

OUR PLACE



2020-21
ANNUAL REPORT

OUR VISION

Balancing our progress with our heritage, we lead in coastal management to deliver high quality public spaces and services to build a welcoming, safe, and active community where resident, visitor and business prosperity meet.

WELCOME TO OUR PLACE

This annual report is part of a strategic planning and reporting framework that guides Council's direction and measures our performance against the goals set out in the City of Holdfast Bay strategic plan—*Our Place: 2030*.

It records our achievements in line with the ambitious program of work outlined in our *Annual Business Plan 2020–21*, and reports our performance compared to last financial year's budget and strategic aims.

In 2020–21, Council undertook a range of improvements on behalf of the community and continued to deliver an extensive suite of high-quality services—while containing our rate revenue increase to a modest 1.9 per cent, of which 0.8 per cent was due to the State Government Waste Levy.



TRADITIONAL CUSTODIANS

The City of Holdfast Bay acknowledges the Kurna People as the traditional owners and custodians of the land. We respect their spiritual relationship with country that has developed over thousands of years and the cultural heritage and beliefs that remain important to the Kurna people today.



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OUR PLACE

Adelaide's Favourite Coastal Destination

For 65,000 years, Aboriginal people have inhabited the vast lands of Australia. The coastal environment of Holdfast Bay, with its freshwater lagoons and abundant plant and animal resources, was used for millennia as a meeting place for cultural celebrations, ceremony, and trade by the local Kurna people. It continues to be a place of significant Kurna cultural heritage.

In 1836, Colonel William Light arrived on a ship named Rapid on a mission to survey the South Australian coast in search of a place for settlement. While the Rapid stood offshore near the mouth of the Patawalonga River, a storm blew in and the anchor held. Colonel Light consequently named the bay 'Holdfast Bay'.

The Province of South Australia was proclaimed at Pathawilyangga in 1836, which became the municipality of Glenelg in 1855. Wituwaringga became the municipality of Brighton in 1858. In 1997, the City of Holdfast Bay was formed through the amalgamation of the Glenelg and Brighton councils.

Located just eleven kilometres from Adelaide's city centre and five minutes from Adelaide Airport, our City is now home to almost 37,000 people and one of the most celebrated places to live, work and visit in the Adelaide metropolitan area. It boasts a beautiful natural environment; high-quality recreation and community facilities; superior health and education options; a vibrant tourism sector; thriving retail precincts; and a small light industrial area.



MESSAGE FROM THE MAYOR

Staying local, supporting local and shopping local has never been more important.

And this focus on looking after our own patch of the world has of course been a direct response to the COVID-19 pandemic. Around the world, people have been forced to change their behaviour and usual routines. And that has meant staying home more.

As a result, there's been a great push to shop local and support Holdfast Bay businesses, traders, service providers and tourism operators.

And this focus on staying local is something that we, as a community, should all have in the front of our minds. Not just now because of COVID, but also into the future.

We can all play a part in helping our community thrive—not only economically, but socially too.

At the City of Holdfast Bay, we have made a concerted effort in the past 12 months to support the business and tourism sector with the establishment of the Economic Recovery Taskforce and COVID-19 fund.

The taskforce comprised of local business representatives and council staff who worked together to promote economic stimulus across the city and attract people to Holdfast Bay.

The fund also provided targeted financial assistance to those in need as another means of support and recovery.

We launched an advertising campaign to attract visitors to the Holdfast Bay and a city-wide Spend and Win competition which injected much-needed funds into the local economy.

We created an eye-catching entry statement at the start of Jetty Road, Glenelg by wrapping the Telstra Exchange building in pink, together with images showing the attractions offered at the Bay—great food, retail therapy and coastal experiences.

During the height of the campaign the city increased its total spend by 14% compared to the same period in 2019.

The reinvigoration of Jetty Road Glenelg continued with the start of a \$3.6m project to transform Chapel Street into a pedestrian plaza and upgrade the public amenities in Hindmarsh Lane.





As well as business support, we reinvigorated our events calendar and were lucky enough to hold several major activations on the Glenelg Foreshore, which attracted people to the city from across Adelaide and South Australia.

We had the Bay City Rolling roller-skating attraction and The Local live music event which focused entirely on local emerging musicians. Over the summer months, we enjoyed two hugely successful beach concerts, all of which were held in line with COVID safe regulations and requirements.

Across our suburbs, smaller events were held to encourage the local community to come together, with the inaugural Rendez-vous Market held at Brighton and Hove and the Summer Night Community Outdoor Cinemas held at various locations across the city.

We wrapped up the financial year with the Brighton Winter Solstice street party which was a roaring success and once again, directly benefited the local traders on Jetty Road Brighton.

In total, our city still hosted more than 250 COVID- Safe events, which attracted more than 48,000 attendees.

We were lucky enough to gather together earlier this year to celebrate and give thanks to our wonderful volunteers who are the unsung heroes of our community.

Across Holdfast Bay we have more than 300 volunteers, who contributed 35,900 hours to the community. That's the equivalent of \$1.615 million in economic value.

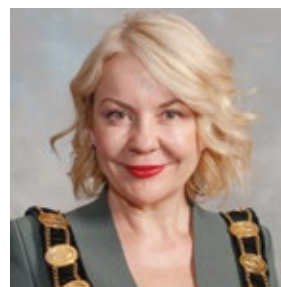
Our volunteers work across all areas of the community—from removing weeds from our nature reserves or driving elderly people to appointments and social outings. Without them, Holdfast Bay would be a much poorer place.

The desire and willingness to help others has always been very strong in our community. But since the onset of COVID, this value we hold so dear has certainly been the shining light among the darkness of the pandemic.

I hope you enjoy reflecting on our city's achievements over the past 12 months which have been significant in the face of a very challenging year.

I believe all of us—Holdfast Bay residents, business owners and council staff—have certainly risen to the occasion, if not risen above it.

I look forward to watching our economy and community continue to prosper in the coming year.



Amanda Wilson

Mayor
City of Holdfast Bay

MESSAGE FROM THE CEO

Our core value as a local government organisation is to service our local community—to invest our time, energy and resources into building a better place to live, work and play.

And that mission has certainly been fulfilled in the past 12 months, in the face of many challenges brought on by the COVID-19 pandemic. This couldn't have been achieved without the continued efforts and dedication of our staff.

This drive to deliver on projects and initiatives that benefit the community has been buoyed by the Quality of Life survey results. The community told us how much they appreciate where they live and the way the council supports them.

Our investment has been across several key areas from supporting the economy in the way of major infrastructure and development projects, to financial assistance to the business community.

Two major building projects were completed in Glenelg and Brighton—both of which are accessible to everyone in our community, as well as visitors to Holdfast Bay.

We unveiled the \$1 million redevelopment of the Wigley Reserve Playspace and Fitness Hub in Glenelg and celebrated the completion of the Brighton Oval redevelopment after an 18-month construction period.

The community came together in April to celebrate the milestone Brighton Oval project which was the result of a \$13.7 million investment (including funding from both State and Federal Governments and peak sporting bodies).

At Brighton Oval, we now have the largest sporting hub within the City of Holdfast Bay with three major sporting grounds, three new purpose-built buildings which serve as clubrooms and community spaces that are available for hire, and a new playspace, dedicated to former Mayoress Gladys Mathwin.

At Glenelg Oval, we completed Stage 1 of the masterplan with the official opening of the \$1 million upgrade of courts and clubrooms at the Holdfast Tennis Club.

Stage 2 of the masterplan is underway with the installation of two new unisex change rooms, which will support the growth of women's sport, increase female participation and provide the opportunity for Glenelg Oval to host state and national events.

Also in Glenelg, the \$3.6 million upgrade to Chapel Plaza and Hindmarsh Lane commenced in April 2021 with completion scheduled for October 2021.


At a grassroots level, our community centres continued to provide essential social activities and programs, with more than 17,000 patrons using these facilities.

Many of the activities run in our community centres wouldn't be possible without the assistance of our unsung heroes—a dedicated group of volunteers who give up their time each week across a host of programs.

The work of our volunteers has also been critical to implementing our environmental program, which has continued to be a major focus for council.

In December 2020, council endorsed the Environment Strategy, which sets out the practical and meaningful actions we will undertake, leading to many positive outcomes for our community and environment.





Among the strategy's goals is to increase the tree canopy across Holdfast Bay. Work on this has already started with a record-breaking winter tree planting program, which saw more than 950 new trees planted. Another 22,000 native plants were added to our dune systems and natural reserves at Barton, Pine and Gilbertson gullies.

We launched South Australia's first weekly green household bin collection trial, with more than 850 Holdfast Bay households taking part.

As part of the pilot program, the green-lid FOGO bins (Food Organics Garden Organics) are collected weekly and the red-lid landfill bins collected fortnightly, which has significantly increased the amount of waste diverted from landfill.

We've also continued to nurture our valued heritage, history and relationship with the Kaurna Nation in the past 12 months.

Together, the City of Holdfast Bay and the Kaurna Nation was awarded the National Local Government Professionals Award for Partnerships and Collaboration, which recognises the work that Kaurna Nation and the city—in particular the Repatriation of Kaurna remains at Kingston Park and the Tiatí Wangkanthi Kumangka (Truth-Telling Together) exhibition.

The Tiatí exhibition also won the Australian museum sector's most prestigious award in the Museums and Galleries National Awards for 2020.

It was named national overall winner and also won the Indigenous Project or Keeping Place category.

The Mayor and Elected Members helped unveil the first stage of restoration works at the Glenelg Town Hall. The town hall clock was turned back on and Bay Discovery Centre entrance reopened on the southern side after a painstaking restoration.

We've seen the services offered by Alwyndor, our aged care provider, steadily increase. The start of a Day Respite program has been extremely successful with demand now seeing the service increase to four times a week. The staff at Alwyndor have continued to provide exceptional service while navigating the challenges of a global pandemic.

Work has begun on preparing a new Strategic Plan, which will be Holdfast Bay's roadmap for the next 30 years and beyond.

Our extensive community consultation extended to the younger members of our community—namely school children—who were invited to share their vision for the future of Holdfast Bay. After seeing their ideas come to life through their drawings, it's safe to say the City of Holdfast Bay is in good hands.



Roberto Bria

Chief Executive Officer
City of Holdfast Bay

2020-21 HIGHLIGHTS

In 2020-21:



5,422

community transport trips helped residents get out and about



4,890

Holdfast Hounds were registered and 88 animals were reunited with their owners



274

people were supported to live safely and healthily at home with Alwyndor's home care packages



5,000

people participated in Aboriginal heritage and culture events



2,166

immunisations were administered at our local clinics



450,709

library items were lent to 13,420 members

950

street trees were planted



23,000

native plants were planted in our dunes and natural reserves



27,585m²

of road, 2001lm of kerb and 3668m² of footpath were maintained



1,063

development applications were processed



205

new dwellings were approved (valued at \$131 million)



827,000

people visited Holdfast Bay



383,000

people attended Holdfast Bay hosted events



319

invaluable volunteers contributed 35,900 hours within council programs (\$1.615 million economic value)



44,785

phone enquiries resolved



97

businesses assisted through council's mentoring and support services



900

local businesses can be found on the Holdfast Bay Business Directory and MyHoldfast App



QUALITY OF LIFE SURVEY RESULTS (2020–21)

HOW YOU RATED YOUR COUNCIL OUT OF 10

COMMUNITY



8.7

Providing library services



8.2

Providing sporting facilities



7.7

Delivering services for the elderly and people with a disability



8.0

Providing programs and services that encourage an active lifestyle



7.4

Providing arts & cultural experiences



PLACEMAKING



7.2

Maintaining roads and kerbing



7.3

Maintaining cycle networks



8.9

Access to shops, services and open space

ENVIRONMENT



8.1

Maintaining beaches and coastal areas



8.3

Providing adequate waste management services



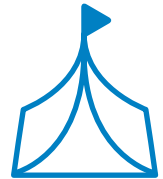
Overall rating of Holdfast Bay as a place to live

ECONOMY



8.1

Encouraging a diverse range of businesses and services in the area



7.6

Supporting and promoting tourism and events

CULTURE



6.75

Council provides good financial management and value for rates



7.1

Overall satisfaction with the quality of service and performance of the council



8.3

Maintaining well laid out parks and reserves



7.8

Providing programs that foster social interaction and community wellbeing



8.45

Providing a sense of safety in neighbourhoods

Council would like to express their appreciation and thanks to those who participated in this survey.

ECONOMIC ACTIVATION PLAN 2018–2023

Progress 2018–2020:



75%

of all businesses are now transacting online – an increase of 40% from 2017



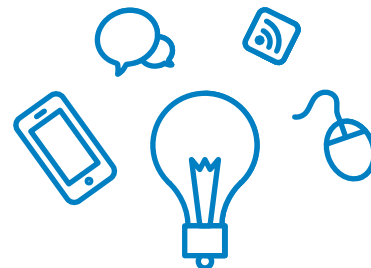
900

local businesses are registered in the Holdfast Bay business directory



58%

of businesses are using a webstore to complement their shopfront – increased from 44% in 2017



85%

of businesses are staying informed through face-to-face and e-communication



87

products made in Somerton Park have experienced strong five year growth in global demand

SHOPFRONT GRANTS

\$73,670

in shopfront grants stimulating improvements of around \$240,000



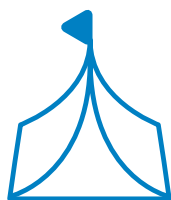
In 2019, Brighton Jetty Road precinct became one of the first

single use plastic free precincts



827,000

visitors to Holdfast Bay in 2020–21



383,000

people attended Holdfast Bay events in 2020–21

Supporting and growing local business

Making it easier to do business

A DIVERSE AND RESILIENT ECONOMY

Boosting our visitor economy

Harnessing emerging technology



SUMMERTOWN STUDIO

HOT	SM	LG
MILK COFFEE	4	5
BLACK COFFEE	4	5
HOT CHOCCHIE	4	5
MOCHA	5	6
CHAI	4	5
TEA - FREE REFILL		3

COLD	SM	LG
ICED LATTE	4	5
ICED LONG BLACK	4	5
COFFEE		6
FRUIT & SODA		5

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COMMUNITY

A HEALTHY, CREATIVE, CONNECTED COMMUNITY

In 2020–21, Council delivered many projects and services that contributed to building a healthy, active, and resilient community; celebrating culture and diversity; providing welcoming, accessible facilities; and fostering an engaged community.

Active Communities

Highlights of our active communities program for 2020–21 include:

- › Continued implementation of the *Playspace Action Plan (2019–2028)*, including completing the Wigley Reserve Playspace and Fitness Hub and the Da Costa Reserve Playspace, and commencing refurbishment of the Glenelg Foreshore Playspace
- › Commencing construction of the Glenelg Oval Masterplan
- › Concept planning for a shared-use path along the Sturt Creek Corridor, which will link Pine Ave, Glenelg North with Tapleys Hill Rd, completing the missing section of the Sturt Creek linear path
- › Undertaking community engagement on concept plans for the redevelopment of the Buffalo site at Wigley Reserve
- › Conducting community engagement and planning for the redesign of Dover Square Reserve to ensure equity of access for all user groups
- › Facilitating the Youth HoldUp Committee, which delivered nine activities, attracting 417 young people.

Sporting Facilities

Brighton Oval Masterplan

Council celebrated the completion of the final stage of the \$13.7 million Brighton Oval redevelopment with a free community open day in April. The project was made possible through Council, State and Federal Government funding.

Brighton Oval now provides three brand new, purpose-built community club rooms, a new playspace, shelters, seating and car parking. The high-quality community facilities will support increased female and youth participation in sport.

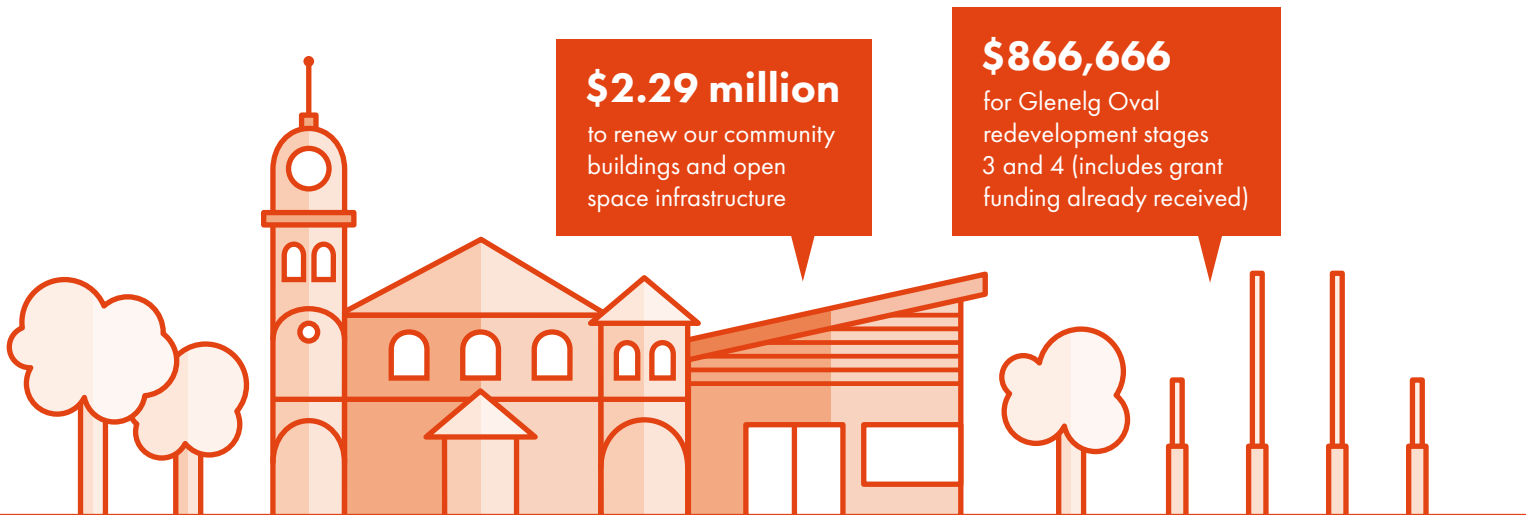
Glenelg Oval Masterplan

Stage 1 of the Glenelg Oval redevelopment was completed in January with the official opening of the \$1 million Holdfast Tennis Club, incorporating new clubrooms, eight new tennis courts, LED court lighting and replacement fencing.

Stage 2 of the redevelopment, completed in September 2021, provides unisex change rooms and umpire rooms for the Glenelg Football Club and Glenelg District Cricket Club.

PROJECTIONS AND PLANS

Council's projections and plans for the next financial year are outlined in our 2021–22 *Annual Business Plan*. Some of the strategic activities to be undertaken include:



\$2.29 million

to renew our community buildings and open space infrastructure

\$866,666

for Glenelg Oval redevelopment stages 3 and 4 (includes grant funding already received)

In May, Council also received a \$1.4 million contribution from the State Government to complete Stages 3 and 4 of the masterplan. These works will commence later in 2021.

\$64,500

for reserve improvements program for northeast Brighton

Sporting Club Development

Council continued to support local sporting clubs and recreation groups to develop positive and sustainable club management practices—delivering workshops on strategic planning, volunteer management, financial management and succession planning. While the number of workshops was restricted due to COVID-19, topics covered this year included financial management, grant writing, making meetings work, sports taping, and succession planning.

Community Wellbeing

Highlights of our community wellbeing programs in 2020–21 include:

- › Over 17,000 visits to our community centres across more than 90 low fee programs
- › Providing 5,400 community transport trips to help our vulnerable residents get out and about
- › Provided 4,250 activity packs over 10 fortnights for our most vulnerable residents during COVID-19 restrictions
- › Supporting the flourishing Glenelg North and North Brighton community gardens
- › Facilitating the development of the *Local Government Grants Best Practice Guidelines*.
- › Facilitating the development of a Local Government Food Resilience Strategy
- › Coordinating the contribution of 319 volunteers who were active across 44 Council volunteer programs, contributing 35,900 hours, equating to \$1.615 million in economic value
- › Distributing \$49,511 to the Holdfast Bay community via community grant and donation programs to support community wellbeing initiatives
- › HoldUp Youth Committee delivered the first large scale e-sports Rocket League Tournament in the City of Holdfast Bay
- › Delivered a PC building workshop using e-waste, in collaboration with City of Marion Youth Collective.

Community Centres

The City of Holdfast Bay has four dedicated community centres:

- › Glenelg Community Centre
- › Glenelg North Community Centre
- › Brighton Community Centre
- › Holdfast Bay Community Centre.

Council staff work closely with each centre's management committee and staff to assist with governance, operations, and volunteer support.

Before COVID-19 restrictions, the centres attracted over 9,600 visitors each month and delivered more than 90 low-fee health and fitness, education, arts and crafts, social and personal development programs.

The centres also hosted luncheons, charity events, Adelaide Fringe and Adelaide Festival shows.

While COVID-19 restrictions continue to apply, participation rates have somewhat recovered, with the centres attracting new and returning users.

In 2020–21, Holdfast Bay's community centres collaborated with local charities, schools, and not-for-profit organisations to share resources, deliver social events, and share information about local services.

The centres returned funding to the community through partnerships to produce events and capacity building programs. For example, Brighton Community Centre worked with Brighton Primary School's Year 6 and 7 students to fund the purchase of a Pedal Prix vehicle valued at \$8,000.

Though many events were cancelled or limited because of the pandemic, the centres managed to host community lunches, Christmas events, seniors and seasonal luncheons, and concerts, including the Glenelg Brass Band and Brighton Senior Secondary School Band.

Kauri Community and Sports Centre

The Kauri Community and Sports Centre is home to the Holdfast Music Centre, Seacliff Uniting Church Netball Club, Seacliff Tennis Club, and Seacliff Hockey Club. Since 2019, Belgravia Leisure has operated the Centre on behalf of Council, with a directive to maximise its use by the broader community. Private bookings increased in 2020–21, with the function room booked for 372 hours (compared to 253 hours in 2019–20).

Community Gardens

Council supports community gardens in Glenelg North and North Brighton through project development funding, grant administration, governance direction and volunteer recruitment.

The gardens remained popular in 2020–21, attracting dozens of community members each week. The gardens' management committees adapted quickly to COVID-19 restriction by delivering content online. Information about home gardening, sustainable practices, planting and cooking helped increase both gardens' membership and social media following.

The gardens also took part in sustainable and environmental projects that reached across local government areas and sectors.

Special Projects

Local Government Grants Best Practice Guidelines

The SA Local Government Grants Network is a community of practitioners that supports grant officers across 16 councils to ensure grants are administered fairly and equitably for the benefit of the community. As a member of the network, the City of Holdfast Bay contributed to the development of a Best Practice Guide for Grants Management. The guide will help councils with performance assessment, benchmarking and continuous improvement to ensure that grants build community capacity sustainably. The project is possible thanks to funding from an LGA Research and Development grant.

Local Government Food Resilience Strategy

Across Australia, state and local governments are seeking to understand how the current food system influences economic, social, and environmental outcomes for communities. In 2019, the Food Systems Network was established to collate data and develop guidelines and toolkits for councils to map local food systems and food security.

With funding from an LGA Research and Development grant, The City of Holdfast Bay is facilitating the development of a strategy to:

- › Understand, advocate for, and foster local food systems
- › Identify and prioritise the best ways to invest and promote local food system initiatives
- › Develop and embed food systems policy and planning in governmental responses to climate change.

The *Local Government Food Resilience Strategy* will be completed and evaluated in 2022.





