leave of the meeting to reconsider Agenda Item 7.4 from the 18 June 2025 Panel Meeting 'Realigning the CEO PRP Review Timing'.



**ADELAIDE HILLS COUNCIL  
SPECIAL CEO PERFORMANCE REVIEW PANEL MEETING  
MINUTES OF MEETING  
WEDNESDAY 9 JULY 2025  
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**7.2 Realigning the CEO PRP Review Timing**

Moved Vanessa Godden  
S/- Adrian Cheater

PRP 23/25

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

- Executive Governance officer, Zoë Gill
- Qualified Independent Person, Michael Kelledy

be excluded from attendance at the meeting for Agenda Item 7.2 (Realigning the CEO PRP Review Timing) in confidence.

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

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

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

<b>Caried Unanimously</b>
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At 6:30 pm, the Presiding Member, with leave of at least two thirds of the members present, suspended formal meeting procedures to discuss the CEO PRP Review timing.

The Panel sought to clarify legal advice from the Qualified Independent Person.

At 7:12 pm the Presiding Member determined that the period of suspension should be brought to an end and resumed formal meeting procedures.

**ADELAIDE HILLS COUNCIL  
SPECIAL CEO PERFORMANCE REVIEW PANEL MEETING  
MINUTES OF MEETING  
WEDNESDAY 9 JULY 2025  
63 MOUNT BARKER RD STIRLING**

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Moved Adrian Cheater

S/- Nathan Daniell

PRP 24/25

The CEO Performance Review Panel resolves:

1. To revoke resolution PRP17/25 from the CEO PRP Meeting of 18 June 2025
2. To receive and note the Agenda Report from Item 7.4 of the 18 June 2025 Panel Meeting
3. To note a full Performance Review was undertaken in March 2025.
4. To note that clause 17.1 of the Chief Executive Officer's Employment Agreement requires that the Chief Executive Officer participate in annual and/or periodic performance reviews.
5. To note that clause 17.3 of the Chief Executive Officer's Employment Agreement requires that performance is assessed within 3 months of the end of each financial year of the Term.
6. To note that section 102A of the Local Government Act 1999 requires Council to review the performance of its Chief Executive Officer at least once in each year that the Chief Executive Officer holds office.
7. To recommend to Council that the CEO provide the CEO PRP an update against the CEO Key Performance Indicators in October 2025 and April 2026 and a progress report against the KPIs in January 2026.
8. To recommend to Council to conduct a full KPI and KRA Performance Review in July 2026.

<b>Carried Unanimously</b>
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**8. MOTIONS WITHOUT NOTICE**

Nil

**9. QUESTIONS WITHOUT NOTICE**

Nil

**10. CONFIDENTIAL ITEMS**

Nil

**ADELAIDE HILLS COUNCIL  
SPECIAL CEO PERFORMANCE REVIEW PANEL MEETING  
MINUTES OF MEETING  
WEDNESDAY 9 JULY 2025  
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**11. NEXT MEETING**

The next ordinary meeting of the CEO Performance Review Panel will be held on Wednesday 30 July 2025 from 6.00pm at 63 Mt Barker Road Stirling.

**12. CLOSE MEETING**

Before closing the meeting, the Presiding Member notified the Panel that she would be resigning, effective immediately.

The Panel thanked Ms Godden for her significant contribution since her appointment.

The meeting closed at 7.31pm.

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# Confidential Items

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**ADELAIDE HILLS COUNCIL  
ORDINARY COUNCIL MEETING  
Tuesday 22 July 2025  
CONFIDENTIAL AGENDA BUSINESS ITEM**

**Item:** 19.1

**Responsible Officer:** Jess Charlton  
Director Community and Development  
Community and Development

**Subject:** Planning Policy Matter

**For:** Decision

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**1. Planning Policy Matter – Exclusion of the Public**

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

- Chief Executive Officer, Greg Georgopoulos
- Director Environment & Infrastructure, Jade Ballantine
- Director Corporate Services, Gary Lewis
- Director Community & Development, Jess Charlton
- Executive Governance Officer, Zoë Gill
- Minute Secretary, Skye Ludzay
- IT Support, Tom Portas

be excluded from attendance at the meeting for Agenda Item 19.1: (Planning Policy Matter) in confidence.

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

Section 90(3)(m) of the *Local Government Act 1999*, the information to be received, discussed or considered in relation to this Agenda Item is information relating to a proposal to prepare or amend a designated instrument under Part 5 Division 2 of the *Planning, Development and Infrastructure Act 2016* before the draft instrument or amendment is released for public consultation under that Act.

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

**2. Planning Policy Matter – Confidential Item**

**3. Planning Policy Matter – Duration of Confidentiality**

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

Item	Duration of Confidentiality NB: Item to be reviewed every 12 months if not released
Report	Until Further Order
Related Attachments	Until Further Order
Minutes	Until Further Order
Other	Until Further Order

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