Volunteers

During 2020–21, 319 volunteers were active across 44 Council programs, contributing 35,900 hours, equating to \$1.615 million in economic value. This was a 26 per cent reduction compared to previous years due to COVID-19 restrictions. However, there were 47 people who undertook additional volunteering to assist with Council's COVID-19 response.

52 potential volunteers were referred to other organisations, including St Vinnies, Salvation Army, Minda, St Andrews, Glenelg Cricket Club, Brighton Sculptures, Glenelg Community Centre, Holdfast Bay Community Centre, and community gardens.

A new program was introduced at Alwyndor, connecting young volunteers with aged care residents to help support their wellbeing.

Community Donations

In 2020–21, Council distributed \$49,511 to the Holdfast Bay community via community grant and donation programs to support community wellbeing initiatives, including:

- › A community pantry
- › Amenity improvements for sporting clubs
- › A community concert
- › Public art and development
- › A children's book
- › Social media development
- › A little library
- › A Harmony Day event
- › Community centre workshop tools
- › A defibrillator
- › A range of food relief initiatives
- › 20 youth achievement sponsorships.

Support Programs For Vulnerable Residents

Council continued to provide transport and social support groups under the Commonwealth Home Support Program.

Services were significantly affected by COVID-19 restrictions between July and October 2020. During this period, Council adapted its service to ensure that older community members remained connected and continued to feel supported. Safe transport was offered where possible, welfare checks were undertaken, and close to 500 residents received activity packs regularly over a 20 week period to occupy them and stimulate their minds.

ALWYNDOR AGED CARE

Alwyndor aims to support Adelaide's southern metro community to live healthy, engaged and fulfilled lives through a range of personalised, professional support services.

Established in 1949, Alwyndor delivers a continuum of care, including on-site residential living, therapy and wellness services, and support at home services—ranging from nursing care to home maintenance and gardening.

Royal Commission into Aged Care, Quality and Safety

On 1 March 2021, the Australian Government released the Royal Commission's final report into Aged Care, Quality and Safety. The *Care, Dignity and Respect* report has been welcomed as a catalyst to drive transformational structural and financial reform.

The report included 148 wide-ranging recommendations, structured around five key themes:

1. Home care – at-home support and care based on assessed needs
2. Residential aged care services and sustainability – improving service suitability that ensures individual care needs and preferences are met
3. Residential aged care quality and safety – improving access to and quality of residential care

4. Workforce – growing a bigger, more highly skilled, caring and values-based workforce
5. Governance – new legislation and stronger governance.

Of the report's 148 recommendations, the Australian Government has accepted 126, suggested alternatives to four, are giving further consideration to twelve, and did not accept six. The Commonwealth Government's funding response to support enactment of these recommendations is unclear. This is problematic in a sector that has been subject to increasing regulation while experiencing a systemic reduction in funding by successive governments over the past 20 years.

Alwyndor's Strategic Plan 2020–23

Delivery of Alwyndor's Strategic Plan progressed on target this year. The plan is based on four themes:

- › **Customer experience** is at the centre of all that we do, aiming to ensure we understand and meet the needs of all clients at all stages of support and care with well trained and long-serving employees.
- › **Connecting communities** supports the role of Alwyndor in the wider community, promoting Alwyndor as a community hub and contributing to the social capital of the local area.
- › **Growth** enables a business development focus for our therapy and wellness and our support at home services as well as promoting our residential services to ensure we continue to be a care home of choice.
- › **Sustainability** ensures Alwyndor takes a multi-faceted sustainable approach to our business with financial, environmental, and social strategies as well as sound asset management and ensuring we continue to meet all quality standards.



Alwyndor's residential service includes 144 residential, respite, transitional care and care awaiting placement beds. In 2020–21, our residential care occupancy rate was 98.6 per cent occupancy.

Our support at home service grew by 24.4 per cent during the year to 274 home care packages and private clients. Home care packages include a full range of services from domestic to complex clinical and end of life care.

Therapy and wellness programs are offered one-on-one and in group settings at Alwyndor, as well as in client's homes and online. Despite the COVID-19 pandemic, we expanded the number and type of services offered throughout the year. Our services and classes now include:

- › Podiatry
- › Physiotherapy
- › Occupational therapy
- › Speech therapy
- › Exercise physiology
- › Yoga
- › Fit ball drumming
- › Circuit
- › Weights
- › Tai chi.

Day Respite

Alwyndor's day respite program offers half and full-day respite for carers by providing care and activities for clients at Alwyndor. Indoor and outdoor

activities are tailored to individual capability and need, and provided together with clinical care. This year the program expanded to four days a week with up to ten people per day.

Customer Experience Plan

In 2020–21 we developed a Customer Experience Plan to support quality and consistency of care in an environment of client choice and control.

The plan introduced two new measures:

- › A net promoter score (NPS) asks, 'How likely are you to recommend Alwyndor to a friend?'. Data collection began in January 2021, with Alwyndor scoring a pleasing average of 83.5 per cent.
- › A customer effort score assesses the ease of client entry into our services—noting that entry into the aged care system can be confusing and lengthy. Alwyndor's average score was 4.85 out of a possible 5, demonstrating that we welcome new clients with a minimum of complexity.

A competitor quality analysis for residential services analysed 71 other residential care homes and found that Alwyndor rated highly in staff care, responsiveness and expertise, organisational management and resident independence. We continue to focus on improvement, especially ensuring our residents are informed and engaged in all aspects of their care, the quality of our food and dining experience, and ensuring that residents feel like Alwyndor is home.

Accreditation

Alwyndor has full accreditation in all business areas.



Aboriginal Culture and Heritage

The City of Holdfast Bay fosters and strengthens relationships with the Kurna people to honour, promote, and protect their culture, heritage, and connection to the land.

- › Regular meetings were held with Kurna elders to discuss Council projects, cultural initiatives and to support their ongoing culture, heritage, beliefs, and connection to country.
- › Council provided a series of cultural awareness and Kurna language sessions for staff, volunteers and consultants.
- › Various workshops, activities and language sessions were held throughout the year that encouraged cultural sharing and a greater understanding and respect for Aboriginal heritage and culture and significant cultural sites throughout the City.
- › In celebration of National Reconciliation Week, History Month and NAIDOC week, cultural workshops and tours were facilitated by Kurna elders.
- › Schools, community organisations and members of the public visited the multi-award-winning *Tiati Wangkanthi Kumangka (Truth Telling Together)* exhibition at the Bay Discovery Centre with Kurna representatives and staff hosting many talks and tours.

- › Kurna heritage and dual naming signage were installed at reserves and cultural sites throughout the City.
- › Kurna elders performed traditional Welcome to Country and smoking ceremonies at community events and civic ceremonies.
- › We distributed Discover Our Place resource packages to kindergartens and schools, helping students learn about our history, culture and local natural landscapes.

The City of Holdfast Bay and the Kurna Nation were awarded the National Local Government Professionals Award for Partnerships and Collaboration. The award recognises the work of the Kurna Nation and the Council, particularly the Repatriation of Kurna remains at Kingston Park and the *Tiati Wangkanthi Kumangka (Truth-Telling Together)* exhibition. The judges recognised the nomination as outstanding and highlighted the leadership role councils can have in Aboriginal reconciliation.

This award is the fourth award the City of Holdfast Bay has won with the Kurna Nation.

Art and Activations

Creative Holdfast Summer and Winter Programs and Monthly Newsletters

Council's summer and winter creative programs provide a range of arts, history and cultural events, including workshops, talks, tours and exhibitions. The Creative Holdfast monthly newsletter promotes and celebrates the creative initiatives and events in the community.

Sculpture

Council purchased Papa Tjukurpa/Dingo Story from the 2021 Brighton Jetty Sculptures Festival. The artwork, created by artist Clancy Warner and Aboriginal artist Elizabeth Close features a pair of bronze dingoes and represents Aboriginal people's connection to country.

New Public Art Policy and Public Art Guidelines

The development of a new Public Art Policy is one of the key actions arising from the Arts and Culture Strategy. The updated policy and associated guidelines reflect best-practice for public art. The documents will continue to ground Council's direction for future planning, management, and investment in quality public art in line with industry standards.

Holdfast Bay History

Tiati Wangkanthi Kumangka (Truth-Telling Together)

Held annually, the Museum and Gallery National Awards (MAGNA) celebrate and recognise excellent work in exhibitions, public programs, and sustainability projects. The MAGNAs are open to all Australian cultural collecting institutions that are members of the Australian Museums and Galleries Association, except Indigenous Programs or Keeping Places which is open to all.

In October 2020, *Tiati Wangkanthi Kumangka (Truth-Telling Together)*, on show at Glenelg's Bay Discovery Centre, won the Indigenous Project or Keeping Place (Level 2) category and the prestigious National Award.

The National Award judges commented on the "wonderful drive and execution with long term commitment by Council" and said, "the story is told in such an open and honest way. It has a lesson for us all."

Bay Discovery Centre

In 2020–21, the Bay Discovery Centre delivered a comprehensive cultural program, presenting a broad range of projects and exhibitions. Volunteers dedicated over 950 hours in support of the centre's extensive program.

This year's highlights include:

- › A total of 14,703 visitors, including school and community groups (a decrease on 2019–20 figures due to COVID-19 restrictions, Glenelg Town Hall construction works, and closure of the gallery)
- › An increase of 33 per cent in school and community group visitation
- › Installation of permanent exhibitions *To the Bay*, *Boy Phoenix* and *Casa Paquita*
- › Volunteer cultural awareness training with Kaurna man Jack Buckskin and senior Kaurna elder Lynette Crocker
- › A range of school holiday programs attracting over 4,000 attendees to various workshops
- › A range of National Reconciliation Week and NAIDOC Week activities in partnership with the Kaurna Nation
- › 6,700 views of Tiati online tour and Discovering Pathhawilyangga with Jack Buckskin across YouTube and Facebook.

Casa Paquita

Casa Paquita is a new permanent exhibition at the Bay Discovery Centre featuring the personal shawls of Paquita Mawson (1891–1971) which were acquired by Council via the National Cultural Heritage Account. Lady Paquita Mawson contributed significantly to Brighton and the wider South Australian community through her work with various charities, advocacy for refugees during and after WWII, and her role as President of the Mothers' and Babies' Health Association.

Once Paquita Mawson married Sir Douglas Mawson, her life was inextricably linked to all things polar. Casa Paquita sheds the image of a dedicated wife and shares Paquita Mawson's legacy in her own right.

Streets of Honour

The installation of new street signs in Glenelg North is part of a Council-funded project to honour highly decorated WWI and WWII service members from South Australia. The suburb already has a rich history of remembrance and became a memorial site after WWII.

On the western side of the Sturt River, 14 streets are named after South Australian service members, including Kibby Avenue—named after William Kibby, who lived in Glenelg. A red-coloured blade has been added to each street signpost carrying the service member's full name and details of their service honours or awards.

Holdfast Bay History Centre

The Holdfast Bay History Centre celebrates and shares Holdfast Bay's unique history. It works to preserve the nationally significant collection to make it accessible to our community and ensure its safekeeping.

Despite COVID-19 restrictions, volunteers dedicated over 1,000 hours to help deliver the centre's extensive program during 2020–21.

This year's highlights include:

- › Answering over 1,000 community history enquiries, including the delivery of house history, war history, and family history programs
- › Digitising over 200 collection items, including photographs, objects, and paintings
- › Installation of the Squadron Leader Robert Wilton Bungey memorial in Somerton Park
- › Research for installation of the Casa Paquita, To the Bay, and Boy Phoenix exhibitions at the Bay Discovery Centre
- › Research and installation of Streets of Honour Victoria Cross project in Glenelg North

- › Attracting \$17,000 in grant funding
- › Providing research and content for exhibitions in the Bay Discovery Centre Museum and across online platforms
- › Delivering the 2021 History Festival, including 15 events attracting over 500 attendees
- › Delivering the inaugural Seaside History Talk program
- › Purchasing a new cataloguing system to allow greater public access to the history collections.

Cemeteries

The North Brighton and St Jude's cemeteries are owned by Council, with daily operations managed by the Adelaide Cemetery Authority. Council continues to maintain the cemeteries, with a renewed focus in the last two years, including new paths featuring permeable paving, repairs to collapsed gravesites and landscaping to soften the environment. Improvements will continue into the next financial year.

Memorial Programs

Council offers two programs to help people commemorate their loved ones—seaside stone memorials, where names are engraved on granite sculptures by the Glenelg and Brighton jetties, and commemorative plaques placed on public benches. There are currently 208 benches carrying plaques, most of them located on the beachfront. Council is undertaking a review of the memorial seat program to improve service delivery and record keeping.

Libraries

Our accessible, progressive library services support research and recreational reading needs and also foster lifelong learning and spark curiosity and creativity. At our Brighton and Glenelg libraries, borrowing and visits returned to pre COVID-19 levels. Events recommenced in September. Whilst COVID-19 restrictions limited the number of people who could attend the events, smaller sessions were introduced as community confidence to attend events began to return from March.

This year's highlights include:

- › More than 450,709 items lent, a 3% increase
- › 13,420 members, 1,364 of whom are new borrowers
- › 182,971 visits
- › 8705 attendees to library sessions
- › 7,857 attended 120 Wriggle and Rhyme and Toddler time sessions, 80 storytime sessions
- › Introduced a new Stay and Play program with self – directed activities.
- › Early learning outreach programs supporting 69 children
- › Regular kindy visits seeing 545 children
- › 69 children from a local playgroup and 60 OHSC children attended our holiday programs.

Community Safety

Council's community safety services team (formerly known as regulatory services) protects the health and safety of residents and visitors. Services include immunisation, animal management, public and environmental health; permits, litter and nuisance control; security, parking control and public safety. Staff use various strategies, including education and enforcement to ensure that the City of Holdfast Bay is a safe place. They operate patrols of the Holdfast Bay area at night, work with Neighbourhood Watch groups and regularly liaise with SAPOL. Officers are available 24-hours a day, seven days a week, to respond to various matters.

This year's highlights include:

- › Providing 2,166 immunisations
- › Registering 4,890 dogs
- › Reuniting 88 animals with their owners
- › Conducting 436 investigations into littering and local nuisance issues
- › Undertaking 256 food business inspections
- › Patrolling traffic safety at schools twice a day during school days.

Beach Patrols

Additional patrols were conducted along the coast to educate and enforce local laws to protect native wildlife, improve responsible dog ownership, and maintain general compliance. The patrols at Seacliff have helped create an environment in which Australia's most endangered shorebird, the Hooded Plover, has bred successfully for the first time in decades—a major achievement for a threatened species in a highly urbanized setting.

COVID Compliance Checks

Following a reduction in COVID compliance activities by SAPOL toward the end of the financial year, Council incorporated COVID compliance checks into its routine food safety and public health inspections at the request of SA Health.



ENVIRONMENT

A COMMUNITY CONNECTED TO OUR NATURAL ENVIRONMENT

This year, Council undertook a range of actions to protect biodiversity; build an environmentally resilient City; use resources efficiently; and foster an environmentally connected community, including:

- › Maintenance and rehabilitation of natural reserves and coastal areas
- › Continuation of the Sturt River (Warriparri) nature corridor
- › Protection and improvement of habitats for native flora and fauna, including sand dunes
- › Planting more than 23,000 native plants in our dunes, natural reserves and in the biodiversity corridor
- › Providing support for volunteer groups taking care of our natural reserves and dunes
- › Providing workshops and subsidies for sustainable living
- › Holding Clean Up Australia Day, National Tree Day, and World Environment Day community activities
- › Managing waste collection services
- › Delivering programs that improved the diversion rate of household waste from landfill
- › Awarding six Greening Our Community grants
- › Continuing our participation in the Resilient South Regional Climate Partnership
- › Improving stormwater infrastructure and constructing new water sensitive urban design installations
- › Installing three sand groynes.

Environment Strategy

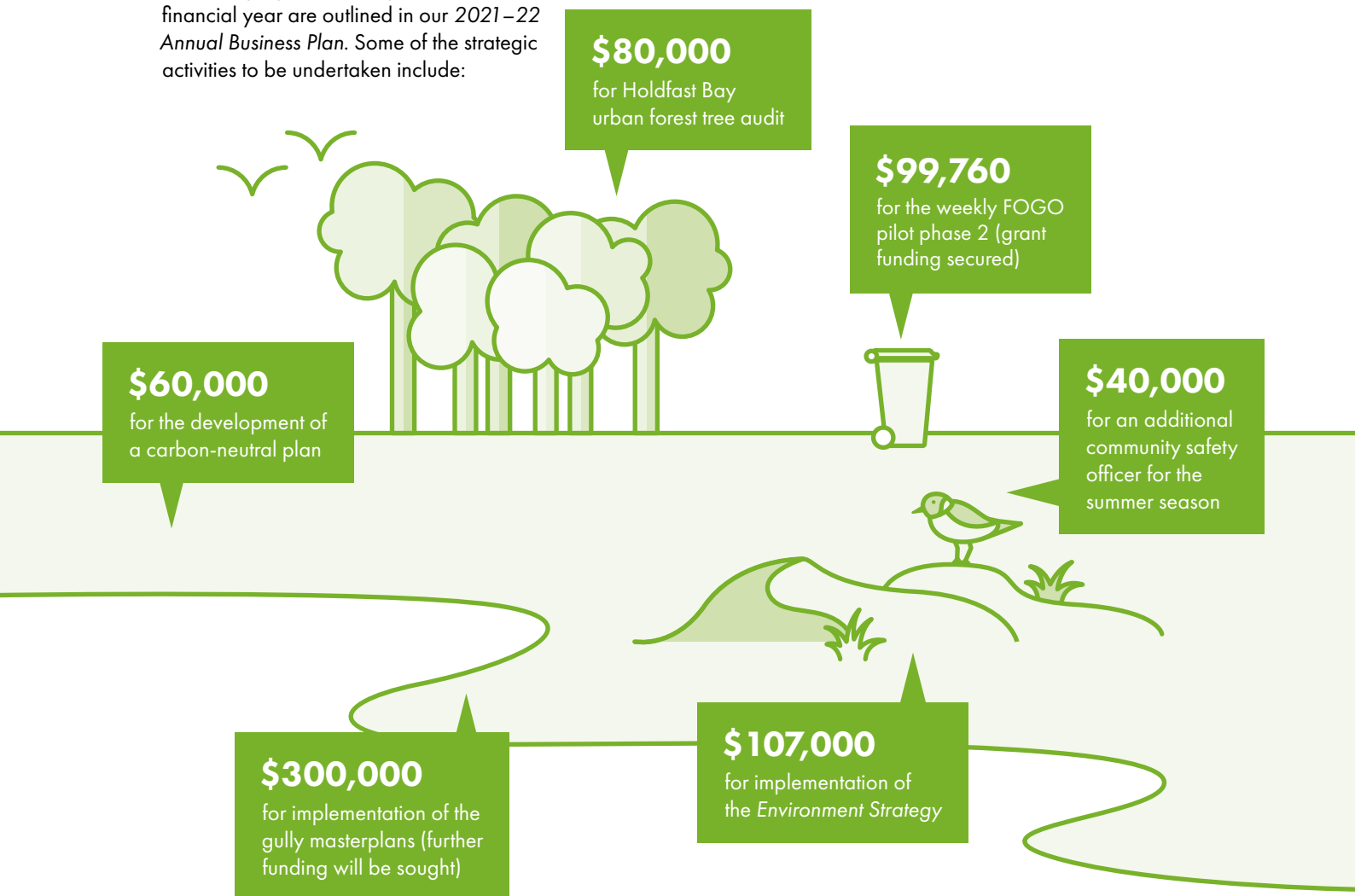
This year, Council approved a new *Environment Strategy (2020–25)* which incorporates five themes:

1. Climate change resilience and working towards a carbon-neutral community
2. Managing our coastal ecosystem
3. Managing and improving biodiversity
4. Waste and resource management
5. Working together as a community.



PROJECTIONS AND PLANS

Council's projections and plans for the next financial year are outlined in our 2021–22 *Annual Business Plan*. Some of the strategic activities to be undertaken include:



Natural Areas Rehabilitation and Maintenance

Holdfast Bay's environment team partners with community volunteers, community groups and Green Adelaide to maintain and improve our natural areas.

Three gullies and the Kingston Cliff Face represent most of our natural areas (other than the dunes). They are important refuges for native animals and plants, including some regionally rare species. This year, weed control and revegetation took place at all four locations:

- › Barton Gully – 1,300 plants
- › Pine Gully – 680 plants
- › Gilbertson Gully – 1,845 plants
- › Kingston Cliff Face – 330 plants.

The environment team also facilitated native plantings at the following locations:

- › Cedar Avenue Reserve – 500 native plants
- › Bob Lewis Reserve – 260 native plants
- › Good Neighbour Garden – 311 native plants.

WHAT IS A MICRO-BAT?

Micro-bats common to the Adelaide region include Gould's wattled bats, lesser long-eared bats, southern free-tail bats, little forest bats, southern forest bats, chocolate wattled bats and western broad-nosed bats. These tiny bats are less than 10cm long and weigh less than 20 grams. They eat insects, playing a critical role in supporting biodiversity in our natural areas. Cats are a primary predator of these micro-bats, so providing sanctuary for these nature warriors is essential.



Image:
Bat boxes in
Pine Gully

Gullies Masterplans

Holdfast Bay's three gullies—Pine, Barton, and Gilbertson Gullies are some of the most prominent and valuable natural areas in our City. The masterplans for these gullies are high-level plans that describe how Council will manage them now and for the future. This is a key element of our *Environment Strategy*.

Biodiversity Corridor

Council continued developing a nature corridor for plants and animals along the Sturt River (Warriparri) in Glenelg North. 2020–21 represented the third year of works (Stage 3) in Fordham Reserve, and included a community planting day, planting of 3,150 native plants in three new borders, and the installation of seven micro-bat and bird boxes.

Improving our Dune Biodiversity

For the second year, we partnered with Trees For Life, who won a second Green Adelaide Grassroots Grant to provide 9,000 native dune plants in the Brighton to Seacliff dunes. To assist the planting, a community event was held in partnership with the Seacliff Surf Life Saving Club and the Brighton and Seacliff Yacht Club, where 50 volunteers planted more than 1,000 dune plants.

Friends of Minda Dunes also secured a Green Adelaide Grassroots Grant and planted 5,015 native dune plants in the Minda Dunes.



Greening our Community Grants

In 2020–21, Council provided six local community organisations with a total of \$18,596 in grant funding to support environmentally themed projects involving biodiversity and water conservation, energy and waste reduction, renewable energy and educational programs. The recipients were:

- › Somerton Park Kindergarten – \$1,785 for a nature connection garden
- › Baden Pattinson Kindergarten – \$1,000 for growing vegetables and composting facilities
- › Brighton Primary School – \$2,821 for a water education garden
- › Glenelg North Community Garden – \$5,000 for renewal of raised garden beds
- › Seacliff SLSC – \$5,000 for additional solar panels
- › Somerton SLSC – \$2,990 for water-efficient showers.

Green Living

Green living is not only about reducing our environmental impact; it's also about having a positive effect. To support this, Council undertook a range of community engagement activities during the year, including:

- › Fifteen waste talks and tours (fewer than last year due to COVID-19 restrictions)
- › Clean Up Australia Day – 30 volunteers cleaned up Brighton Beach
- › World Environment Day – 70 volunteers planted 1,440 native plants in Fordham Reserve
- › National Tree Day – 50 volunteers planted 1,000 plants in the Seacliff dunes
- › A school planting day with two primary school classes
- › Five face-to-face green living workshops
- › Wildflower walk at Kingston Cliff Face
- › Ask an arborist session with Council's arborist
- › Australian Microplastic (AUSMAP) community day

We also provided subsidies totalling \$6,632 to 80 residents for a wide range of sustainable living products.

Holdfast Habitat Heroes

Nature volunteers contributed more than 570 hours to looking after our natural areas.

Volunteer time was also contributed by the Friends of Minda Dunes, the Friends of Pine Gully, the Friends of Sturt River Landcare and Trees For Life—all groups that are supported by and work in partnership with Council.

Hooded Plovers

Holdfast Bay's Hooded Plover family successfully raised one chick this year.

The family are a story of success against the odds. They are very popular on Council's Facebook page, with more hits than any other topic. The City of Holdfast Bay works with BirdLife Australia and Green Adelaide to protect the Hooded Plovers and their habitat.

Coastal Adaptation Planning Stage 1

The City of Holdfast Bay is the custodian of one of South Australia's favourite coastlines. However, climate change and sea-level rise is placing our coastline at risk. Adaptation planning is considered a priority to secure the future of our coastal areas. Stage 1 included a review of best practice coastal adaptation planning; data collation and development of data and document registers; a preliminary assessment of erosion and inundation hazards; a gap analysis of key data and knowledge; development of an engagement strategy for future use; and a project plan with a clear roadmap for the next stage of the process.



Weekly Food Organics Garden Organics (FOGO) Pilot

Commencing in September 2020, 3,200 households in Kingston Park, Seacliff, North Brighton and Somerton Park were invited to join SA's first weekly FOGO (green) bin and fortnightly landfill (red) bin collection trial. This change in bin collection frequency is designed to encourage the disposal of food organics into the FOGO (green) bin for commercial composting.

Jointly funded by Council and through a Green Industries SA Council Modernisation Grant, the trial showed positive results and has since been extended to April 2022. Key outcomes so far include:

- › 844 participating households
- › At mid trial, 84 percent of kerbside waste was being diverted from landfill
- › Food recycling efficiency (percentage of food waste placed in the FOGO bin) increased to 81 per cent—a significant improvement on the pre-trial rate of 30 per cent
- › 98.5 per cent of participants surveyed (in November 2020) said they would like to stay with the collection model after the pilot ends
- › 96 per cent of those surveyed said that they were very satisfied with the fortnightly landfill service.

Water Sensitive Urban Design Improvements

Water sensitive urban design is a landscape design approach that integrates stormwater management into urban design to reduce the risk of flooding, improve amenity, replenish groundwater, and improve the quality of stormwater entering the marine environment. During the 2020–21 financial year, Council implemented water sensitive urban design improvements including tree net inlet pits, permeable pavers and rain gardens and a retention basin. Permeable paving was installed at Brighton Oval and Brighton Cemetery.

Stormwater Management

To improve the capacity and efficiency of the City's stormwater system and reduce the risk of stormwater flooding, Council is implementing its Stormwater Management Plan in stages, according to priority.

In 2020–21 we invested \$690,000 in major projects, including:

- › Seaview Ave, Kingston Park – stormwater capacity and flood protection works
- › Augusta Street, Glenelg East – side entry pit upgrade and nuisance ponding reduction works
- › Barton Avenue, Kingston Park – laneway surface scour, and flood protection works
- › Marine St, Somerton Park – coastal headwall upgrade
- › A gross pollutant trap in Wattle Avenue.

Council continues to work closely with local builders and developers to reduce the impact of development on the City's stormwater system.



ECONOMY

A DIVERSE AND RESILIENT LOCAL ECONOMY

Council assists the Holdfast Bay economy by supporting and growing local businesses; making it easier to do business; harnessing emerging technology; and boosting the visitor economy.

The *Economic Activation Plan (2018–2023)* focuses on five key strategic areas:

1. Business capacity building
2. Investment growth and attraction
3. Innovation and digital evolution
4. Regional collaboration
5. Adelaide's premier seaside destination.

Support during the COVID-19 Pandemic

At the onset of the pandemic, the Holdfast Bay Economic Task Force and Western Alliance Task Group were formed to coordinate rapid responses to assist the region's businesses.

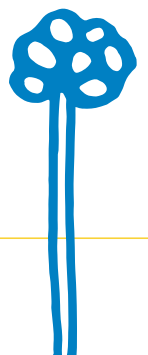
Council established a COVID-19 fund of \$250,000 to support economic recovery, including the development of a promotional campaign to bring residents and visitors back to the Bay.

Over 800 businesses took part in the campaign, which reached 1.15 million people through social and traditional media. At the height of the campaign, spending in the City increased by 14 per cent, up from \$92.4 million in December 2019 to \$106 million in December 2020.

Council also provided fully-subsidised programs to assist businesses to transition online and adapt their operations to suit the changing business climate. Programs and webinars covered digital marketing, social media, mental health and wellbeing and general business topics.

Achievements for 2020–21 include:

- › A 10 per cent increase in the number of businesses mentored through the Southern Adelaide Business Mentoring Program
- › Providing a crisis-support line and a webinar series on digital adaptation and resilience for businesses as part of the Western Alliance of Councils
- › Providing new and existing businesses with matched funding of up to \$5,000 through the Small Businesses Grants program for projects leading to employment growth, sustainable outcomes, export opportunities and collaboration to increase the capacity of a precinct
- › Stimulating investment through the Shopfront Grants program, resulting in over \$250,000 of commercial upgrades across the City and improving the vibrancy of our main streets
- › Activating Jetty Road, Brighton during winter by staging the inaugural Solstice Festival, which featured live local entertainment and street food by local hospitality venues.



PROJECTIONS AND PLANS

\$160,000

Implementation
of the Jetty Road
Brighton Lighting
Masterplan

Council's projections and plans for the next financial year are outlined in our *2021–22 Annual Business Plan*. Some of the strategic activities to be undertaken include:

\$500,000

Kingston Park kiosk

\$1.2 million

Brighton Beachfront
Holiday Park
redevelopment – Stage 2

Tourism and Marketing

Council continued to develop an environment that supports the future viability of local businesses and creates opportunities to enhance the City's tourism offering.

Our visitor and business services include:

- › Planning, implementing and supporting a wide range of community events to increase visitation and length of stay
- › Consulting and communicating with the community through the community engagement program
- › Preserving and stabilising the Holdfast Bay history collection while making it more accessible to the community
- › Providing targeted tourism and marketing services aligned with community desires and needs
- › Developing city-wide commercial and economic opportunities
- › Providing a voice for business and property owners in the Glenelg precinct through the Jetty Road Mainstreet Committee.

The visitor economy has grown significantly in Holdfast Bay over the last five years, but COVID-19 has had a devastating impact on the tourism sector. In 2019, before the pandemic, 1.4 million people made day trips to Holdfast Bay, and another 140,000 people stayed overnight. With few international or interstate visitors and a significantly smaller event program in 2020–21, visitation decreased by 44 per cent (down to 827,000 people), and expenditure reduced by 50 per cent (down to \$128 million).

A three-year strategic plan to guide the recovery and ongoing development of the Holdfast Bay tourism industry has been endorsed by Council. The *Tourism Recovery Plan* aims to restimulate tourism in our region and help businesses and tourism operators recover from the impact of the COVID-19 pandemic. The plan targets local return visitors, day-trip audiences, people visiting friends and relatives in South Australia, and domestic overnight visitors.



Events

Community events are a vital feature of the City's tourism offering. Despite pandemic restrictions, the City of Holdfast Bay still hosted more than 250 COVID-safe events, which attracted more than 480,000 attendees. Council continued to support many of these events through specialist advice, event planning, sponsorship, and in-kind support. Some of these events included the well-established Channel 7 Brighton Jetty Classic Swim, Patritti Brighton Jetty Sculptures, Bay Sheffield Carnival, Skyline Observation Wheel and Moseley Beach Club, and the Bay's first Alpine Winter Festival. Two major beach concerts, featuring Ice House and Missy Higgins, had a combined economic impact of \$1.7 million.

South Australia's first COVID Management Plans

The team assisted Glenelg Football Club to bring supporters back to the game with one of the State's first approved COVID Management Plans.

Brighton Sporting Complex Open Day

Similarly, a COVID Safe Management Plan was approved for the Brighton Sporting Complex Open Day celebrations. The Brighton Oval Open Day was a collaboration between Brighton Sports and Social Club, Brighton Lacrosse Club, Brighton Rugby Club and the Brighton Croquet Club. The redeveloped complex was officially opened with a VIP ceremony at the Gladys Mathwin Memorial Playspace followed by a community family fun day.

184th South Australian Proclamation Day

The official 184th South Australian Proclamation Day ceremony saw His Excellency Hieu Van Le, Governor of South Australia, read the Proclamation of South Australia, along with speeches from Mayor Amanda Wilson, Karna representative Tamaru, and Matt Cowdrey OAM MP, representing the Premier of South Australia. An estimated 300 people attended the official ceremonies, followed by a community barbecue.

Australia Day

The Australia Day citizenship and awards ceremony saw 80 people from 17 different countries become Australian citizens. The event involved special guest, Australia Day Ambassador, Katrina Webb, and was followed by the free all-ages, family-friendly Australia Day at the Bay celebration.

Anzac Day

Council worked closely with SA Health to ensure that Anzac Day commemorations could proceed in a COVID-safe manner. The service was moved from its traditional location at the Arch of Remembrance at Brighton Jetty to Brighton Oval—a safe venue for up to 10,000 people to gather to commemorate those who served our nation in wars, conflicts, and peacekeeping operations.

Moseley Beach Club

The Moseley Beach Club returned to Glenelg for the 2020–21 summer. Offering sun lounges and beds with table service, it also featured a casual dining area and bar with live acoustic music. The Moseley Beach Club employed 40 new service staff and local musicians. The activation welcomed over 60,000 visitors and increased patronage to the Jetty Rd retail precinct. Organisers engaged local businesses and the kitchen and bar sourced local produce. The activation was well supported by the local community and visitors alike.

Brighton Beachfront Holiday Park

With its beachfront location and views over the Gulf St Vincent, the Brighton Beachfront Holiday Park in Kingston Park is an important tourism asset for the City of Holdfast Bay.

Through a challenging year for the tourism industry, the Brighton Beachfront Holiday Park continued to generate income for Council, bringing in over \$1.3 million revenue in 2020–21, helping to reduce the financial burden on ratepayers.

The replacement of ageing cabins and construction of a new administration building has started and will continue into the 2021–2022 financial year. Council also commenced the scoping of works and design for a second stage of redevelopment.

Partridge House

Built-in 1899, Partridge House was purchased by the former Glenelg Council in 1971 after it was threatened with demolition. With lush gardens, elegant interiors, and a welcoming ambience, Partridge House is used as a function and community centre and remains a valued community facility.

While COVID-19 impacted operations, Partridge House still hosted 221 one-off events and 327 sessions for community groups in 2020–21.

Communications

We are committed to clear and open communication with our community. We provide many ways for people to get in contact, including telephone, mail, email, social media and via our website. People can directly engage with Council staff at the Brighton Civic Centre and in our libraries. Information is provided on our website (holdfast.sa.gov.au) and through a range of Council publications.

A new, fortnightly e-newsletter, Holdfast News, was launched in July 2020. Sent to 1,920 subscribers, it features the latest Council news, project updates and upcoming events. Council's quarterly, printed magazine, *Our Place*, is distributed to all ratepayers with a digital copy shared via social media.

Social media is increasingly important as a channel for communication and engagement with our local community. In 2020–21:

- › Jetty Road Facebook followers increased from 29,218 to 29,671
- › Jetty Road Instagram followers increased from 15,337 to 18,800
- › City of Holdfast Bay Facebook page fans increased from 8,458 to 10,924
- › City of Holdfast Bay Instagram followers increased from 2,000 to 2,650
- › City of Holdfast Bay LinkedIn followers increased from 1,500 to 2,275.



PLACEMAKING

AN ACCESSIBLE, VIBRANT AND SAFE COASTAL CITY THAT CELEBRATES OUR PAST TO BUILD FOR OUR FUTURE

A well-planned, accessible, and safe city provides various movement, transport, employment, recreation, and housing choices. A balance between the natural and built environment and well-connected public spaces help to support community wellbeing.

In 2020–21, Council delivered a broad range of projects and services to enhance the design and function of our City—creating a place that is well planned, providing choice and improving the quality of life in our community.

Kingston Park Kiosk

Council recently began the process of seeking a café services provider to operate and manage the new Kingston Park Kiosk. Feasibility studies and high-level conceptual designs were undertaken to determine the most appropriate location for the kiosk, given the high-profile nature of the project.

The kiosk will include an indoor seating area, outdoor seating area, kitchen and storage area. The kiosk will be adaptable to different weather conditions to maximise patronage throughout the year.

Kingston Park Reserve

Concept master planning has commenced for Kingston Park Reserve (Tulukutangga). Because of the site's cultural significance, rehabilitation of the Tjilbruke Spring has been the main focus of the masterplan, with Kurna stakeholders engaged in guiding the design team. The masterplan is also expected to include a nature play space, open lawns, performance space and a modified path network. Once complete, the plan will be presented to the broader Kurna community for review and approval. Construction is expected to be staged over the next three years.

Jetty Road Glenelg Chapel Street Plaza and Hindmarsh Lane Redevelopment

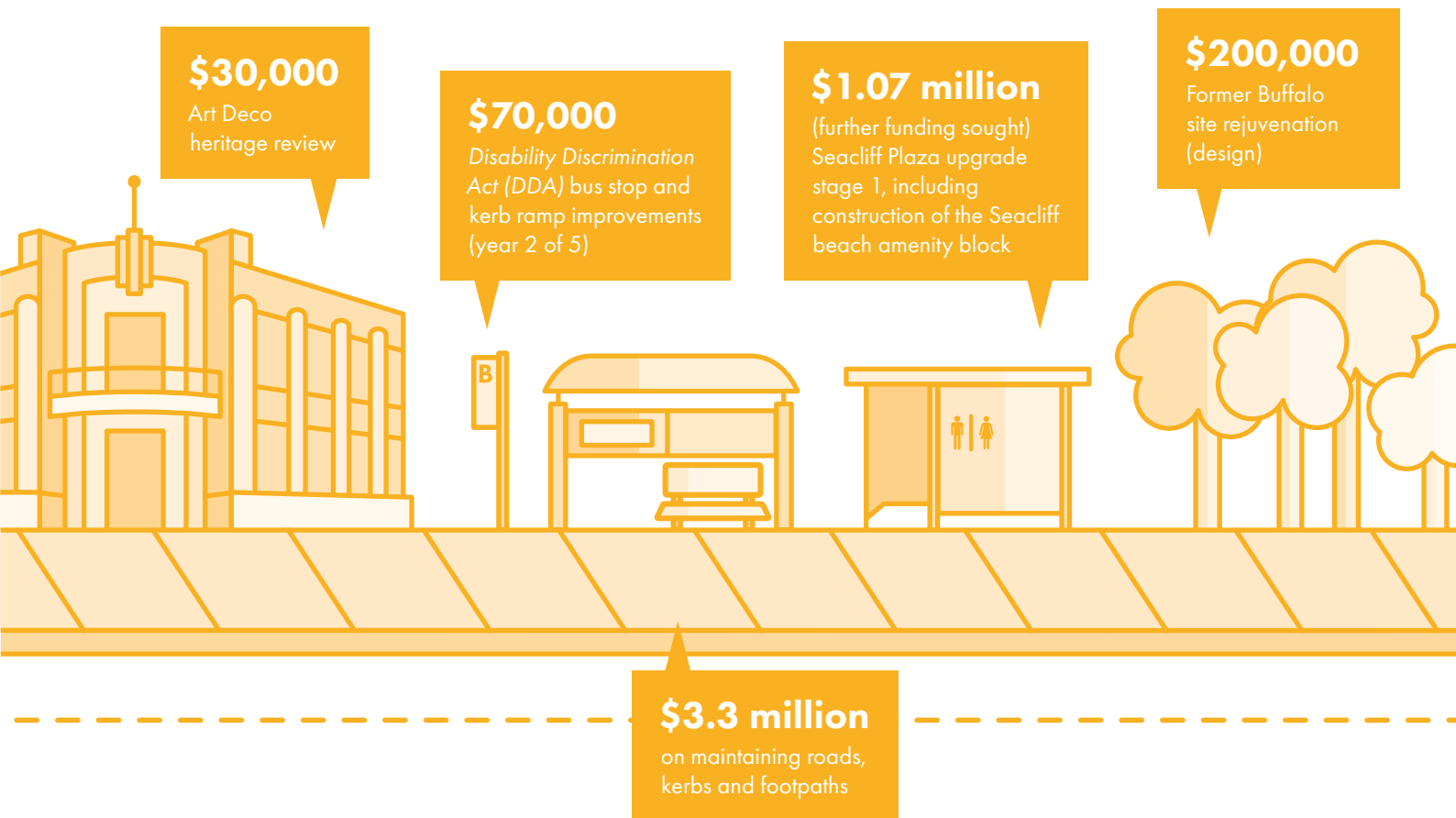
Stage 1 of the \$3.6 million Jetty Road Chapel Plaza and Hindmarsh Lane redevelopment commenced construction in April 2021, with completion scheduled for October 2021.

The project will transform existing spaces with new paved, pedestrian-orientated plazas, new seating, sculptural artwork, trees, and greened areas in both streets. The Hindmarsh Lane redevelopment will also include upgraded toilets and facilities to support the needs of people with profound disabilities.



PROJECTIONS AND PLANS

Council's projections and plans for the next financial year are outlined in our 2021–22 *Annual Business Plan*. Some of the strategic activities to be undertaken include:



Prior to construction, the project team worked with state funding agencies, private landowners and businesses to refine the design and develop construction staging plans to minimise the impact on local trade.

Seacliff Plaza

The Seacliff Plaza upgrade responds to a range of community needs, including improved beach access—particularly for people with a disability, improved toilet facilities and general amenities, and seamless pedestrian activity.

Feasibility studies also suggested increased economic viability and functionality could be achieved by providing active space for events and activities.

In 2021–22, detailed design will commence as well as construction of Stage 1 which comprises the general amenities area.

Maintaining our Built Heritage

Glenelg Town Hall Conservation

Originally known as the Glenelg Institute Building, Glenelg Town Hall was designed by Edmund Wright, architect, and former Mayor of Adelaide. The foundation stone was laid on 11 December 1875 by Sir Henry Ayers, and the Institute formally opened in 1877 with lecture rooms, a concert hall, and a library. The City of Glenelg acquired the hall in 1887. Today it hosts the Bay Discovery Centre, Glenelg Visitor Centre, and the Council Chambers. Restoration of this important historic building commenced in 2019.

To date, the following work has been completed:

- › Reconstruction of the southern portico
- › Replacement and upgrade of the southern roofing structure

- › Replacement of the lead cupola roof on the clock tower
- › Removal of the existing acrylic paint system from all rendered surfaces
- › Conservation and reconstruction of damaged rendered material
- › Removal of corroded steel embedded in the structure
- › Recasting and installation of new clock faces
- › Removal of existing cement pointing and repointing of bluestone surfaces
- › Replacement of end-of-life roofing materials
- › Upgrades to stormwater discharge systems
- › Replacement and repairs to external timber fabric on balcony and building façades.

Development Services

Council's development assessment, development advice and building compliance services work to recognise opportunities while protecting the character and amenity of our suburbs. This year, we processed 1,063 development applications and approved 205 new dwellings with a construction value of \$131 million. In addition, the Council has transitioned to the new *Planning and Design Code*, which introduced major changes to the way that development applications are processed and assessed, requiring structural changes to the way the Council operates and engages with its customers.

Shopfront and Heritage Grants

During 2020–21, Council continued with a grant scheme to support the conservation of our City's heritage premises and the character of our retail precincts. Aimed at encouraging people who own heritage listed and retail precinct properties to invest in maintaining, restoring, and preserving them, the grants replaced a previous rates rebate for heritage listed properties.

Heritage Register

In 2020–21, Council prepared and submitted a *Local Heritage Development Plan Amendment (DPA)* to the Minister for Planning to add a further 27 properties to the Heritage Register. This initiative compensated for the loss of heritage protection under the newly introduced *Planning and Design Code*, ensuring that the City's built heritage continues to be protected through formal recognition.

City Assets

Council staff manage, maintain, and develop community assets and infrastructure in an environmentally and financially sustainable way. This includes buildings, roads, coastal assets, stormwater assets, open space and general plant and equipment.

Ongoing services include:

- › Providing traffic management support, investigations, and installation of traffic calming devices
- › Maintaining buildings and facilities
- › Maintaining the Patawalonga River boat lock
- › Inspecting and resolving damage caused by developers and utility companies.

During 2020–21, City Asset staff:

- › Resealed 16,365 square metres of road
- › Rejuvenated 9,726 square metres of road
- › Patched 1,494 square metres of road
- › Replaced 2,001 linear metres of kerb
- › Replaced 3,668 square metres of footpath and undertook significant footpath maintenance as part of an accelerated maintenance program
- › Improved pedestrian access through new kerb ramps
- › Supplied and installed five bus shelters
- › Replaced several welcoming and other signs
- › Upgraded two roundabouts and two sets of traffic signals.

Field Services

Council prides itself on maintaining a high-quality built and natural environment and continually strives to balance the needs of residents, business, and visitors; heritage and innovation; development and environment; and visual appeal and practical application.

A vigorous maintenance program is part of our commitment to enhancing the City's image and safety. As well as a scheduled maintenance and cleansing program, Council operates a rapid response team to ensure our City remains clean, safe and graffiti-free.

During 2020–21, our field services team:

- › Attended 3,476 customer service requests (in addition to scheduled maintenance and cleaning services)

- › Continued to refine routine maintenance, open space, and cleansing schedules to better meet community expectations
- › Maintained services and facilities along our coastline to improve amenity for residents and visitors
- › Implemented a defect inspection program for our assets
- › Planted 950 trees in Holdfast Bay's streets and open space reserves
- › Upgraded irrigation at Wigley Reserve and installed a new system at the Brighton Civic Centre
- › Rejuvenated over 30 garden beds along our streetscapes and in reserves
- › Repaired 609 square metres of concrete footpath and 3,059 square metres of paved footpath as part of the accelerated footpath program
- › Upgraded aging open space facilities, including bins, benches, showers and drinking fountains
- › Installed a Little Library at Brighton Oval to support community wellbeing
- › Upgraded North Brighton and St Jude's cemeteries to increase aesthetic appeal and improve functionality
- › Installed screening in the grounds of Partridge House to create dedicated event spaces for private events.

Buildings and Facilities

The buildings and facilities team maintains and operates a range of Council property assets.

As part of its building portfolio, Council operates 24 public toilet facilities that are open 17 hours a day, all year round. These facilities are usually serviced daily; however, an enhanced cleaning schedule was implemented during the COVID-19 pandemic.

The building and facilities team also delivered 37 projects in 2020–21, including renewal and new work on Council buildings, open spaces and coastal assets.

Projects included:

- › Replacement of the air-conditioning at Partridge House
- › Upgrading the Glenelg District Cricket Club change rooms
- › Constructing three new sand groynes along Brighton beach
- › Refurbishing the Holdfast Bay Community Centre kindergarten building to improve accessibility
- › Refurbishing the Kingston Park and Sutherland Reserve public toilets
- › \$120,000 of building remedial defect works
- › Public lighting upgrades in Moseley Square and Colley Reserve
- › Reconstructing the tennis courts at Mawson Oval Reserve.





CULTURE

AN EFFECTIVE, CUSTOMER-CENTRED ORGANISATION

At all times, the City of Holdfast Bay aims to provide customer-centred services; be financially accountable; enable high performance; and support excellent, efficient operations.

Business Services

Council staff deliver services in an accountable, transparent way that meets legislative requirements and provides the best value for money. The business areas providing corporate services to support Council's administration include:

- › Business planning and improvement
- › Commercial and strategic services
- › Corporate communications and media management
- › Elected member and CEO support
- › Finance
- › Governance and policy
- › Information and technology services
- › People and culture
- › Procurement
- › Property management and leases
- › Rates
- › Records management
- › Risk management
- › Work health and safety.



PROJECTIONS AND PLANS

Council's projections and plans for the next financial year are outlined in our 2021–22 *Annual Business Plan*. Some of the strategic activities to be undertaken include:



Strategy and Governance

In 2020–21, Council undertook a range of strategy and governance activities to support the efficient and effective delivery of its roles and functions.

Highlights for the year include:

- › Establishing and administering a COVID-19 Support Fund, and collaborating with an Economic Recovery Taskforce to undertake activities that attracted visitors to the City and increased economic activity
- › Reviewing the existing *Strategic Plan* and developing a new draft *Strategic Plan* for public consultation that expands on Council's commitments to sustainability, community wellbeing and prosperity, with an ambitious vision to 2050 and beyond
- › Continuing development of the *Integrated Transport Strategy*, which will provide a strategic framework and high-level implementation plan for safe and efficient movement throughout the City, including a strong focus on healthy transport choices
- › Commencing a Representation Review of Council to ensure the interests of the community continue to be represented
- › Reviewing Council's procurement policy to encourage locally based procurement that supports improved social and environmental outcomes

- › Commencing concept designs for potential future redevelopment of the Civic Centre as a community hub
- › Commencing a trial of a car-sharing service in Glenelg in collaboration with the RAA and Flexicar to support the development of a greater range of transport options for residents and visitors.

In order to ensure good governance, our governance team provides the following services to our organisation:

- › Elected member support
- › Council meetings administration – deputations, petitions, minute taking and review
- › Council Meeting action notifications and review
- › Elected Member training, administration, Code of Conduct, etc
- › Internal compliance functions
- › Freedom of Information processing
- › Delegations and sub delegation management
- › Instruments of Appointment (Regulatory Services, Planning, etc)
- › Policies and procedure review, coordination and publication
- › Governance policy, procedure, review and publication

- › Employee Code of Conduct (Gifts and Benefits)
- › *Public Interest Disclosure Act* (replaced *Whistleblowers Act*)
- › Complaints associated with section 270 of the *Local Government Act 1999* and escalated complaints, Ombudsman enquiries etc)
- › Primary and Ordinary Returns (annually for prescribed officers)
- › Independent Commissioner for Against Corruption (ICAC) mandatory staff induction
- › Review, maintain and publish Council registers
- › Maintain legislative website content
- › Risk Management Framework, Policy, Procedures and Registers
- › Risk register review, maintenance, reporting and publication
- › Internal audit tracking
- › Confidential Register maintenance, review, reporting, release and publication
- › Manage Procurement Policy and related procedures
- › Maintain Preferred Contractor List and compliance documents
- › Insurance
- › Liaison for Public liability claims (from the public)
- › Liaison for assets claims
- › Liaison for motor vehicle claims – third party or council vehicles.

Financial Services

The financial services team provides strategic, long-term financial planning; annual budget compilation and monitoring; rates administration; year-end financial accounting and audit; financial systems and internal control; payroll; and accounts payable/receivable services.

Highlights for 2020–21 include:

- › Responding to the financial impact, implications and restrictions resulting from the COVID-19 pandemic
- › Further refinement of Council's *Long Term Financial Plan* model in preparation for the draft 2021–22 budget, including presentation of funding scenarios to a series of budget workshops
- › Assessing the rating impact of the revaluation initiative by the Office of the Valuer General, including the introduction of additional one-off rating rebates for affected commercial and industrial properties
- › Policy updates for rating, treasury management and corporate credit cards
- › Development of new policies and procedures for entertainment and hospitality, and asset accounting.

Other achievements for the year included:

- › Budget revisions (2020–21) and budget adoption (2021–22)
- › Rate modelling, notice generation and distribution
- › Preparation of annual financial statements, audit finalisation and adoption (2019–20)
- › Updates to the *Long Term Financial Plan*
- › Contribution to organisational management software testing and implementation.

Innovation and Technology

Council's business transformation program continued to deliver benefits throughout the year. Improvements in core business systems and technologies enabled service delivery and customer interaction to occur anywhere and anytime, which proved particularly valuable during the COVID-19 pandemic. Further enhancements will make Council systems and information more secure and accessible for ratepayers and visitors.

Council is continuing to work with the South Australian Government and other councils on Smart Cities which involves a range of initiatives that will, over time, provide improved information, safety, and security.



Customer Experience

Council operates a face-to-face customer enquiry service between 8.30 am and 5.00 pm Monday to Friday (excluding public holidays) and a 24-hour, seven-day phone service.

In the 2020–21 year:

- › There was a 6.25 per cent reduction in average call wait time
- › Staff answered 44,758 phone calls with an average of 2 minutes 25 seconds talk time
- › The grade of service for phone calls was 91.5 per cent
- › 97 per cent of WebChat enquiries were rated as positive.

Customer Experience Strategy

Council provides a wide range of services to many different types of customers, including residents, businesses, community and sporting groups, visitors and tourists.

To provide the foundation for a world-class, customer-centred service experience, we are developing a *Customer Experience Strategy*. Initial pillars of the draft strategy include:

- › Focusing on creating experiences from the perspective of the community
- › Seeking ways to improve our service to customers
- › Ensuring the Council is easy to do business with
- › Two-way engagement through listening and informing
- › Creating experiences that the customers want to tell others about.

People and Culture

The people and culture team provide an advisory, support and education service to assist Council's leaders in leading and managing their staff safely and effectively.

Highlights for 2020–21 include:

- › One hundred per cent completion rate for our *Work Health and Safety (WHS) Risk Evaluation Action Plan*
- › Successful completion of the Local Government Risk Management Scheme WHS Procedure Validation Audit
- › Development and introduction of safety mascots to enhance WHS engagement and awareness
- › Development and implementation of an internal training calendar covering WHS and general topics for staff
- › Being selected as a finalist in the People and Culture category of the Local Government Excellence Awards for our Field Services Grow Our Own Program
- › Successful negotiation of the Field Services Enterprise Agreement
- › Completion of the Arising Stars Program, despite COVID-19 interruption
- › Development of People and Culture Service Standards.



STRATEGIC MANAGEMENT


HOW WE MEASURE OUR PERFORMANCE

Council assesses its financial performance against measures established in its *Long-Term Financial Plan*. As required under the *Local Government Act 1999*, we prepare a range of reports each financial year, including monthly financial statements, budget updates, four comprehensive annual budget reviews and audited financial statements.

Our Place: 2030 Strategic Plan (Our Place) was adopted in April 2017 after an extensive community engagement campaign, 'Say September'. Our Place establishes the vision for our City, defining five key outcome areas, and providing objectives and strategic measures to track performance.

Strategic measures are used to track our progress towards achieving community objectives and improve our internal services. Information for these reports comes from a range of sources, including a comprehensive community Quality of Life Survey (2020–21) and Business Confidence Survey (2018).

People who participated in the surveys were asked to rate various Council services or performance out of 10 (0–5 being 'very poor to poor'; 5–7 'average to good'; 7+'good to very good').



Strategic Measures



COMMUNITY

INDICATOR	TARGET (TIMEFRAME)	BASELINE (IF APPLICABLE)	ACTUAL
Increase resident wellbeing Using PERMA model (Positive emotion, Engagement, Relationships, Meaning, Accomplishment/Achievement)	5 per cent increase (life of plan)	2018–19 represents baseline	Measure no longer available. Program ceased by SAHMRI
Deliver wellbeing and resilience workshops Number of workshops undertaken annually	≥2 workshops (p/a)	N/A	Workshops for 2020–21 cancelled due to COVID-Safe restrictions. Not achieved for 2020–21
Achieve a high level of community satisfaction with playgrounds and open space Quality of Life Survey Results	≥7 (each measure)	N/A	The average rating survey participants provided for this indicator in the 2020–21 Quality of Life survey was 8.3 out of 10. Achieved for 2020–21
Complete new sporting and community hubs Completion of sporting and community hub Projects Kauri Parade Sporting Complex has been completed	2 (life of plan)	N/A	The Brighton Oval Masterplan redevelopment was completed in 2020–21. Stage 1 of the Glenelg Oval Masterplan has been completed. Stage 2 is under construction. Achieved
Attract new community initiatives through our Community Donations Program Number of new community initiatives	3 (p/a)	N/A	This year Council provided a total of \$49,511 in donations to 31 community groups and organisations for new community and wellbeing initiatives. Achieved for 2020–21
Achieve a high level of community satisfaction with the range and quality of services and programs Quality of Life Survey Results	≥7 (each measure)	N/A	The average rating survey participants provided for this indicator in the 2020–21 Quality of Life survey was 7.8 out of 10. Achieved for 2020–21

Strategic Measures (continued)

INDICATOR	TARGET (TIMEFRAME)	BASELINE (IF APPLICABLE)	ACTUAL
Increase community engagement with culture and heritage and Aboriginal cultural programs through participation in events and activities Number of participants	200 (p/a)	N/A	Approximately 5,000 people participated in a range of Aboriginal heritage and culture events, programs and workshops, Cultural awareness training and inductions and Kurna culture and language workshops and initiatives. Achieved for 2020–21
Increase the number of people accessing our community centres and libraries Number of people accessing facilities	5 per cent increase (p/a)	195,512	The community centres collect data regarding participation in classes, which equate to almost 90,000 visits per year. The libraries received 182,971 visits. Total of 272,971 visits. Achieved for 2020–21
Achieve a high level of community satisfaction with community facilities including libraries, services and programs Quality of Life Survey Results	≥7 (each measure)	N/A	The average rating survey participants provided for these indicators in the 2020–21 Quality of Life survey was 8.7 out of 10 for libraries and 8.0 for community centres. Achieved for 2020–21
Increase the number of volunteering opportunities Number of volunteering opportunities	5 per cent increase (p/a)	537	319 active volunteers fulfilling 412 active roles (many volunteers doing more than one role). This represents a 26 per cent reduction due to COVID-Safe restrictions. Not achieved for 2020–21
Increase our “YourHoldfast” (online engagement site) subscription Number of people subscribed	10 per cent sample of population (life of plan)	1,788 (4.9 per cent sample of population)	The number of YourHoldfast.com subscribers has increased to 7,414. This represents 21 per cent of the population. Achieved for 2020–21
Increase awareness of volunteering opportunities within our city	Develop successful partnerships with a range of groups/industries (life of plan)		We are working with 20 other organisations in Holdfast Bay who offer volunteering opportunities. We also work closely with Volunteer SA & NT. Progressing – trend on track

Strategic Measures (continued)



ENVIRONMENT

INDICATOR	TARGET (TIMEFRAME)	BASELINE (IF APPLICABLE)	ACTUAL
Increase native flora (species and population) in natural areas Types of species (flora) and density score using 'Bush Rat' assessment tool	10 per cent increase (life of plan)	12.8	We established a baseline for this measure of 12.8 (overall biodiversity Score). This score can be broken down into the following areas: Coastal Biodiversity – Average 15.63 Nature Reserve Biodiversity – Good 23.39 Parks and Ovals Biodiversity – Poor 9.77 Measured at 5 yearly intervals
Increase native fauna habitats in natural areas Type of species (flora) and density score using 'Bush Rat' assessment tool	10 per cent increase (life of plan)	12.8	An indicator of native fauna habitats is the measurement of native flora. The baseline of the native flora measure can also be used for this measure – baseline of 12.8. Measured at 5 yearly intervals
Increase tree canopy within our city Per cent of tree canopy cover increase	10 per cent increase (life of plan)	15.28 per cent	A new, more accurate method was used to attain a tree canopy measure of 15.28% in 2018–19. New baseline is 15.28%. Measured at 3 yearly intervals
Maintain our dune systems and increase recreational beach widths Recreational beach width (based on land survey and aerial photography)	10 per cent increase (life of plan)	Not yet available	Works are being undertaken to increase recreational beach width, including conservation works, sand bag groynes and sand replenishment program. A baseline has yet to be established for this measure
Reduce heat island areas within our city Surface temperature (thermal imaging or equivalent) across the city	10 per cent increase (life of plan)	Not yet available	Heat mapping was undertaken in 2018–19 for the first time to identify heat islands. Measured at 6 yearly intervals.

Strategic Measures (continued)

INDICATOR	TARGET (TIMEFRAME)	BASELINE (IF APPLICABLE)	ACTUAL
Reduce flash flooding within our city during rain events less than 20mm Registered events of flash floods	0 flash floods in less than 20mm rain (life of plan)	Nil flooding	Nil flooding. Achieved for 2020–21
Decrease Council's greenhouse emissions Carbon footprint assessment (only fuel and electricity usage at this time)	12 per cent reduction (life of plan)	Fuel – 352 tonnes CO ₂ e Electricity – 1,902 tonnes CO ₂ e	Fuel – 381 tonnes CO ₂ e. Electricity – 1,130 tonnes CO ₂ e. Reduction of 33% overall. Achieved for 2020–21
Increase waste diverted from landfill Tonnage diverted from landfill	10 per cent increase (life of plan)	8,274.6 tonnes	7,886 tonnes were diverted from landfill in 2020–21, with packaging impacts from COVID-Safe measures as well as many workers continuing to work from home. The domestic diversion rate was 56 per cent. This exceeds the State average.
Reduce stormwater discharge Stormwater discharge to sea (M/L)	30 per cent reduction (life of plan)	2,108 ML (p/a)	A number of tree inlets have been installed together with permeable paving to reduce stormwater discharge to the marine environment.
Increase number of environmental volunteering opportunities Number of volunteers	50 per cent increase (life of plan)	0	46 events were held resulting in 570 volunteer hours. Target achieved

Strategic Measures (continued)



ECONOMY

INDICATOR	TARGET (TIMEFRAME)	BASELINE (IF APPLICABLE)	ACTUAL
Increase business satisfaction in Council's support for business Business Confidence Survey Results	≥7 (each measure)	N/A	The business survey is conducted every two years with the next to occur in 2021–22.
Increase business satisfaction in doing business with Council Business Confidence Survey Results	≥7 (each measure)	N/A	The business survey is conducted every two years with the next to occur in 2021–22.
Develop and commence implementation of a Digital Economy Strategy Endorsement of Strategy	Endorsement (by 1 July 2017)	N/A	A Digital Economy Strategy has been incorporated into the Economic Activation Plan 2018–2023, and was endorsed in July 2018. Strategy 3 of the Economic Activation Plan 2018–23 sets eight strategic actions in relation to the digital economy. Completed
Increase percentage of properties able to connect to high-speed internet	100 per cent increase (life of plan)	0	The volume build of NBN in Holdfast Bay is now completed. Additionally Jetty Road Glenelg and Somerton Park Industrial Precinct became an NBN Business Fibre Zone providing businesses with opportunity to link with nbn's premium direct fibre product – Enterprise Ethernet with speeds of up to 1 Gigabite per second. Completed
Increase the number of visitors to Holdfast Bay Number of visitors	15 per cent increase (by 2022)	1,295,000 visitors	827,000 people visited and/or stayed in Holdfast Bay. This is a significant decrease due to COVID restrictions. Not achieved for 2020–21

Strategic Measures (continued)



PLACEMAKING

INDICATOR	TARGET (TIMEFRAME)	BASELINE (IF APPLICABLE)	ACTUAL
Achieve a high level of community satisfaction with the quality and feel of our major main street precincts Quality of Life Survey Results	≥7 (each measure)	N/A	The average rating that residents provided for this indicator in the 2020–21 Quality of Life survey was as follows: Jetty Road, Glenelg: 7.2 out of 10. Jetty Road, Brighton: 7.8 out of 10. The Broadway, Glenelg: 7.7 out of 10. Achieved for all precincts in 2020–21
Achieve a high level of community satisfaction with walkability and access to local shops, services, public transport and open space Quality of Life Survey Results	≥7 (each measure)	N/A	The average rating that residents provided for this indicator in the 2020–21 Quality of Life survey was 8.9 out of 10. Achieved for 2020–21
Increase the number of people travelling to local destinations via active travel options	20 per cent increase (life of plan)		Data not available at time of report. A baseline for this measure is yet to be established. Council is currently developing an Integrated Transport Strategy with active travel as a key objective. Measure not yet available
Achieve a high level of community satisfaction with the design of new buildings and their contribution to local character Quality of Life Survey Results	≥7 (each measure)	N/A	The average rating that residents provided for this indicator in the 2020–21 Quality of Life survey was 6.25 out of 10. Not achieved for 2020–21, however increased from 6.03 in 2019–20.
Increase the proportion of non-detached dwelling types (the ‘missing middle’) in our city	10 per cent increase (life of plan)	43.3 per cent	Result, based on trend data, shows a negligible (0.26 per cent) increase to be steady at 45 per cent. Based on this trend data, we are on track to record a 1 per cent increase to the proportion of our missing middle housing to 2030. Progressing – trend at risk

Strategic Measures (continued)



CULTURE

INDICATOR	TARGET (TIMEFRAME)	BASELINE (IF APPLICABLE)	ACTUAL
Achieve a high level of community satisfaction with Council's services Quality of Life Survey Results	≥7 (each measure)	N/A	The average rating that residents provided for this indicator in the 2020–21 Quality of Life survey was 7.8 out of 10. Achieved for 2020–21
Increase number of customer services available through a digital platform in addition to other service channels	100 per cent of customer services (life of plan)	N/A	The following services are now available through a digital platform: <ul style="list-style-type: none"> › Dogs and Cats Online › My Aged Care Portal › Event applications (including sponsorships) › Development application tracking › Filming and photography permits › Volunteer applications › Grant applications – smarty grants › Outdoor Fitness applications › Library services › Online payments › Ezybill – electronic rates notices and help your self client details management › Event calendar › Community Directory › Your Holdfast engagement portal › Online Business Directory. Progressing – trend on track
Achieve delivery on Annual Business Plan Completion of projects and programs outlined in the Annual Business Plan	100 per cent delivery (p/a)	N/A	82 per cent of projects were completed during the 2020–21 financial year. Not achieved for 2020–21
Achieve a high level of satisfaction with our Culture Brand Organisational Culture Survey Results	90 per cent (each measure)	N/A	The average rating staff participants provided for this indicator in the 2020 survey was 85.03%. Not achieved for 2020–21

Strategic Measures (continued)

INDICATOR	TARGET (TIMEFRAME)	BASELINE (IF APPLICABLE)	ACTUAL
Achieve a high score in our annual leadership survey Organisational Leadership Survey Results	≥8 (each measure)	N/A	The average rating staff participants provided for this indicator in the 2020 survey was 6.9 out of 10. Not achieved for 2020–21
Achieve annual financial targets Performance of annual financial targets	100 per cent achievement (p/a)	N/A	Operating Result: \$2.05 million surplus (5-year rolling average is \$1.72m surplus) Operating Ratio: 4.2% (5-year rolling average is 3.6%) Net Financial Liabilities Ratio: 44% Interest Cover Ratio: 1.2% Asset Sustainability Ratio: 135% (Includes renewing and upgrading sporting facilities) Achieved for 2020–21 These results and ratios are for Council's Municipal operations.
Achieve high level of community satisfaction with Council's provision of good financial management and value for the rate dollar Quality of Life Survey Results	≥7 (each measure)	N/A	The average rating that residents provided for this indicator in the 2020–21 Quality of Life survey was 6.75 out of 10. Not achieved for 2020–21
Reduce reliance on rate revenue Percentage of total revenue	<70 per cent (life of plan)	2016/17 71 per cent (excluding separate rates)	77% Not achieved for 2020–21
Achieve recognition in operating efficiency: target – benchmarked as top 5 metropolitan councils	Benchmark as top 5 (life of plan)	Not yet available	Measure not yet available
Achieve high level of community satisfaction on Council's performance Quality of Life Survey Results	≥7 (each measure)	N/A	The average rating that residents provided for Holdfast Bay as a place to live in the 2020–21 Quality of Life Survey was 8.7 out of 10. Achieved for 2020–21

INDICATOR	TARGET (TIMEFRAME)	BASELINE (IF APPLICABLE)	ACTUAL
Achieve recognition for work undertaken across our organisation Number of awards received	3 awards of excellence (p/a)	N/A	Local Government Professionals Awards: › Partnerships and Collaboration Award (Winner) Local Government Excellence Awards: › People and Culture (Finalist) Parks and Leisure Australia (SA/NT): › Community Facility of the Year (High Commendation) Institute of Public Work Engineering Australasia (SA): › Excellence in Environment and Sustainability (Winner). Achieved for 2020–21



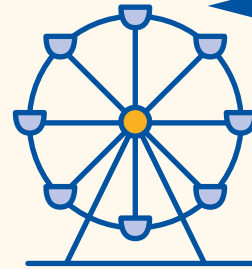
MAJOR ACHIEVEMENTS IN 2020-21

Tiati Wangkanthi Kumangka
Exhibition won

**2020 MUSEUM
AND GALLERIES
NATIONAL
AWARDS (MAGNA)**
outstanding achievement

Undertook works on
27,585m² of road,
2,001lm of kerb and
3,668m² of footpath

Attracted
**827,000
EVENT
VISITORS**
spending
\$38.4 million



Completed the
**WIGLEY RESERVE
PLAYSPACE &
FITNESS HUB** upgrade



Completed Stage 1 of the
**GLENELG OVAL
MASTERPLAN**
Holdfast Bay Tennis Club

Planted
**950 STREET
TREES** and
**23,000 NATIVE
PLANTS**

Supported
**13,420 LIBRARY
MEMBERS**
to borrow
**450,709
ITEMS**



Completed the
**\$13.7M BRIGHTON
OVAL COMPLEX
REDEVELOPMENT**

Supported
**97 LOCAL
BUSINESSES**
to access qualified
business advisors



Developed and commenced
implementation of our
**ENVIRONMENT
STRATEGY**

Commenced construction
of Chapel Street plaza
and the Hindmarsh Lane
upgrade adjacent to
**JETTY ROAD
GLENELG**

For further information on our achievements,
please visit holdfast.sa.gov.au/achievements.



ANNUAL PERFORMANCE: COMPLETED PROGRAMS

Each year council prepares an Annual Business Plan that describes the programs, projects and outcomes that support our City's strategic vision of building a welcoming, safe and active community where resident, visitor and business prosperity meet.

We completed approximately 82% of the projects identified in the *2020–21 Annual Business Plan*. The remaining projects are in progress or have been rescheduled. Details are presented below.

› **Jetty Road Glenelg Masterplan
– Stage 1 Construction
(Chapel St Plaza and Hindmarsh Lane)**

The project's construction commenced on time in April 2021 and was on track for completion by the beginning of October 2021. In the past few weeks the has experienced a number of delays due to heavy rain followed by a complete stop due to the government's announcement of the COVID-19 Lockdown and the inclusion of construction workers stay at home orders. With the shutdown overlaid with the inclement weather delays the project is projected to run at least 1 week late with an estimated completion date of the second week of October 2021.

If there are further COVID-19 lockdowns or consecutive days of heavy rain the delivery date may extend further into October 2021.

› **Kingston Park Kiosk Design**

Concept design and feasibility study has been completed. Detailed designs are being developed.

› **Brighton Caravan Park – Stage 2**

Design documentation for the maintenance shed and mini-golf course have been completed with construction to commence soon. Designs for other facilities including ensuites, administration building and studios are in progress.

› **Glenelg Library – fitout**

Internal painting is complete. An internal window shading feature is to be completed shortly.

› **Kingston Park Masterplan Review**

The final Kingston Park Masterplan is progressing for presentation to the Kaurua reference group. The vegetation study and hydrology study of Tjilbruke Spring have been completed.

› **Brighton Town Hall – Services – Mechanical**

These works have been awarded.

› **Partridge House Driveway and Fencing**

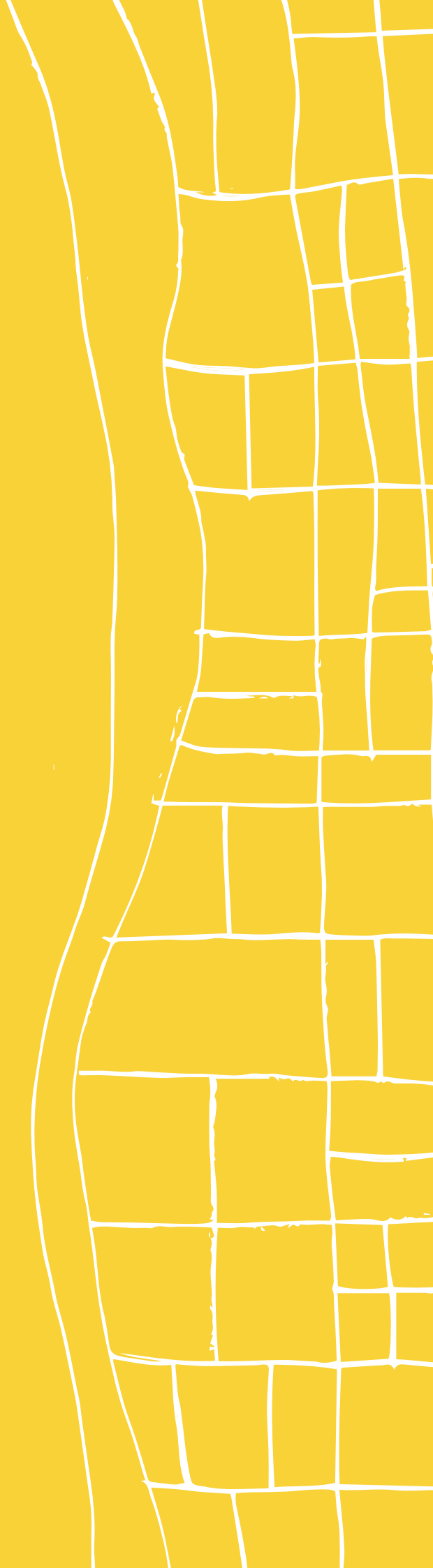
Fencing works are complete. The paving works have been rescheduled due to weddings and event bookings.

› **CCTV – Infrastructure renewal and replacement**

These works have been incorporated into a broader project due for completion by the end of 2021–22.

- › **SB 01 GX Elevated Work Platform Truck and Boom Hino 717 Medium – Additional Work**
These works have been rescheduled to the 2021–22 financial year.
- › **John Deere 1580 Front Mowers**
1 of 2 mowers have been received.
- › **Council Chamber Technology Refit and Audio and Mobility**
There have been delays in delivery of equipment. Cabling and delivered equipment has been installed.
- › **Data Centre – Server Infrastructure Maintenance/Replacement DR/BC**
This project is in the initial stages of procurement.
- › **Customer Online Booking and Service Scheduling Experience**
The requirements for this experience have been developed. Three possible options have been evaluated against requirements but all were cost prohibitive. Other options are being sourced.
- › **Pat Lock – Water level sensors (system)**
The sensors will be installed during the dewatering of the Lock.
- › **Renewable energy upgrades (solar systems/energy monitoring) and Energy Efficient upgrades Council Facilities**
A lighting upgrade is scheduled for installation in January.
- › **Energy efficiency, storage and renewable energy solutions for our Community Centres and Facilities**
The solar upgrades tender is complete. The energy efficiency project is scoped but not awarded.
- › **Convert additional street & park lighting to LED**
The project was delayed due to supplier issue. Work now underway.
- › **Somerton Park Yacht Club – tower and refurbishment**
Construction has commenced. The works will be completed prior to the commencement of the yachting season.
- › **Tennis court Mawson Oval Reserve Brighton**
The courts have been rebuilt and are usable. The acrylic top coats cannot be painted until the drier weather in Spring.
- › **Buffalo Site Redevelopment concept development and detailed design**
Community engagement has been undertaken on the concept designs. Grant funding has been secured for the detailed design phase which is to be undertaken in 2021–22.
- › **Glenelg Oval Masterplan Stage 2**
Construction of uni-sex change rooms was completed in September. The project was delayed by the July COVID lock down and alterations needed for the players race interface with building.
- › **War Animal Memorial Mural**
The War Animal Memorial commission has been delayed due to the restoration works on the Glenelg Town Hall (GTH). A site on the GTH has been selected for the photographic historical install once the restoration works have been completed.
- › **Audio in Kingston Room**
There have been delays in delivery of equipment. Cabling and delivered equipment has been installed.
- › **Council Chamber refit**
There have been delays in delivery of equipment. Cabling and delivered equipment has been installed.
- › **Stage 3 – Glenelg Town Hall**
Additional works were required associated with exterior render material and previous damage to northern end of the building. The works are due for completion by end of calendar year.
- › **Kauri Community and Sports Centre Public Toilets**
Alternate locations and options are being considered and priced to reduce the implications associated with contaminated landfill and management issues.
- › **Brighton Oval Sporting Hub Master Plan – Stages 1 & 2**
The project is complete except for the subsurface drainage works which will be undertaken in the next financial year.
- › **Road Reconstruction (inc reseal and kerb):**
 - » **Maxwell Terrace (Buttrose Street to Council Boundary)**
These works have been deferred pending City of Marion work.
 - » **Oldham Street (Pier to Saltram)**
These works have been deferred pending Seawall redevelopment.
 - » **Caravan Park – Road Reseal**
These works have been incorporated into the Caravan Park redevelopment.

COUNCIL OF THE CITY OF HOLDFAST BAY



COMPOSITION OF COUNCIL

Our Council consists of the Principal Member (Mayor) and twelve Councillors. Our City is made up of four wards, each electing three Councillors, with the Mayor elected by the whole City. Elections are held every four years, with the next periodic election scheduled for November 2022.

ELECTED MEMBERS



Mayor

Amanda Wilson

Brighton Ward



Rosemary Clancy

Glenelg Ward



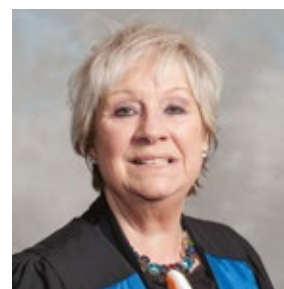
Rebecca Abley

Seacliff Ward

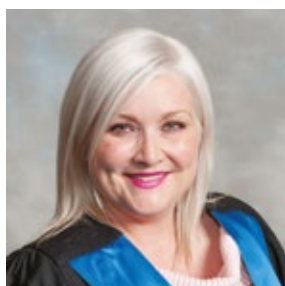


Annette Bradshaw

Somerton Ward



Mikki Bouchee



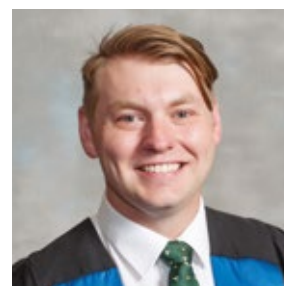
Jane Fleming



Phillip Chabrel



Clare Lindop



William Miller



Robert Snewin



Bob Patton



Susan Lonie



John Smedley



SAD PASSING OF COUNCILLOR MIKKI BOUCHEE

We were saddened by the sudden death of Holdfast Bay's long-serving elected member, Councillor Mikki Bouchee.

Her passing in July 2021 was an extraordinary loss to both the community and council as Mikki's advocacy for her constituents and the City of Holdfast Bay was second to none.

Mikki was first elected to council in 1987, when it was still the City of Glenelg. She served four years as a Councillor and four years as Alderman.

She went on to represent her community in the City of Holdfast Bay for 18 years and was Deputy Mayor from 2015–2016.

Mikki will be remembered as a trailblazer who was both compassionate and fierce.

Among her many achievements, Mikki was instrumental in establishing a new Public Library Service, the introduction of a Kerbside Recycling Collection Service and the implementation of a *Street Tree Planting Strategy* throughout the city.

Mikki was also a council representative to the Alwyndor Management Committee and worked hard to ensure the elderly and older residents were included in future strategies and infrastructure projects across the city.

For many years, Mikki championed the redevelopment of Glenelg Oval and her wishes were realised in 2020, with the implementation of the Glenelg Oval Masterplan and upgrade of the Holdfast Tennis Club.

She was a staunch and passionate supporter of animals and advocated fiercely for council to provide funding to protect the Hooded Plovers—Australia's most endangered shorebird—on our beaches.

Reflecting on her accomplishments, Mikki described them as a “mix of anxiety, elation, frustration, reading, networking, on-site education, community meetings, feelings of success/failure, ever changing political regimes, friendships made/lost and above all a real sense of community”.

ELECTED MEMBER ATTENDANCE AT COUNCIL MEETINGS

	Number of Council meetings attended July 2020 – June 2021
Number of General Council Meetings Held	22
Number of Special Meetings of Council	0
TOTAL	22
Elected Members	
Mayor	
Amanda Wilson	22
Brighton Ward	
Rosemary Clancy	20
Bob Snewin	21
Deputy Mayor December 19 to December 20	
Jane Fleming	21
Glenelg Ward	
Bob Patton	22
Rebecca Abley	22
Deputy Mayor December 20 – current	
Phillip Chabrel	18
Seacliff Ward	
Susan Lonie	22
Clare Lindop	21
Annette Bradshaw	21
Somerton Ward	
Rosalina (Mikki) Bouchee	21
John Smedley	19
William Miller	22

ALLOWANCES

	Allowances July 2020 – June 2021	Notes
Mayor **	\$78,978.31	Inclusive of EM Base allowance. Calculated at 4 x annual allowance for Councillors.
Deputy Mayor to December 20 (Cr Snewin)	\$23,936.67	Inclusive of EM Base allowance. Calculated at 1.25 x Council Allowance.
Deputy Mayor from December 20 (Cr Abley)	\$24,500.48	Inclusive of EM Base allowance. Calculated at 1.25 x Council Allowance.
Councillors	\$21,508.98	Inclusive of EM Base allowance.
Audit Committee Chair	\$5,400.53	This amount is just for Audit Committee Chair Allowance. It does not include EM base allowance.
Independent Members of the Audit Committee		
Sean Tu	\$3,047.00	These are totals for all meetings attended for 2020–21 financial year.
Paula Davies	\$3,484.00	These are totals for all meetings attended for 2020–21 financial year.
David Powell (Commenced February 2021)	\$1,748.00	These are totals for all meetings attended for 2020–21 financial year.
Sam Spadavecchia (to January 2021)	\$1,736.00	These are totals for all meetings attended for 2020–21 financial year.
IT Allowance	\$14,981.33	Total inclusive of all member payments.
Vehicle Expenses – Mayor	\$1,173.50	
Legal Fees – Elected Members	\$0.00	

** Due to the public health emergency (COVID-19), Mayor Wilson requested for her Mayoral allowance to be decreased by an amount of 20% for a period of 6 months with the intention that council administration reallocate the money to helping vulnerable and elderly members of the community during the pandemic.

The decrease for July 2020 to October 2020 are accounted for in the figures below. The decreased amounts for May 2020 to June 2020 were in the previous annual report.

TRAINING AND DEVELOPMENT EXPENDITURE FOR 2020–21

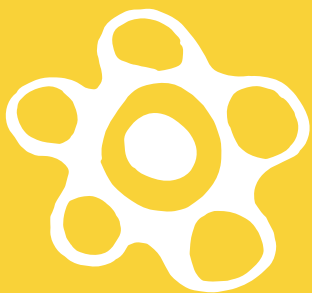
	All Elected Members	Mayor Wilson	Deputy Mayor Abley	Councillor Smedley	Councillor Lindop	Total
All of Council						
Workshop training, provided in house by the Leadership Team	Nil additional cost					
Council Delegate Activities						
Australian Local Government Association, National General Assembly				\$1,194.55	\$1,314.00	\$2,508.55
Local Government Association and Annual General Meeting Conference		\$836.00				\$836.00
Murray Darling Association 76th National Conference					\$195.00	\$195.00
Australian of the Year Ceremony		\$274.98				\$274.98
Australian Local Government Womens Association Network Breakfast					\$79.66	\$79.66
Mayor Training						
Media Training (cost shared with joint CEO training)		\$1,650.00				\$1,650.00
Elected Member Training						
Public Speaking for Elected Members Training 3/5/21 (half cost paid by Elected Member)					\$192.50	\$192.50
Public Speaking for Elected Members Training 3/5/21 (half cost paid by Elected Member)			\$192.50			\$192.50
Total training and development expenditure						\$5,929.19



TOWN HALL



DECISION-MAKING STRUCTURE



PROVISIONS FOR MEETING PROCEDURES

The *Local Government Act 1999* is the primary legislation for the operation of Local Government in South Australia and its provisions are supported by *Local Government (General) Regulations 2013*.

All Council and committee meetings are conducted in accordance with the *Local Government Act (Procedures at Meetings) Regulations 2013*.

Meetings for the Council Assessment Panel are convened under the *Planning, Development and Infrastructure Act 2016*.

COUNCIL

Throughout 2020–21, our Council met twice per month (on the second and fourth Tuesdays of the month). Only one General Council meeting was held in December 2020 and January 2021. During COVID-19 restrictions, meetings were held electronically and in accordance with Council's Code of Practice – Meeting Procedures.



COUNCIL COMMITTEES

Council is supported by a number of committees. These are:

1. One management committee:

- › Alwyndor Management Committee.

2. Two statutory committees:

- › Audit Committee
- › Strategic Planning and Development Policy Committee.

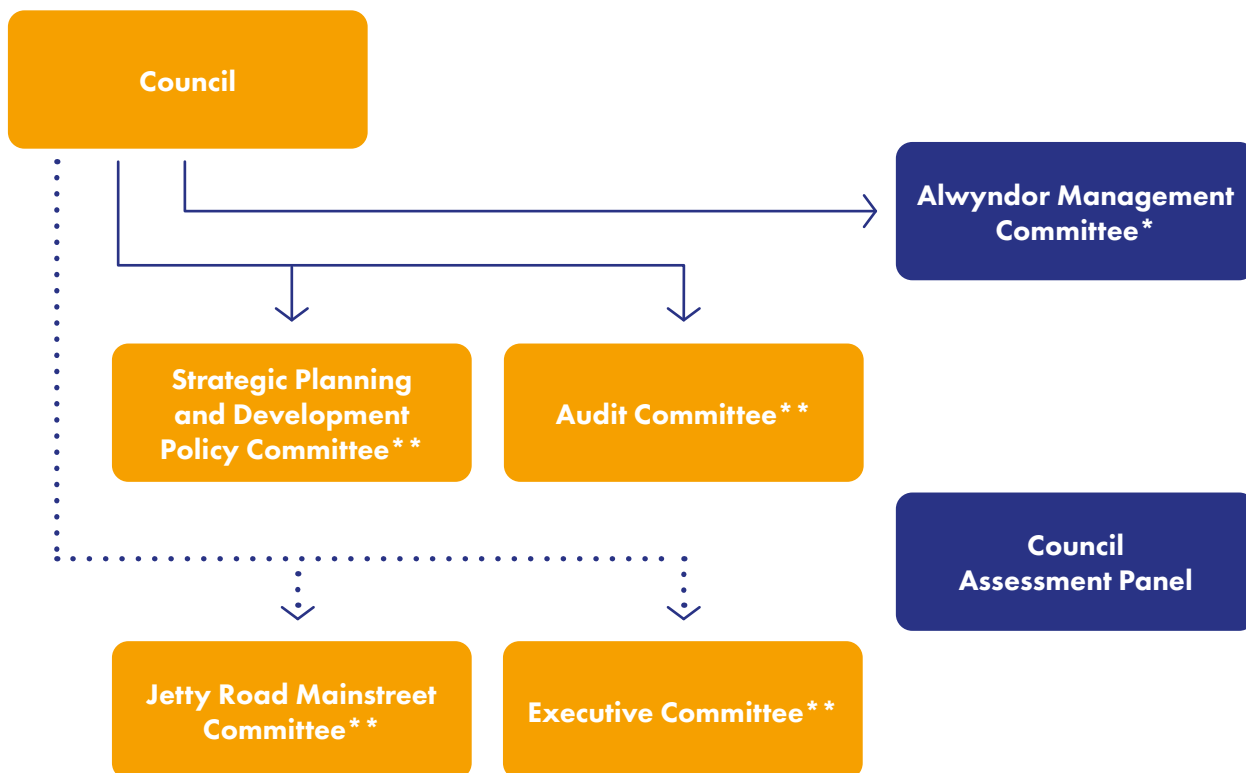
3. Two advisory committees:

- › Jetty Road Mainstreet Committee
- › Executive Committee.

The Council Assessment Panel is established under Section 83 of the *Planning Development and Infrastructure Act 2016* (The PDI Act).

Committee meetings are open to the public unless confidential matters are considered. Notices of meetings, agendas, reports and minutes are available www.holdfast.sa.gov.au/council/council-committees

Council's current committee structure is shown below:



* delegated authority from Council to make decisions within budget and terms of reference.

** advisory only, with no delegations.

DELEGATIONS

In accordance with Sections 44 and 101 of the *Local Government Act 1999*, our Council delegates relevant powers and duties to the Chief Executive Officer, who may sub-delegate to individual officers or committees. Council also delegates powers to the Alwyndor Management Committee to make decisions within the Committee's terms of reference. Delegations and individual sub-delegations are reflected in the Delegations Schedule.

STRATEGIC PLANNING AND DEVELOPMENT POLICY COMMITTEE

The Strategic Planning and Development Policy Committee is formed under Section 41 of the *Local Government Act 1999* and is a requirement of the *Development Act 1993*. The Committee provides advice to Council on strategic planning and development policy issues. The Committee comprises all members of Council and convenes as required.

AUDIT COMMITTEE

The Audit Committee operates under Section 126 of the *Local Government Act 1999* and oversees our risk management and internal control frameworks. The Committee reports to the Council on a regular basis to confirm that these frameworks are in place and operating effectively, and to review our annual financial statements, *Annual Business Plan* and *Long-Term Financial Plan*.

The committee comprises of 2 Elected Members including the Presiding Member. The independent members each received an allowance per meeting attended of \$433.00 per meeting (July 2020 – November 2020) and then \$437.00 per meeting (November 2020 – June 2021).

The Committee Members are as follows:

July 2020 to June 2021

- › Councillor Smedley – Presiding Member – Chairperson
- › Councillor Snewin

- › Mr S Spadavecchia – Independent Member – (July 2020 – January 2021)
- › Mr S Tu – Independent Member
- › Ms Paula Davies – Independent Member
- › Mr David Powell – Independent Member – (from January 2021).

JETTY ROAD MAINSTREET COMMITTEE

The Jetty Road Mainstreet Committee is funded through the collection of a separate rate to assist Council to enhance and promote Glenelg's Jetty Road as a vibrant shopping, leisure and recreational precinct.

The 2020–21 committee comprised two elected members and nine independent members. The member term concluded on 31 March 2021, with 4 members leaving, 4 new members and 5 renominating. The members represent traders and property owners in the precinct, with no allowances paid. The Committee Members are as follows:

July 2020 to June 2021

- › Con Maïos, Maïos Investments (Chair)
- › Gilia Martin, Attitudes Boutique (Deputy Chair)
- › Gina Britton, Daisy and Hen (from April 2021)
- › Tristan Chai, Good Physio (from April 2021)
- › Glen Watson, The Royal Moody (from April 2021)
- › Angus Warren, Beach Burrito
- › Tony Beatrice, Cibo Espresso
- › David Elmes, The Jetty Bar (from April 2021)
- › Adoni Fotopoulos, Ikos Holdings Trust
- › Councillor William Miller
- › Councillor Rebecca Abley
- › GU Filmhouse, Mr S Robinson (to March 2021)
- › Ottoman Grill, Mr O Soner (to March 2021)
- › Ms E Fassina (to March 2021)
- › Ms L Boys (to March 2021).

COUNCIL ASSESSMENT PANEL

The Council Assessment Panel (CAP) is an autonomous authority that considers development applications and makes development decisions. It was established in accordance with the *Planning, Development and Infrastructure Act 2016* and has delegated powers that are administered in accordance with the Act's statutory requirements. It consists of one elected member who is appointed by the Council and four independent members. The Council Assessment Panel met on the fourth Wednesday of the month as required. During 2020–21, the panel met each month with the exception of November 2020. The Presiding Member received \$562 per meeting (July – October 2020) and \$568 per meeting (November 2020 – June 2021). Ordinary Panel members received \$433 per meeting (July – October 2020) and \$437 per meeting (November 2020 – June 2021). Noting that there was no meeting held in November, members received the revised allowance from the December meeting onwards.

In 2020–21, the Panel comprised:

- › Mr David Bailey (Presiding Member)
- › Mr Jim Gronthos
- › Sarah Reachill
- › Yvonne Svensson
- › Councillor Mikki Bouchee
- › Deputy Councillor Jane Fleming (from December 2020).

ALWYNDOR MANAGEMENT COMMITTEE

The Alwyndor Management Committee oversees the governance of Alwyndor.

The 2020–21 Committee consisted of two Elected Members and seven independent members. Independent members received \$425 per meeting and the Chair received \$531 per meeting.

2020–21 members:

- › Mr Kim Cheater – Chair
- › Ms Julie Bonnici – Deputy Chair
- › Cr Philip Chabrel – Elected Member
- › Cr Mikki Bouchee – Elected Member (appointed February 2021)
- › Ms Julia Cudsi – Member (resigned September 2020)
- › Cr Susan Lonie – Elected Member (resigned January 2021) and replaced by Cr Mikki Bouchee from January 2021
- › Prof Judy Searle – Member
- › Prof Lorraine Sheppard – Member
- › Ms Trudy Sutton – Member
- › Mr Kevin Whitford – Member.



ORGANISATIONAL STRUCTURE AS AT 30 JUNE 2021

Note: An organisational realignment was enacted on 3 May 2021

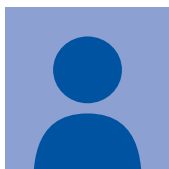


Roberto Bria
CEO

Assets and Delivery



Michael de Heus
GENERAL MANAGER
ASSETS AND DELIVERY



Vacant
MANAGER
ENGINEERING



Bill Blyth
MANAGER
FIELD SERVICES

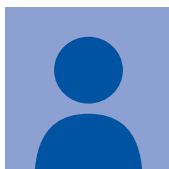


Mathew Walsh
MANAGER, BUILDINGS
& FACILITIES

Community and Business



Marnie Lock
GENERAL MANAGER
COMMUNITY
AND BUSINESS



Vacant
MANAGER
CITY
ACTIVATION



Monica Du Plessis
MANAGER
COMMUNITY
WELLBEING



Tania Paull
MANAGER CUSTOMER
EXPERIENCE AND
LIBRARY SERVICES

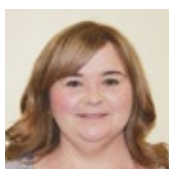


Adrian Hill
MANAGER
COMMUNITY
SAFETY



Michelle Logie
COMMUNICATIONS
AND ENGAGEMENT

Strategy and Corporate



Pamela Jackson
GENERAL
MANAGER
STRATEGY &
CORPORATE



John Newton
MANAGER
FINANCE



Sharon Somerville
MANAGER
PEOPLE &
CULTURE



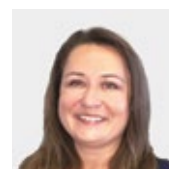
Robert Zanin
MANAGER
INNOVATION &
TECHNOLOGY
SERVICES



Matthew Rechner
MANAGER
PUBLIC REALM
AND DESIGN



Anthony Marroncelli
MANAGER
DEVELOPMENT
SERVICES



Ania Karzek
MANAGER
STRATEGY &
GOVERNANCE

Alwyndor



Beth Davidson-Park
GENERAL MANAGER
ALWYNDOR



Dan McCartney
MANAGER,
PEOPLE & CULTURE



Leisa Humphrey
FINANCIAL
MANAGER



Natasha Stone
(ACTING) RESIDENTIAL
SERVICES MANAGER



Molly Salt
MANAGER,
COMMUNITY
CONNECTIONS

CORPORATION OF THE CITY OF HOLDFAST BAY



OUR VALUES

Our ARISE values are the way we achieve our vision.

Achievement

Deliver agreed outcomes for our community.

Respect

Act with honesty and integrity.

Innovation

Seek better ways.

Simplicity

Easy to do business with.

Engagement

Provide opportunities for all to participate.

SENIOR LEADERSHIP TEAM

Council is supported in its decision making by a senior leadership team, which comprises:

- › Chief Executive Officer, Roberto Bria
- › General Manager Alwyndor Aged Care, Beth Davidson Park
- › General Manager City Assets and Services, Howard Lacy (to February 2021)
- › Michael de Heus was appointed General Manager Assets and Delivery in May 2021
- › General Manager Community & Business, Marnie Lock
- › General Manager Strategy & Corporate, Pamela Jackson.

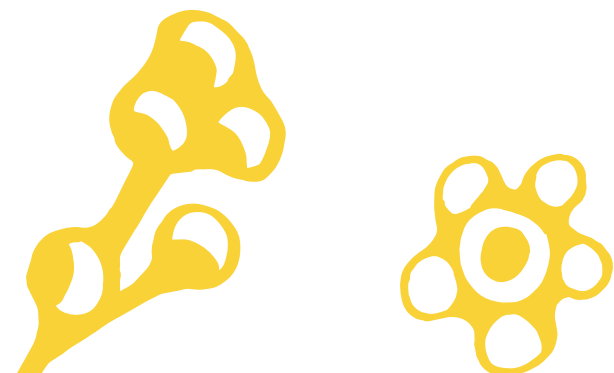
Senior executive salary packages include the following benefits:

- › A competitive salary
- › The option of a fully maintained vehicle or novated vehicle lease
- › Employer-sponsored superannuation contributions.



REMUNERATION PROFILE

	COUNCIL		ALWYNDOR		TOTAL	
Total remuneration as at 30.06.2021 (excluding superannuation)	Male	Female	Male	Female	Male	Female
< \$25,000	1	8	6	68	7	76
\$25,000 – \$35,000	3	7	1	33	4	40
\$35,001 – \$45,000	0	5	7	31	7	36
\$45,001 – \$55,000	1	17	8	36	9	53
\$55,001 – \$65,000	6	8	8	26	14	34
\$65,001 – \$75,000	41	13	4	20	45	33
\$75,001 – \$85,000	13	15	2	11	15	26
\$85,001 – \$95,000	11	11	1	11	12	22
\$95,001 – \$105,000	5	10	0	3	5	13
\$105,001 – \$115,000	1	1	2	0	3	1
\$115,001 – \$125,000	2	1	1	2	3	3
\$125,001 – \$150,000	5	3	0	1	5	4
>\$150,000	2	2	0	1	2	3
Total	91	101	40	243	131	344





WORK HEALTH AND SAFETY

Total Hazards	32
Total Incidents	136
Total Injuries	72

Note: This table includes totals for Alwyndor.

The Local Government Association Workers Compensation Scheme (LGAWCS) provides the City of Holdfast Bay with a fully integrated Claims, Return to Work and Work Health Safety Service. Claims are determined and coordinated by LGAWCS as our Insurer.

WORKFORCE PLANNING

Work continues on building skills and capability across our workforce to provide excellent customer experience and provide flexibility in times of changing service demands and technology. Recruitment focuses not only on required experience and skills, but

also on behaviours in line with our organisational values and customer experience requirements. Staff benefits, including flexible working arrangements continue to be developed to ensure the attraction of high quality candidates and retention of staff.

Voluntary employee turnover for Council was 7.84 per cent. Alwyndor Aged Care's turnover was 16.5 per cent.

TRAINING AND DEVELOPMENT

Approximately \$156,049 was spent on developing workforce skills to meet current and future needs, and this included mandatory training to meet legislative requirements such as work health and safety as well as governance obligations. Work has been undertaken to determine the capabilities and key behaviour indicators required to be a leader within Council. Strategies will be implemented to measure and build capability across Council.

TRANSPARENCY



COMMUNITY ENGAGEMENT

We value the involvement of our community and we are committed to ensuring the views of the community help to inform council's decision making.

Community engagement is an integral part of the planning of our projects and new initiatives, and plays a vital role in enabling us to achieve our vision for the City of Holdfast Bay.

There are a number of community engagements held throughout the year, where we invite you to share your view through a variety of methods, including online hubs, drop-in sessions, workshops, focus groups and surveys.

To find out more visit www.yourholdfast.com.

COMMUNICATIONS

We are committed to communicating to and with our community in a clear and open way. We provide a number of ways for the community to contact and interact with us, including direct contact with council staff via the telephone or in person at the Brighton Civic Centre or in our libraries. We can also be contacted by telephone, mail, email and via our website, and social media. Council information is provided on our website (holdfast.sa.gov.au), and through a range of council publications, e-newsletters including the new fortnightly Holdfast News, the quarterly *Our Place* magazine sent to all ratepayers, and social media.

A new fortnightly e-newsletter, Holdfast News, was launched in July 2020. It features the latest council news, project updates and forthcoming events and currently has 1,920 subscribers.

COMMUNITY LAND MANAGEMENT PLANS

Community land management plans identify the purpose and objectives of land held for community use and operate in accordance with Section 196 of the *Local Government Act 1999*.

In the 2020–21 financial year Council purchased a portion (approx. 8m²) of private property located at 15 Pine Avenue Kingston Park to rectify a footpath encroachment.

REGISTERS AND CODES

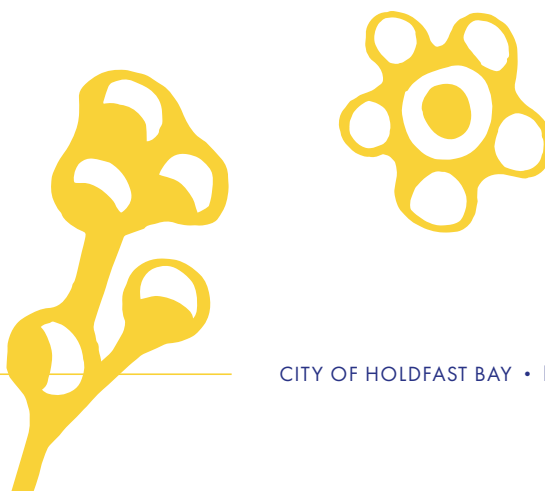
The following documents are available to the public:

Registers

- › Register of Interests (Elected Members)
- › Register of Gifts and Benefits (Elected Members)
- › Register of Allowances and Benefits (Elected Members)
- › Register of Conflicts of Interest (Elected Members)
- › Register of Remuneration, Salaries and Benefits (Employees)
- › Register of Interests (Employees)
- › Register of Gifts and Benefits (Employees)
- › Register of Community Land
- › Register of Community Leases
- › Register of Public Roads
- › Register of By-Laws and certified copies
- › Register of Fees and Charges
- › Register of Building Upgrade Agreements
- › Register of Facilities
- › Record of Delegation

Codes

- › Code of Conduct (Council Members)
- › Code of Practice – Meeting Procedures
- › Code of Practice – Access to Meetings and Documents
- › Code of Conduct (Employees)



INTERNAL REVIEW OF COUNCIL ACTIONS – SECTION 270 OF THE LOCAL GOVERNMENT ACT 1999

We recognise the importance of transparency in decision making and the need to provide a fair procedure for the review of Council decisions, including matters relating to the impact of rates and service charges on ratepayers.

We received one request in 2020–21 to review Council decisions in accordance with the provisions of Section 270 of the *Local Government Act 1999* – *Internal Review of Council Decisions*.

Year	Number of reviews
2020–21	1
2019–20	3
2018–19	4
2017–18	5
2016–17	1
2015–16	3
2014–15	3

The details for 2020–21 review was as follows:

- › Development Plans: Decision varied.

FREEDOM OF INFORMATION APPLICATIONS

In 2020–21, 20 requests were received to release information under *Freedom of Information Act 1991*. All requests were resolved:

- › 11 granted full access
- › 6 granted partial access with redactions applied as necessary
- › 1 where there was no documents held
- › 2 refused access as documents available through other processes.

INDEPENDENT AUDITORS

The *Local Government Act 1999* provides that auditors will be appointed on the recommendation of the Audit Committee for a term no longer than five years. As of 1 July 2020, Dean Newbery & Partners were appointed as Council's external auditors for a period of five years. For the 2020–21 external auditing services for both Municipal and Alwyndor operations, Dean Newbery & Partners were paid \$30,500 (excluding GST).



LOCAL NUISANCE AND LITTER CONTROL

In 2020–21 in accordance to the *Local Nuisance and Litter Control Act 2017*, 436 complaints were registered, 4 abatement notices were provided and 8 expiation notices were issued.

	Dust	Noise	Smoke	Odour	Animals	Litter	Litter (Asbestos)	Insanitary Conditions	Unightly Conditions	Bill Posting	Total
Complaints	16	38	11	0	21	319	2	13	15	1	436
Abatement Notices	0	1	0	0	1	0	0	2	0	0	4
Expiations	0	1	0	0	0	6	0	0	0	1	8

NATIONAL COMPETITION POLICY

Competitive neutrality is one of the key principles of the National Competition Policy. The principle is based on the concept of a level playing field for people competing for business and relates to any situation where there is, or there is the potential for, competition between the private and public sectors.

Councils are required to identify their business activities and disclose those in Category One (annual gross operating income greater than \$2 million per year) and Category Two (annual gross operating income less than \$2 million per year).

In 2020–21 we continued to maintain the following significant business activities:

- › Category One
 - » Alwyndor Aged Care Facility
- › Category Two
 - » Brighton Caravan Park
 - » Partridge House

- » Kauri Parade Sporting Complex
- » The Glenelg Visitor Information Centre
- » Partridge St Car Parks.

COMPETITIVE TENDERING

Tenders are called for contracts in excess of \$100,000, provided Council is of the reasonable opinion that a competitive process is practicable and will deliver greater benefit than through other methods. Likewise tenders are used for contracts of a lesser amount where the process is considered to be most appropriate. All tendering is managed within the following procurement principles:

- › Value for money
- › Transparent, accountable, fair and ethical
- › Social responsibility
- › Environmental sustainability
- › Buy local
- › Work health and safety.



REPRESENTATION QUOTA

Our Council is divided into four (4) Wards, with three (3) councillors representing each ward, plus a Mayor.

The details for the City of Holdfast Bay elector representation ratios are below and comparative data for similar councils (Electoral Commission SA – March 2021):

Council	No of Elected Members	Electors	Representation Quota
Norwood Payneham St Peters (15.1 km ²)	14	25,862	1:1,847
Unley (14.29 km ²)	13	27,602	1:2,123
Holdfast Bay (13.72 km ²)	13	28,562	1:2,197
Burnside (27.53 km ²)	13	32,083	1:2,468
West Torrens (37.07 km ²)	15	42,378	1:2,825
Campbelltown (24.35 km ²)	11	36,254	1:3,296
Mitcham (75.55 km ²)	14	48,930	1:3,495
Average			1 per 2,607

Council is required to conduct a review of representation at least once in every eight years or within a period specified by the Electoral Commissioner.

As required under the *Local Government Act 1999*, Section 12(4), a review of the Council's composition and structure was considered in 2012–13 and came into effect at the periodic Local Government elections in November 2014.

Council was required by the Minister for Local Government to undertake a recent Representation Review during October 2020 and October 2021, which has been undertaken and is pending Electoral Commissioner SA certification. The review process involved two stages of public consultation as prescribed by the *Local Government Act* allowing opportunity for public submissions to be provided to the Council during the review process.



NUMBER OF ITEMS DISCUSSED IN CONFIDENCE

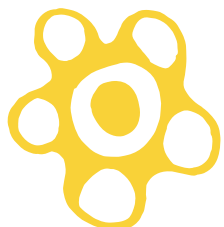
The *Local Government Act 1999* determines that Council meetings be held in a public place. On occasions the need to keep information or discussion confidential outweighs the need for public meetings for reasons predetermined in the *Local Government Act 1999*.

From July 1 2020 to June 30 2021, the City of Holdfast Bay was satisfied of the necessity to consider items in confidence on 34 occasions under s90(2) of the *Local Government Act 1999*.

The grounds for these matter to be heard in confidence are detailed in the table below. There can be multiple grounds for each confidential order.

Grounds of Confidential Orders		Grounds for Confidential Orders
A	Personal Affairs	2
B	Commercial Advantage	16
C	Trade Secret	1
D	Commercial Information not a trade secret	15
E	Security/safety	4
F	Maintenance of Law	0
G	Breach of Law	0
H	Legal Advice	4
I	Litigation	0
J	Minister of the Crown	0
K	Tenders for the supply of goods	7
M	Amendment to the Development Plan	0
N	Freedom of Information Act 1982	0
Total		49

The grounds of each Confidential Order are reflected in the table above. There can be multiple grounds under each order.



CONFIDENTIAL ORDERS RELEASED FROM PREVIOUS YEARS FOR 2020–21

The grounds of each confidential order released during 2020–2021 for items held in confidence from previous years are relected in the table below. This table does not include items discussed in confidence in 2020–21 and released from confidence in the same year.

Confidential Order Categories	Number of Grounds under each Confidential order
A Personal Affairs	3
B Commercial Advantage	3
C Trade Secret	0
D Commercial Information not a trade secret	2
E Security/safety	0
F Maintenance of Law	0
G Breach of Law	1
H Legal Advice	0
I Litigation	0
J Minister of the Crown	0
K Tenders for the supply of goods	1
M Amendment to the <i>Development Plan</i>	1
N <i>Freedom of Information Act 1982</i>	0
Total	11

ITEMS RETAINED IN CONFIDENCE

Following the release of items held in confidence as listed above, the table below reflects those items from previous years that still remain in confidence. The total for 2020–21 provided here is not the same as that provided in the table on the previous page because some items can be held in confidence and released in the same financial year.

July 1 to June 30 of any Year	2003–04	2004–05	2005–06	2006–07	2007–08	2008–09	2009–10	2010–11	2011–12	2012–13	2013–14	2014–15	2015–16	2016–17	2017–18	2018–19	2019–20	2020–21
Number of Items per financial year	1	1	0	0	8	3	0	0	1	2	1	1	3	12	28	28	24	32





AUDITED FINANCIAL STATEMENTS

General Purpose Financial Statements
for the year ended 30 June 2021

Certification of Financial Statements

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

In our opinion:

- the accompanying financial statements comply with the *Local Government Act 1999*, *Local Government (Financial Management) Regulations 2011* and Australian Accounting Standards,
- the financial statements present a true and fair view of the Council's financial position at 30 June 2021 and the results of its operations and cash flows for the financial year,
- internal controls implemented by the Council provide a reasonable assurance that the Council's financial records are complete, accurate and reliable and were effective throughout the financial year,
- the financial statements accurately reflect the Council's accounting and other records.



R. Bria
CHIEF EXECUTIVE OFFICER

26 October 2021



A. Wilson
Mayor

26 October 2021

Statement of Comprehensive Income

for the year ended 30 June 2021

\$ '000	Notes	2021	2020
Income			
Rates	2a	37,977	37,086
Statutory Charges	2b	2,263	2,230
User Charges	2c	7,754	7,602
Grants, Subsidies and Contributions	2g	15,515	13,958
Investment Income	2d	191	411
Reimbursements	2e	3,575	3,493
Other income	2f	4,398	4,915
Net Gain - Equity Accounted Council Businesses	19(a)	66	99
Total Income		71,739	69,794
Expenses			
Employee costs	3a	32,712	31,646
Materials, Contracts and Other Expenses	3b	25,240	26,807
Depreciation, Amortisation and Impairment	3c	10,684	10,416
Finance Costs	3d	1,814	2,117
Total Expenses		70,450	70,986
Operating Surplus / (Deficit)		1,289	(1,192)
Asset Disposal & Fair Value Adjustments	4	(1,379)	(3,396)
Amounts Received Specifically for New or Upgraded Assets	2g	5,631	4,728
Net Surplus / (Deficit)		5,541	140
Other Comprehensive Income			
Amounts which will not be reclassified subsequently to operating result			
Changes in Revaluation Surplus - I,PP&E	9a	5,567	(710)
Share of Other Comprehensive Income - Equity Accounted Council Businesses	19	21	183
Total Other Comprehensive Income		5,588	(527)
Total Comprehensive Income		11,129	(387)

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

Statement of Financial Position

as at 30 June 2021

\$ '000	Notes	2021	2020
ASSETS			
Current assets			
Cash & Cash Equivalent Assets	5a	19,200	21,355
Trade & Other Receivables	5b	4,000	5,513
Inventories	5c	—	10
Total current assets		23,200	26,878
Non-current assets			
Financial Assets	6a	1,133	1,166
Equity Accounted Investments in Council Businesses	6b	3,314	3,227
Other Non-Current Assets	6c	4,497	4,551
Infrastructure, Property, Plant & Equipment	7a(i)	732,135	720,377
Total non-current assets		741,079	729,321
TOTAL ASSETS		764,279	756,199
LIABILITIES			
Current Liabilities			
Trade & Other Payables	8a	39,818	45,278
Borrowings	8b	1,473	3,056
Provisions	8c	4,706	4,618
Total Current Liabilities		45,997	52,952
Non-Current Liabilities			
Borrowings	8b	14,439	10,554
Provisions	8c	490	469
Total Non-Current Liabilities		14,929	11,023
TOTAL LIABILITIES		60,926	63,975
Net Assets		703,353	692,224
EQUITY			
Accumulated surplus		185,045	179,483
Asset revaluation reserves	9a	511,893	506,326
Other reserves	9b	6,415	6,415
Total Council Equity		703,353	692,224
Total Equity		703,353	692,224

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

Statement of Changes in Equity

for the year ended 30 June 2021

\$ '000	Notes	Accumulated surplus	Asset revaluation reserve	Other reserves	Total equity
2021					
Balance at the end of previous reporting period		179,483	506,326	6,415	692,224
Net Surplus / (Deficit) for Year		5,541	—	—	5,541
Other Comprehensive Income					
- Gain (Loss) on Revaluation of I,PP&E	7a	—	5,567	—	5,567
- Share of OCI - Equity Accounted Council Businesses		21	—	—	21
Other comprehensive income		21	5,567	—	5,588
Total comprehensive income		5,562	5,567	—	11,129
Balance at the end of period		185,045	511,893	6,415	703,353
2020					
Balance at the end of previous reporting period		179,160	507,036	6,415	692,611
Net Surplus / (Deficit) for Year		140	—	—	140
Other Comprehensive Income					
- Gain (Loss) on Revaluation of I,PP&E	7a	—	(710)	—	(710)
- Share of OCI - Equity Accounted Council Businesses		183	—	—	183
Other comprehensive income		183	(710)	—	(527)
Total comprehensive income		323	(710)	—	(387)
Balance at the end of period		179,483	506,326	6,415	692,224

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

Statement of Cash Flows

for the year ended 30 June 2021

\$ '000	Notes	2021	2020
Cash flows from operating activities			
<u>Receipts</u>			
Rates		38,696	36,370
Statutory Charges		2,263	2,270
Investment Receipts		191	411
Reimbursements		3,589	3,503
Other Receipts		2,907	9,354
User Charges		7,767	7,792
Grants, Subsidies and Contributions (operating purpose)		13,030	14,058
<u>Payments</u>			
Payments for Materials, Contracts & Other Expenses		(25,463)	(28,848)
Finance Payments		(657)	(665)
Payments to Employees		(32,673)	(31,395)
Net cash provided by (or used in) Operating Activities	11b	<u>9,650</u>	<u>12,850</u>
Cash flows from investing activities			
Sale of Surplus Assets		12	40
Repayments of Loans by Community Groups		32	112
Amounts Received Specifically for New/Upgraded Assets		5,632	3,485
Sale of Replaced Assets		261	195
<u>Payments</u>			
Expenditure on Renewal/Replacement of Assets		(8,758)	(7,799)
Expenditure on New/Upgraded Assets		(9,715)	(14,320)
Net cash provided (or used in) investing activities		<u>(12,536)</u>	<u>(18,287)</u>
Cash flows from financing activities			
<u>Receipts</u>			
Proceeds from Aged Care Facility Deposits		6,146	7,159
Proceeds from Borrowings		5,000	2,150
<u>Payments</u>			
Repayment of Bonds & Deposits		–	(34)
Repayment of Aged Care Facility Deposits		(7,717)	(7,042)
Repayments of Borrowings		(3,055)	(1,000)
Net Cash provided by (or used in) Financing Activities		<u>374</u>	<u>1,233</u>
Net Increase (Decrease) in Cash Held		<u>(2,512)</u>	<u>(4,204)</u>
plus: Cash & Cash Equivalents at beginning of period		21,355	25,559
Cash and cash equivalents held at end of period	11a	<u>18,843</u>	<u>21,355</u>

Additional Information:

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

Notes to and forming part of the Principal Financial Statements for the year ended 30 June 2021

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Notes to the Financial Statements for the year ended 30 June 2021

Note 1. Summary of Significant Accounting Policies

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

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

(1) Basis of Preparation

1.1 Compliance with Australian Accounting Standards

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

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

1.2 Critical Accounting Estimates

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

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

1.3 Rounding

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

1.4 Aged Care Facility

The City of Holdfast Bay (the Council) is the Trustee of an Aged Care Facility called Alwyndor which was established pursuant to the Dorothy Cheater Trust. Alwyndor is a registered charitable trust.

These consolidated financial statements have been prepared to satisfy the reporting obligations of the Council and Alwyndor. A committee of Council established under Section 41 of the Local Government Act comprising Elected Members and independent members oversees the governance of Alwyndor.

Given Alwyndor is a charitable trust, no profits are distributed to beneficiaries and are retained in Equity on the Statement of Financial Position. Additional disclosure has been made in Note 24.

(2) The Local Government Reporting Entity

City of Holdfast Bay (Consolidated) is incorporated under the South Australian Local Government Act 1999 and has its principal place of business at 24 Jetty Road, Brighton. These consolidated financial statements include the Council's direct operations and all entities through which Council controls resources to carry on its functions. In the process of reporting on the Council as a single unit, all transactions and balances between activity areas and controlled entities have been eliminated.

(3) Income Recognition

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

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

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

Notes to the Financial Statements

for the year ended 30 June 2021

Note 1. Summary of Significant Accounting Policies (continued)

is to be controlled by the council. In this case, the council recognises the excess as a liability that is recognised over time in profit and loss when (or as) the entity satisfies its obligations under the transfer.

In recent years the payment of untied grants (financial assistance grants / local roads / supplementary grants) has varied from the annual allocation as shown in the table below:

	Cash Payment Received	Annual Allocation	Difference
2018/19	\$1,676,394	\$1,324,637	+\$351,757
2019/20	\$1,234,622	\$1,173,216	+\$61,406
2020/21	\$1,126,691	\$1,180,780	-\$54,089

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

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

(4) Cash, Cash Equivalents and other Financial Instruments

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

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

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

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

(5) Infrastructure, Property, Plant & Equipment

5.1 Initial Recognition

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

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

5.2 Materiality

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

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

Office Furniture & Fittings	\$2,000
Equipment	\$2,000
Buildings	\$10,000

Notes to the Financial Statements

for the year ended 30 June 2021

Note 1. Summary of Significant Accounting Policies (continued)

Roads	\$10,000
Other Infrastructure	\$6,500

5.3 Subsequent Recognition

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

5.4 Depreciation of Non-Current Assets

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

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

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

Plant, Furniture & Equipment

Office Furniture & Equipment	3 to 10 years
Vehicles and Road-making Equip	6 to 15 years
Other Plant & Equipment	3 to 25 years

Building & Other Structures

Buildings – masonry	50 to 170 years
Buildings – other construction	20 to 60 years
Park Structures – masonry	40 to 100 years
Park Structures – other construction	20 to 50 years

Infrastructure

Sealed Roads – Surface	15 to 40 years
Sealed Roads – Structure	120 to 150 years
Sealed Roads – Sub-base	300 years
Sealed Roads – Kerbing	100 years
Bridges	100 years
Paving & Footpaths	10 to 50 years
Drains / Culverts	15 to 150 years
Playground Equipment	10 to 20 years
Benches, seats, etc	7 to 25 years

Other Assets

Library Lending Materials	7 years
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5.5 Impairment

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

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

Notes to the Financial Statements for the year ended 30 June 2021

Note 1. Summary of Significant Accounting Policies (continued)

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

(6) Payables

6.1 Goods & Services

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

6.2 Payments Received in Advance & Deposits

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

(7) Borrowings

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

(8) Employee Benefits

8.1 Salaries, Wages & Compensated Absences

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

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

8.2 Superannuation

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

(9) Leases

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

Leases and Right-of-use assets

A right-of-use asset is recognised at the commencement date of a lease. The right-of-use asset is measured at cost, which comprises the initial amount of the lease liability, adjusted for, as applicable, any lease payments made at or before the commencement date net of any lease incentives received, any initial direct costs incurred, and, an estimate of costs expected to be incurred for dismantling and removing the underlying asset, and restoring the site or asset.

Right-of-use assets are depreciated on a straight-line basis over the unexpired period of the lease or the estimated useful life of the asset, whichever is the shorter. Where the entity expects to obtain ownership of the leased asset at the end of the lease term, the depreciation is over its estimated useful life. Right-of use assets are subject to impairment or adjusted for any remeasurement of lease liabilities.

Alwyndor Aged Care has elected not to recognise a right-of-use asset and corresponding lease liability for short-term leases with terms of 12 months or less and leases of low-value assets. Lease payments on these assets are expensed to profit or loss as incurred.

Notes to the Financial Statements for the year ended 30 June 2021

Note 1. Summary of Significant Accounting Policies (continued)

Resident loans are also treated using the principles of lease accounting because Alwyndor Aged Care has assessed that residents enter a lease to occupy a room within residential aged care facilities. Refer to note 1 (9.1.ii.).

i) Aged Care Refundable Accommodation Deposits/ Contributions

Refundable Accommodation Deposits/Contributions are recognised upon receipt as per the amount received. Amounts received are repaid upon the resident vacating their accommodation and are settled in accordance with legislative requirements. The accounting treatment for resident loans is described in 1 (9.1.ii.). below. Un-refunded resident's loans (under the Aged Care Act) incur interest.

ii) Aged Care Resident Loans

Resident loans are recorded as aged care facility deposits. Resident loans comprise of Refundable Accommodation Deposits/Contributions and Accommodation Bonds, which are subject to the Aged Care Act 1997.

Resident loans - Aged Care Act 1997

Lump sum amounts received from residents in payment of their accommodation expense (prior to 01/07/2014: Accommodation Bonds, from 01/07/2014: Refundable Accommodation Deposits (RAD)).

From December 2005 repayment to the resident is guaranteed by the Australian Government.

RADs and Bonds fall within the scope of AASB 16: Leases, in that there is a contract conveying to the resident the right to use an asset for a period of time, in exchange for consideration.

Alwyndor Aged Care estimated the fair value of the consideration by reference to the Daily Accommodation Payment (DAP) that the resident would have paid if they had not chosen to provide a RAD. This results in the recognition of a rental income amount, and corresponding interest expense. The impact of the change in policy is described further in note 1 (12).

(10) Equity Accounted Council Businesses

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

(11) GST Implications

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

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

(12) New accounting standards and UIG interpretations

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

Amendments to AASB 101 and AASB 108 Definition of Material

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

Amendments to AASB 16 Covid-19 Related Rent Concessions

In 2020, the AASB issued AASB 2020-4, Amendments to AASBs - Covid-19-Related Rent Concessions. The amendments provide relief to lessees from applying AASB 16 guidance on lease modification accounting for rent concessions arising as a direct consequence of the Covid-19 pandemic. As a practical expedient, a lessee may elect not to assess whether a Covid-19 related rent concession from a lessor is a lease modification. A lessee that makes this election accounts for any change in

Notes to the Financial Statements for the year ended 30 June 2021

Note 1. Summary of Significant Accounting Policies (continued)

lease payments resulting from the Covid-19 related rent concession the same way it would account for the change under IFRS 16, if the change were not a lease modification. The amendment applies to annual reporting periods beginning on or after 1 June 2020. This amendment had no impact on the consolidated financial statements of Council.

Standards issued by the AASB not yet effective

The AASB has issued Australian Accounting Standards and Interpretations which are not effective at 30 June 2021, these standards have not been adopted by Council and will be included in the financial statements on their effective date. Where the standard is expected to have a significant impact for Council then further information has been provided in this note.

The following list identifies all the new and amended Australian Accounting Standards, and Interpretation, that were issued but not yet effective at the time of compiling these illustrative statements that could be applicable to Councils.

Effective for NFP annual reporting periods beginning on or after 1 January 2022

- AASB 2020-3 Amendments to Australian Accounting Standards - Annual Improvements 2018-2020 and Other Amendments
- AASB 2014-10 Sale or Contribution of Assets between an Investor and its Associate or Joint Venture (amended by AASB 2015-10 and AASB 2017-5)

Effective for NFP annual reporting periods beginning on or after 1 January 2023

- AASB 2020-1 Amendments to Australian Accounting Standards – Classification of Liabilities as Current or Non-Current and associated standards.

(13) Disclaimer

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

Notes to the Financial Statements

for the year ended 30 June 2021

Note 2. Income

\$ '000	2021	2020
(a) Rates		
General Rates		
General Rates	36,625	35,717
Less: Mandatory Rebates	(511)	(471)
Less: Discretionary Rebates, Remissions & Write Offs	(195)	(196)
Total General Rates	35,919	35,050
Other Rates (Including Service Charges)		
Natural Resource Management Levy	1,309	1,307
Separate & Special Rates	657	650
Total Other Rates (Including Service Charges)	1,966	1,957
Other Charges		
Penalties for Late Payment	64	45
Legal & Other Costs Recovered	28	34
Total Other Charges	92	79
Total Rates	37,977	37,086
(b) Statutory Charges		
Development Act Fees	421	340
Animal Registration Fees & Fines	191	183
Parking Fines / Expiation Fees	1,193	1,161
Other Licences, Fees & Fines	458	546
Total Statutory Charges	2,263	2,230
(c) User Charges		
Cemetery/Crematoria Fees	199	245
Parking Fees	977	838
Sundry	92	76
Commercial Leases/Caravan Park	1,917	2,407
Aged Care Residential Fees and Rentals	4,505	3,876
Major Community Event	61	160
Other	3	—
Total User Charges	7,754	7,602

Notes to the Financial Statements

for the year ended 30 June 2021

Note 2. Income (continued)

\$ '000	2021	2020
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(d) Investment Income

Interest on Investments

- Local Government Finance Authority	177	283
- Banks & Other	14	128

Total Investment Income	191	411
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(e) Reimbursements

Private Works	88	71
Aged Care Facility - Home Care	3,193	2,969
Other	294	453

Total Reimbursements	3,575	3,493
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(f) Other income

Rebates Received	449	270
Sundry	258	377
Aged Care Facility - Home Care Management Fees	1,524	1,744
Aged Care Facility - Accommodation and Care Fees	1,632	1,882
Aged Care Facility - Home Care	465	543
Other	70	99

Total Other income	4,398	4,915
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(g) Grants, Subsidies, Contributions

Amounts Received Specifically for New or Upgraded Assets	5,631	4,728
Total Amounts Received Specifically for New or Upgraded Assets	5,631	4,728

Other Grants, Subsidies and Contributions	634	529
Aged Care Facility - Grants, Subsidies and Contributions	12,184	10,812
Untied - Financial Assistance Grant	1,073	1,173
Roads to Recovery	374	373
Home and Community Care Grant	143	1,010
Local Roads and Community Infrastructure Program	1,053	-
Individually Significant Item - Additional Grants Commission Payment (refer below)	54	61

Total Other Grants, Subsidies and Contributions	15,515	13,958
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Total Grants, Subsidies, Contributions	21,146	18,686
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The functions to which these grants relate are shown in Note 12.

(i) Sources of grants

Commonwealth Government	16,340	11,241
State Government	4,173	7,426
Other	633	19
Total	21,146	18,686

Notes to the Financial Statements

for the year ended 30 June 2021

Note 3. Expenses

\$ '000	Notes	2021	2020
(a) Employee costs			
Salaries and Wages		27,219	26,531
Employee Leave Expense		2,433	2,296
Superannuation - Defined Contribution Plan Contributions	18	2,540	2,423
Superannuation - Defined Benefit Plan Contributions	18	224	250
Workers' Compensation Insurance		1,205	978
Less: Capitalised and Distributed Costs		(909)	(832)
Total Operating Employee Costs		32,712	31,646
Total Number of Employees (full time equivalent at end of reporting period)		349	340
(b) Materials, Contracts and Other Expenses			
(i) Prescribed Expenses			
Auditor's Remuneration			
- Auditing the Financial Reports		31	41
Elected Members' Expenses		361	363
Election Expenses		11	12
Lease Expense - Low Value Assets / Short Term Leases		17	17
Subtotal - Prescribed Expenses		420	433
(ii) Other Materials, Contracts and Expenses			
Contractors		6,968	7,802
Energy		434	518
Maintenance		2,386	2,341
Legal Expenses		151	160
Levies Paid to Government - NRM levy		1,287	1,282
Professional Services		2,823	3,324
Water		561	573
Materials		2,590	2,666
Insurances		551	578
Waste Management		4,068	3,941
Covid 19 Related Expenditure		169	-
Other		2,832	3,189
Subtotal - Other Material, Contracts & Expenses		24,820	26,374
Total Materials, Contracts and Other Expenses		25,240	26,807

Notes to the Financial Statements

for the year ended 30 June 2021

Note 3. Expenses (continued)

\$ '000	2021	2020
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(c) Depreciation, Amortisation and Impairment

(i) Depreciation and Amortisation

Buildings & Other Structures	2,933	2,784
Infrastructure		
- Stormwater Drainage	510	503
- Roads	1,470	1,470
- Footpaths	966	945
- Kerb & Guttering	676	670
- Other Transport	465	445
- Open Space & Coastal	2,000	1,861
Plant & Equipment	965	970
Furniture & Fittings, Office Equipment	549	618
Library Lending Materials	150	150
Subtotal	10,684	10,416
Total Depreciation, Amortisation and Impairment	10,684	10,416

(d) Finance Costs

Interest on Loans	587	582
Aged Care Facility - Interest on Deposits	1,227	1,535
Total Finance Costs	1,814	2,117

Note 4. Asset Disposal & Fair Value Adjustments

\$ '000	2021	2020
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Infrastructure, Property, Plant & Equipment

(i) Assets Renewed or Directly Replaced

Proceeds from Disposal	261	195
Less: Carrying Amount of Assets Sold	(1,626)	(3,556)
Gain (Loss) on Disposal	(1,365)	(3,361)

(ii) Assets Surplus to Requirements

Proceeds from Disposal	12	40
Less: Carrying Amount of Assets Sold	(26)	(75)
Gain (Loss) on Disposal	(14)	(35)

Net Gain (Loss) on Disposal or Revaluation of Assets	(1,379)	(3,396)
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Notes to the Financial Statements

for the year ended 30 June 2021

Note 5. Current Assets

\$ '000	2021	2020
(a) Cash & Cash Equivalent Assets		
Cash on Hand at Bank	610	916
Deposits at Call	4,090	16,172
Short Term Deposits & Bills, etc.	14,500	4,267
Total Cash & Cash Equivalent Assets	19,200	21,355
(b) Trade & Other Receivables		
Rates - General & Other	577	1,288
Council Rates Postponement Scheme	34	42
Accrued Revenues	519	57
Debtors - General	1,514	1,626
GST Recoupment	302	240
Prepayments	355	527
Loans to Community Organisations	219	218
Aged Care Facility Deposits	610	1,942
Subtotal	4,130	5,940
Less: Allowance for Doubtful Debts	(130)	(427)
Total Trade & Other Receivables	4,000	5,513
(c) Inventories		
Stores & Materials	—	10
Total Inventories	—	10

Notes to the Financial Statements

for the year ended 30 June 2021

Note 6. Non-Current Assets

\$ '000	Notes	2021	2020
(a) Financial Assets			
Receivables			
Loans to Community Organisations		1,651	1,684
Provision for Impairment on Loans to Community Organisations		(518)	(518)
Subtotal		1,133	1,166
Total Receivables		1,133	1,166
Total Financial Assets		1,133	1,166
(b) Equity Accounted Investments in Council Businesses			
Southern Region Waste Resource Authority	19	3,314	3,227
Total Equity Accounted Investments in Council Businesses		3,314	3,227
(c) Other Non-Current Assets			
Other			
Capital Works-in-Progress		4,497	4,551
Total Other		4,497	4,551
Total Other Non-Current Assets		4,497	4,551

Notes to the Financial Statements

for the year ended 30 June 2021

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

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

		as at 30/06/20					Asset movements during the reporting period					as at 30/06/21				
		Fair Value Level	At Fair Value	At Cost	Accumulated Depreciation	Carrying amount	Asset Additions New / Upgrade	Asset Additions Renewals	WDV of Asset Disposals	Revaluation Increments to Equity (ARR) (Note 9)	Revaluation Increments to Equity (ARR) (Note 9)	At Fair Value	At Cost	Accumulated Depreciation	Carrying amount	
\$ '000																
Land	2	28,062	-	-	-	28,062	-	-	-	-	-	-	28,062	-	-	28,062
Land	3	330,274	538	-	-	330,812	577	-	-	-	-	-	330,274	1,115	-	331,389
Buildings & Other Structures	2	3,652	247	(2,592)	-	1,307	-	41	-	(43)	-	-	44,032	288	(12,926)	31,394
Buildings & Other Structures	3	131,617	11,743	(48,230)	95,130	95,130	640	4,268	(37)	(2,890)	-	-	91,467	16,219	(40,664)	67,022
Infrastructure																
- Stormwater Drainage	3	54,778	4,162	(20,323)	38,617	38,617	830	5	-	(510)	-	-	54,779	4,996	(20,832)	38,943
- Roads	3	120,800	5,442	(43,388)	82,854	82,854	-	939	(156)	(1,470)	-	-	120,387	6,381	(44,601)	82,167
- Footpaths	3	44,659	388	(19,335)	25,712	25,712	-	505	(60)	(966)	-	-	44,504	894	(20,207)	25,191
- Kerb & Guttering	3	63,624	3,959	(19,542)	48,041	48,041	-	1,015	(182)	(676)	-	-	63,337	4,975	(20,113)	48,199
- Other Transport	3	23,592	2,115	(5,338)	20,369	20,369	1,299	44	(100)	(465)	-	5,580	35,277	-	(8,550)	26,727
- Open Space & Coastal	3	53,613	8,134	(21,161)	40,586	40,586	4,589	1,387	(845)	(2,000)	-	-	51,522	14,109	(21,914)	43,717
Plant & Equipment	3	-	9,943	(4,932)	5,011	5,011	521	1,269	(271)	(965)	-	-	-	10,723	(5,157)	5,566
Furniture & Fittings, Office Equipment	3	-	5,484	(2,422)	3,062	3,062	249	162	-	(549)	-	-	-	5,893	(2,968)	2,925
Library Lending Materials	3	-	1,345	(531)	814	814	182	-	-	(150)	(13)	-	1,366	-	(533)	833
Total Infrastructure, Property, Plant & Equipment		854,671	53,500	(187,794)	720,377	720,377	8,887	9,635	(1,651)	(10,684)	(13)	5,580	865,007	65,593	(198,465)	732,135
Comparatives		861,572	32,456	(181,515)	712,513	712,513	16,270	6,351	(3,631)	(10,416)	(710)	-	854,671	53,500	(187,794)	720,377

Notes to the Financial Statements for the year ended 30 June 2021

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

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

Valuation of Assets

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

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

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

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

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

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

Information on Valuations

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

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

Fair value hierarchy level 3 valuations of buildings, infrastructure and other assets - There is no known market for buildings, infrastructure and other assets. These assets are valued at depreciated current replacement cost. This method involves:

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

This method has significant inherent uncertainties, relying on estimates of quantities of materials and labour, residual values and useful lives, and the possibility of changes in prices for materials and labour, and the potential for development of more efficient construction techniques. Accordingly, formal sensitivity analysis does not provide useful information.

Other Information

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

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

Highest and best use

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

Highest and best use - For land which Council has an unfettered right to sell, the "highest and best use" recognises the possibility of the demolition or substantial modification of some or all of the existing buildings and structures affixed to the land.

Notes to the Financial Statements

for the year ended 30 June 2021

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

Much of the land under Council's care and control is Crown land or has been declared as community land under the provisions of the Local Government Act 1999. Other types of restrictions also exist.

For land subject to these restrictions, the highest and best use is taken to be the "highest and best use" available to Council, with a rebuttable presumption that the current use is the "highest and best use". The reason for the current use of a large proportion of Council's assets being other than the "highest and best use" relates to Council's principal role as the provider of services to the community, rather than the use of those assets for the generation of revenue.

For buildings and other structures on and in the land, including infrastructure, "highest and best use" is determined in accordance with the land on and in which they are situated.

Transition to AASB 13 - Fair Value Measurement

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

Land & Land Improvements

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

Land and Land improvements, including bulk earthworks with an assessed unlimited useful life, were valued at 30 June 2017 by Maloney Field Services.

- Basis of valuation: Fair Value
- Date of valuation: 30 June 2017
- Valuer: Maloney Field Services

Buildings & Other Structures

Buildings and other structures were revalued as at 30 June 2017 by Maloney Field Services

- Basis of valuation: Fair Value / Market Value / Written down current replacement cost
- Date of valuation: 30 June 2017
- Valuer: Maloney Field Services

Infrastructure

Infrastructure assets have been valued as follows:

Roads, Kerb and Gutter

- Basis of valuation: Written down current replacement cost
- Date of valuation: 30 June 2019
- Valuer: Public Private Property

Footpaths

- Basis of valuation: Written down current replacement cost
- Date of valuation: 31 December 2019
- Valuer: Public Private Property

Stormwater Drainage

- Basis of valuation: Written down current replacement cost
- Date of valuation: 30 June 2017
- Valuer: Jones Lang LaSalle

Other Transport - Bridges, Car Parks, Traffic Control Devices

- Basis of valuation: Written down current replacement cost
- Date of valuation: 30 June 2021
- Valuer: Asset Engineering
- This valuation will result in an increase in depreciation in future periods.

Open Space, Coastal

- Basis of valuation: Written down current replacement cost
- Date of valuation: 30 June 2018

Notes to the Financial Statements
for the year ended 30 June 2021

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

- Valuer: Jones Lang LaSalle

Plant & Equipment

These assets are recognised at cost.

Library Lending Materials

Library Lending Materials were valued as at 30 June 2021 by Council senior library officers.

Notes to the Financial Statements

for the year ended 30 June 2021

Note 8. Liabilities

\$ '000	2021 Current	2021 Non Current	2020 Current	2020 Non Current
(a) Trade and Other Payables				
Goods & Services	4,734	—	5,084	—
Payments Received in Advance				
- Grants, Subsidies, Contributions - Operating	1,582	—	4,291	—
Accrued Expenses - Employee Entitlements	236	—	230	—
Accrued Expenses - Other	340	—	328	—
Aged Care Facility Deposits	30,601	—	33,504	—
Deposits, Retentions & Bonds	1	—	—	—
Other	2,324	—	1,841	—
<u>TOTAL Trade and Other Payables</u>	<u>39,818</u>	<u>—</u>	<u>45,278</u>	<u>—</u>

(b) Borrowings

Short Term Draw Down Facility	357	—	—	—
Loans	1,116	14,439	3,056	10,554
<u>TOTAL Borrowings</u>	<u>1,473</u>	<u>14,439</u>	<u>3,056</u>	<u>10,554</u>

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

(c) Provisions

Employee Entitlements (including oncosts)	4,706	490	4,618	469
<u>TOTAL Provisions</u>	<u>4,706</u>	<u>490</u>	<u>4,618</u>	<u>469</u>

Notes to the Financial Statements

for the year ended 30 June 2021

Note 9. Reserves

	as at 30/06/20				as at 30/06/21
\$ '000	Opening Balance	Increments (Decrements)	Transfers	Impairments	Closing Balance
(a) Asset Revaluation Reserve					
Land - Other	310,456	—	—	—	310,456
Buildings & Other Structures	40,198	—	—	—	40,198
Infrastructure					
- Stormwater Drainage	22,004	—	—	—	22,004
- Roads	67,266	—	—	—	67,266
- Footpaths	13,389	—	—	—	13,389
- Kerb & Guttering	41,589	—	—	—	41,589
- Other Transport	2,727	5,580	—	—	8,307
- Open Space & Coastal	8,309	—	—	—	8,309
Library Books	388	(13)	—	—	375
Total Asset Revaluation Reserve	506,326	5,567	—	—	511,893
Comparatives	507,036	(710)	—	—	506,326

	as at 30/06/20				as at 30/06/21
\$ '000	Opening Balance	Tfrs to Reserve	Tfrs from Reserve	Other Movements	Closing Balance
(b) Other Reserves					
Alwyndor General Reserve	6,414	—	—	—	6,414
Total Other Reserves	6,414	—	—	—	6,414
Comparatives	6,414	—	—	—	6,414

(c) Purpose of Reserves

Asset Revaluation Reserve

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

Other Reserves

Alwyndor reserve is unspent funds which are carried forward to cover part of the unfunded accommodation deposit liability.

Note 10. Assets Subject to Restrictions

\$ '000	2021	2020
The uses of the following assets are restricted, wholly or partially, by legislation or other externally imposed requirements. The assets are required to be utilised for the purposes for which control was transferred to Council, or for which the revenues were originally obtained.		
Cash and Financial Assets		
Aged Care Facility Deposits	610	1,942
Total Assets Subject to Externally Imposed Restrictions	610	1,942

Notes to the Financial Statements

for the year ended 30 June 2021

Note 11. Reconciliation to Statement of Cash Flows

\$ '000	Notes	2021	2020
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(a) Reconciliation of Cash

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

Total Cash & Equivalent Assets	5	19,200	21,355
Less: Short-Term Borrowings	8	(357)	—
Balances per Statement of Cash Flows		18,843	21,355

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

Net Surplus/(Deficit)		5,541	140
Non-Cash Items in Income Statements			
Depreciation, Amortisation & Impairment		10,684	10,416
Equity Movements in Equity Accounted Investments (Increase)/Decrease		(66)	(99)
Grants for capital acquisitions treated as Investing Activity		(5,631)	(4,728)
Net (Gain) Loss on Disposals		1,379	3,396
		11,907	9,125
Add (Less): Changes in Net Current Assets			
Net (Increase)/Decrease in Receivables		479	(1,068)
Change in Allowances for Under-Recovery of Receivables		297	(239)
Net (Increase)/Decrease in Inventories		10	(1)
Net (Increase)/Decrease in Other Assets		(594)	478
Net Increase/(Decrease) in Trade & Other Payables		(2,558)	3,968
Net Increase/(Decrease) in Unpaid Employee Benefits		109	587
Net Cash provided by (or used in) operations		9,650	12,850

(c) Financing Arrangements

Unrestricted access was available at balance date to the following lines of credit:

Corporate Credit Cards	100	150
LGFA Cash Advance Debenture Facility	19,371	14,358

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

Notes to the Financial Statements

for the year ended 30 June 2021

Note 12(a). Functions

	Income, Expenses and Assets have been directly attributed to the following Functions / Activities. Details of these Functions/Activities are provided in Note 12(b).									
	INCOME		EXPENSES		OPERATING SURPLUS (DEFICIT)		GRANTS INCLUDED IN INCOME		TOTAL ASSETS HELD (CURRENT & NON-CURRENT)	
	2021	2020	2021	2020	2021	2020	2021	2020	2021	2020
\$ '000										
Functions/Activities										
Business Undertakings	2,796	3,262	1,234	2,216	1,562	1,046	–	–	80,628	80,503
Community Services	24,226	23,795	29,367	30,328	(5,141)	(6,533)	12,604	12,072	95,152	94,853
Culture	321	688	3,693	4,659	(3,372)	(3,971)	270	266	18,086	17,376
Economic Development	756	583	2,366	1,378	(1,610)	(795)	20	–	1,285	342
Environment	457	472	8,171	8,076	(7,714)	(7,604)	123	13	43,626	43,219
Recreation	203	230	7,064	6,763	(6,861)	(6,533)	–	–	325,825	323,262
Regulatory Services	1,959	1,761	6,105	6,169	(4,146)	(4,408)	–	–	609	617
Transport & Communication	34	50	8,388	7,398	(8,354)	(7,348)	–	–	180,766	177,197
Unclassified Activities	–	–	–	–	–	–	–	–	3,233	3,278
Council Administration	41,008	38,953	4,062	3,999	36,946	34,954	2,498	1,607	15,069	15,552
Total Functions/Activities	71,760	69,794	70,450	70,986	1,310	(1,192)	15,515	13,958	764,279	756,199

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

Notes to the Financial Statements for the year ended 30 June 2021

Note 12(b). Components of Functions

The activities relating to Council functions are as follows:

BUSINESS UNDERTAKINGS

Caravan Parks, Off-street Car Parks, Private Works, Commercial Property, Commercial Activities.

COMMUNITY SERVICES

Public Order and Safety, Crime Prevention, Health Services, Nursing Homes, Elderly Citizens Facilities, Home Assistance Scheme, Aged and Disabled Services, Youth Services, Community Bus, Community Amenities including Cemeteries and Public Conveniences.

CULTURE

Library Services, Heritage and Museum Facilities and Services.

ECONOMIC DEVELOPMENT

Tourism and Local Businesses Support.

ENVIRONMENT

Domestic Waste & Green Waste, Recycling, Coastal Protection, Stormwater and other Drainage, Street Cleaning, Street Lighting.

RECREATION

Jetties, Other Marine Facilities, Parks and Gardens, Sports Facilities.

REGULATORY SERVICES

Dog and Cat Control, Building Control, Town Planning, Health Inspection, Litter and Parking Control.

TRANSPORT

Construction and Maintenance of Roads, Footpaths, Traffic Control, Streetscape, Kerb and Water Table, Bridges.

COUNCIL ADMINISTRATION

Administration n.e.c., Elected Members, Organisational, Support Services, Rate Revenue.

Notes to the Financial Statements for the year ended 30 June 2021

Note 13. Financial Instruments

Recognised Financial Instruments

Bank, Deposits at Call, Short Term Deposits

Accounting Policy:

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

Terms & Conditions:

Deposits are returning fixed interest rates between 0.3% and 1.7% (2020: 0.25% and 1.2%). Short term deposits have an average maturity of 100 days and an average interest rate of 1% (158 days and 1.14%).

Carrying Amount:

Approximates fair value due to the short term to maturity.

Receivables - Rates & Associated Charges

Accounting Policy:

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

Terms & Conditions:

Secured over the subject land, arrears attract interest of 0.43% per month (2020: 0.53%). Council is not materially exposed to any individual debtor, credit risk exposure is concentrated within the Council's boundaries in the State.

Carrying Amount:

Approximates fair value (after deduction of any allowance).

Receivables - Fees & Other Charges

Accounting Policy:

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

Terms & Conditions:

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

Carrying Amount:

Approximates fair value (after deduction of any allowance).

Receivables - Other Levels of Government

Accounting Policy:

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

Terms & Conditions:

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

Carrying Amount:

Approximates fair value.

Receivables - Aged Care Facility Contributions

Accounting Policy:

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

Notes to the Financial Statements for the year ended 30 June 2021

Note 13. Financial Instruments (continued)

Terms & Conditions:

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

Carrying Amount:

Approximates fair value (after deduction of any allowance).

Liabilities - Creditors and Accruals

Accounting Policy:

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

Terms & Conditions:

Liabilities are normally settled on 30 day terms.

Carrying Amount:

Approximates fair value.

Liabilities - Aged Care Facility Contributions

Accounting Policy:

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

Terms & Conditions:

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

Carrying Amount:

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

Liabilities - Interest Bearing Borrowings

Accounting Policy:

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

Terms & Conditions:

Secured over future revenues, borrowings are repayable (describe basis); interest is charged at fixed rates between 1.3% and 7.05% (2020: **2.20%** and **7.05%**).

Carrying Amount:

Approximates fair value.

Liabilities - Leases

Accounting Policy:

Accounted for in accordance with AASB 16 as stated in Note 1.

Notes to the Financial Statements

for the year ended 30 June 2021

Note 13. Financial Instruments (continued)

\$ '000	Due < 1 year	Due > 1 year & ≤ 5 years	Due > 5 years	Total Contractual Cash Flows	Carrying Values
Financial Assets					
2021					
Cash & Cash Equivalents	19,200	–	–	19,200	19,200
Receivables	3,992	820	979	5,791	4,927
Total Financial Assets	23,192	820	979	24,991	24,127
Financial Liabilities					
Payables	39,963	–	–	39,963	37,896
Current Borrowings	1,749	–	–	1,749	1,473
Non-Current Borrowings	–	6,408	12,605	19,013	14,439
Total Financial Liabilities	41,712	6,408	12,605	60,725	53,808
2020					
Cash & Cash Equivalents	21,355	–	–	21,355	21,355
Receivables	5,793	901	901	7,595	6,824
Total Financial Assets	27,148	901	901	28,950	28,179
Financial Liabilities					
Payables	44,993	–	–	44,993	40,659
Current Borrowings	3,591	–	–	3,591	3,056
Non-Current Borrowings	–	4,943	9,156	14,099	10,554
Total Financial Liabilities	48,584	4,943	9,156	62,683	54,269

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

\$ '000	2021		2020	
	Weighted Avg Interest Rate	Carrying Value	Weighted Avg Interest Rate	Carrying Value
Fixed Interest Rates	4.06%	15,912	4.30%	13,610
		15,912		13,610

Net Fair Value

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

Notes to the Financial Statements

for the year ended 30 June 2021

Note 13. Financial Instruments (continued)

Risk Exposures

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

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

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

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

Note 14. Capital Expenditure and Investment Property Commitments

\$ '000	2021	2020
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Capital Commitments

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

Buildings	1,798	510
Infrastructure	3,062	476
Reserves	231	800
Plant & Equipment	591	261
	<u>5,682</u>	<u>2,047</u>

These expenditures are payable:

Not later than one year	5,682	2,047
	<u>5,682</u>	<u>2,047</u>

Notes to the Financial Statements

for the year ended 30 June 2021

Note 15. Financial Indicators

\$ '000	Indicator 2021	Indicators 2020	Indicators 2019
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These Financial Indicators have been calculated in accordance with Information paper 9 - Local Government Financial Indicators prepared as part of the LGA Financial Sustainability Program for the Local Government Association of South Australia.

1. Operating Surplus Ratio

Operating Surplus	1.8%	(1.7)%	2.0%
Total Operating Income			

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

2. Net Financial Liabilities Ratio

Net Financial Liabilities	51%	51%	41%
Total Operating Income			

Net Financial Liabilities are defined as total liabilities less financial assets (excluding equity accounted investments in Council businesses). These are expressed as a percentage of total operating revenue.

Adjustments to Ratios

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

Adjusted Operating Surplus Ratio

Operating Surplus	1.8%	(1.7)%	2.0%
Total Operating Income			

Adjusted Net Financial Liabilities Ratio

Net Financial Liabilities	51%	51%	41%
Total Operating Income			

3. Asset Renewal Funding Ratio

Net Asset Renewals	116%	134%	112%
Infrastructure & Asset Management Plan required expenditure			

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

Notes to the Financial Statements

for the year ended 30 June 2021

Note 16. Uniform Presentation of Finances

\$ '000	2021	2020
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The following is a high level summary of both operating and capital investment activities of the Council prepared on a simplified Uniform Presentation Framework basis.

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

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

Income	71,739	69,794
less Expenses	(70,450)	(70,986)
Operating Surplus / (Deficit)	1,289	(1,192)

Net Outlays on Existing Assets

Capital Expenditure on Renewal and Replacement of Existing Assets	(8,758)	(7,799)
add back Depreciation, Amortisation and Impairment	10,684	10,416
add back Proceeds from Sale of Replaced Assets	261	195
	2,187	2,812

Net Outlays on New and Upgraded Assets

Capital Expenditure on New and Upgraded Assets (including Investment Property & Real Estate Developments)	(9,715)	(14,320)
add back Amounts Received Specifically for New and Upgraded Assets	5,632	3,485
add back Proceeds from Sale of Surplus Assets (including investment property, real estate developments & non-current assets held for resale)	12	40
	(4,071)	(10,795)

Net Lending / (Borrowing) for Financial Year	(595)	(9,175)
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Note 17. Leases

Council as a lessor

Leases Providing Revenue to the Council

Council owns various buildings, plant and other facilities that are available for hire or lease (on a non-cancellable basis wherever practicable) in accordance with the published revenue policy. Rentals received from such leases are disclosed in Note 2c.

\$ '000	2021	2020
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Future minimum rentals receivable under non-cancellable operating leases as at 30 June, are as follows:

Not later than one year	436	485
Later than one year and not later than 5 years	1,664	1,750
Later than 5 years	877	1,609
	2,977	3,844

Notes to the Financial Statements for the year ended 30 June 2021

Note 18. Superannuation

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

Accumulation only Members

Accumulation only members receive both employer and employee contributions on a progressive basis. Employer contributions are based on a fixed percentage of ordinary time earnings in accordance with superannuation guarantee legislation (9.50% in 2020/21; 9.50% in 2019/20). No further liability accrues to the Council as the superannuation benefits accruing to employees are represented by their share of the net assets of the Fund.

Salarylink (Defined Benefit Fund) Members

Salarylink is a defined benefit scheme where the benefit payable is based on a formula determined by the member's contribution rate, number of years and level of contribution and final average salary. Council makes employer contributions to Salarylink as determined by the Fund's Trustee based on advice from the appointed Actuary. The rate is currently 6.3% (6.3% in 2019/20) of "superannuation" salary.

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

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

The most recent actuarial investigation was conducted by the Fund's actuary, Louise Campbell, FIAA, of Willis Towers Watson as at 30 June 2020. The Trustee has determined that the current funding arrangements are adequate for the expected Salarylink liabilities. However, future financial and economic circumstances may require changes to Council's contribution rates at some future time.

Contributions to Other Superannuation Schemes

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

Notes to the Financial Statements

for the year ended 30 June 2021

Note 19. Interests in Other Entities

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

\$ '000	Council's Share of Net Income		Council's Share of Net Assets	
	2021	2020	2021	2020
Council's Share of Net Income				
Joint Ventures	66	99	3,314	3,227
Total Council's Share of Net Income	66	99	3,314	3,227

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

\$ '000	Principal Activity	2021	2020
Southern Region Waste Resource Authority	Management of waste and waste facilities	3,314	3,227
Total Carrying Amounts - Joint Ventures & Associates		3,314	3,227

Southern Region Waste Resource Authority

Established under Section 43 of the Local Government Act, 1999 to provide operate services for the management of waste and the management of waste facilities under its control on behalf of the constituent Council, being the City of Holdfast Bay, City of Marion, and City of Onkaparinga. The Authority made a provision of \$13.7m in the accounts for landfill restoration which is considered reasonable.

(b) Relevant Interests

	Interest in Operating Result		Ownership Share of Equity		Proportion of Voting Power	
	2021	2020	2021	2020	2021	2020
Southern Region Waste Resource Authority	15.00%	15.00%	15.00%	15.00%	15.00%	15.00%

(c) Movement in Investment in Joint Venture or Associate

\$ '000	Southern Region Waste Resource Authority	
	2021	2020
Opening Balance	3,227	2,945
Share in Operating Result	66	99
Share in Other Comprehensive Income	21	183
Council's Equity Share in the Joint Venture or Associate	3,314	3,227

Note 20. Non-Current Assets Held for Sale & Discontinued Operations

Council does not have any Non-Current Assets Held for Sale or any Discontinued Operations.

Notes to the Financial Statements for the year ended 30 June 2021

Note 21. Contingencies & Assets/Liabilities Not Recognised in the Balance Sheet

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

1. LAND UNDER ROADS

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

At reporting date, Council controlled **178 km** of road reserves of average width **8.7 metres**.

2. POTENTIAL INSURANCE LOSSES

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

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

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

3. LEGAL EXPENSES

Council is the planning consent authority for its area under the Development Act 1993 (as amended). Pursuant to that Act, certain persons aggrieved by a planning decision of the Council may appeal. It is normal practice that parties bear their own legal costs. At the date of these reports, Council had notice of 6 appeals against planning decisions made prior to reporting date. All known costs have been recognised, but the amount of further costs cannot be known until the appeals are determined.

4. SOUTHERN REGION WASTE RESOURCE AUTHORITY

Council has a 15% interest in Southern Region Waste Resource Authority. The Authority describes contingent liabilities in Note 15 to their Financial Statements for the year ended 30 June 2021.

Note 22. Events after the Balance Sheet Date

Events that occur after the reporting date of 30 June 2021, up to and including the date when the financial statements are "authorised for issue" have been taken into account in preparing these statements.

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

Council is unaware of any material or significant "non adjusting events" that should be disclosed.

Notes to the Financial Statements

for the year ended 30 June 2021

Note 23. Related Party Transactions

Key Management Personnel

Transactions with Key Management Personnel

The Key Management Personnel of the Council include the Mayor, Councillors, Alwyndor Management Committee CEO and certain prescribed officers under section 112 of the Local Government Act 1999. In all, 30 persons were paid the following total compensation:

\$ '000	2021	2020
The compensation paid to Key Management Personnel comprises:		
Short-Term Employee Benefits	1,270	1,071
Post Employment Benefits	16	17
Payments to Mayor and Elected Members	375	358
Development Assessment Panel Independent Members, Alwyndor Management Committee	46	45
Total	1,707	1,491

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

City of Holdfast Bay (Consolidated)

Notes to and forming part of the Financial Statements

for the year ended 30 June 2021

Note 24. Comparative Financial Reporting

Alwyndor Aged Care – City of Holdfast Bay, is a registered charity (being a Public Benevolent Institution), governed by the Alwyndor Trust Deed.

Council is the Trustee of the Alwyndor Trust and, as such, delegates its day to day management of the Trust to the Alwyndor Management Committee, established under Section 41 of the Local Government Act. Australian Accounting Standard AASB 10 requires Council to prepare a consolidated annual financial report incorporating Alwyndor.

Under the Alwyndor Trust Deed and its status as a Public Benevolent Institution, Council is permitted to receive payments from Alwyndor for commercial services provided, but has no legal entitlement to otherwise financially benefit. Alwyndor operates as a self-sustaining business separate to Council.

Separate comparative financial statements of Council have been prepared to report the financial performance and position of Council excluding Alwyndor.

Statement of Comprehensive Income

for the year ended 30 June 2021

\$ '000	Consolidated		Excluding Alwyndor	
	2021	2020	2021	2020
Income				
Rates	37,977	37,086	37,977	37,086
Statutory Charges	2,263	2,230	2,263	2,230
User Charges	7,754	7,602	3,249	3,732
Grants, Subsidies and Contributions	15,515	13,958	3,490	3,176
Investment Income	191	411	31	90
Reimbursements	3,575	3,493	380	527
Other income	4,398	4,915	1,204	1,010
Net Gain - Equity Accounted Council Businesses	66	99	66	99
Total Income	71,739	69,794	48,660	47,950
Expenses				
Employee Costs	32,712	31,646	17,090	17,383
Materials, Contracts and Other Expenses	25,240	26,807	19,472	20,850
Depreciation, Amortisation and Impairment	10,684	10,416	9,449	9,173
Finance Costs	1,814	2,117	603	582
Total Expenses	70,450	70,986	46,614	47,988
Operating Surplus/(Deficit)	1,289	(1,192)	2,046	(38)
Asset Disposal and Fair Value Adjustments	(1,379)	(3,396)	(1,365)	(3,321)
Amounts Received Specifically for New or Upgraded Assets	5,631	4,728	5,631	4,728
Net Surplus/(Deficit)	5,541	140	6,312	1,369
Other Comprehensive Income				
Amounts which will not be classified subsequently to operating result				
Asset Disposal and Fair Value Adjustments	5,567	(710)	5,567	(710)
Share of Other Comprehensive Income - Equity Accounted Council Businesses	21	183	21	183
Total Other Comprehensive Income	5,588	(527)	5,588	(527)
Total Comprehensive Income	11,129	(387)	11,900	842

City of Holdfast Bay (Consolidated)

Notes to and forming part of the Financial Statements
for the year ended 30 June 2021

Note 24. Comparative Financial Reporting (continued)

\$ '000	Consolidated		Excluding Alwyndor	
	2021	2020	2021	2020
Statement of Financial Position				
as at 30 June 2021				
ASSETS				
Current assets				
Cash and Cash Equivalents	19,200	21,355	443	865
Trade and Other Receivables	4,000	5,513	2,421	3,039
Inventories	-	10	-	10
Total current assets	23,200	26,878	2,864	3,914
Non-current Assets				
Financial Assets	1,133	1,166	1,133	1,166
Equity accounted investments - Council businesses	3,314	3,227	3,314	3,227
Other Non-Current Assets	4,497	4,551	4,497	4,511
Infrastructure, Property, Plant & Equipment	732,135	720,377	694,277	681,984
Total non-current assets	741,079	729,321	703,221	690,888
TOTAL ASSETS	764,279	756,199	706,085	694,802
LIABILITIES				
Current Liabilities				
Trade and Other Payables	39,818	45,278	6,099	8,904
Borrowings	1,473	3,056	1,473	3,056
Provisions	4,706	4,618	2,908	3,001
Total Current Liabilities	45,997	52,952	10,480	14,961
Non-current liabilities				
Borrowings	14,439	10,554	14,439	10,554
Provisions	490	469	292	313
Total non-current liabilities	14,929	11,023	14,731	10,867
TOTAL LIABILITIES	60,926	63,975	25,211	25,828
Net Assets	703,353	692,224	680,874	668,974
EQUITY				
Accumulated Surplus	185,045	179,483	180,304	173,971
Asset Revaluation Reserve	511,893	506,326	500,570	495,003
Other Reserves	6,415	6,415	-	-
TOTAL EQUITY	703,353	692,224	680,874	668,974

City of Holdfast Bay (Consolidated)

Notes to and forming part of the Financial Statements

for the year ended 30 June 2021

Note 24. Comparative Financial Reporting (continued)

\$ '000	Consolidated		Excluding Alwyndor	
	2021	2020	2021	2020
Statement of Changes in Equity				
for the year ended 30 June 2021				
Accumulated Surplus				
Balance at beginning of period	179,483	179,160	173,971	172,419
Net Surplus/(Deficit) for Year	5,541	140	6,312	1,369
Equity Accounted Council Businesses	-	183	-	183
Share of OCI - Equity Accounted Council Business	21	-	21	-
Balance at end of period	185,045	179,483	180,304	173,971
Asset Revaluation Reserve				
Balance at beginning of period	506,326	507,036	495,003	495,713
Gain/(Loss) on revaluation of I,PP&E	5,567	(710)	5,567	(710)
Balance at end of period	511,893	506,326	500,570	495,003
Other Reserves				
Balance at beginning of period - Alwyndor General	6,415	6,415	-	-
Transfer to/(from) Reserve	-	-	-	-
Balance at end of period	6,415	6,415	-	-
TOTAL EQUITY	703,353	692,224	680,874	668,974

	Consolidated		Excluding Alwyndor	
	2021	2020	2021	2020

Financial Indicators

for the year ended 30 June 2021

Operating Surplus Ratio	1.8%	(2%)	4.2%	0%
Net Financial Liabilities Ratio	51%	51%	44%	43%
Asset Renewal Funding Ratio	116%	134%	135%	166%

Independent Auditor's Report

To the members of the City of Holdfast Bay

Opinion

We have audited the accompanying financial report of the City of Holdfast Bay (the Council), which comprises the statement of financial position as at 30 June 2021, statement of comprehensive income, statement of changes in equity, the statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies and other explanatory information, and the Certification of the Financial Statements.

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

Basis for Opinion

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

Council's Responsibility for the Financial Report

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

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

Auditor's Responsibilities for the Audit of the Financial Report

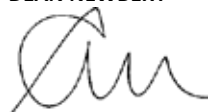
Our objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that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

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

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

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

DEAN NEWBERY



SAMANTHA CRETEN
PARTNER

Signed on the 29th day of October 2021,
at 214 Melbourne Street, North Adelaide, South Australia, 5006

INDEPENDENT ASSURANCE REPORT ON THE INTERNAL CONTROLS OF THE CITY OF HOLDFAST BAY

Opinion

In our opinion, the Council has complied, in all material respects, with Section 125 of the *Local Government Act 1999* in relation to the Internal Controls established by the Council relating to the receipt, expenditure and investment of money, acquisition and disposal of property and incurring of liabilities so as to provide reasonable assurance that the financial transactions of the Council have been conducted properly and in accordance with law for the period 1 July 2020 to 30 June 2021.

Basis for opinion

We have audited the Internal Controls of the City of Holdfast Bay (the Council) under the requirements of *Section 125 of the Local Government Act 1999* in relation only to the Internal Controls established by the Council to ensure that financial transactions relating to the receipt, expenditure and investment of money, acquisition and disposal of property and incurring of liabilities for the period 1 July 2020 to 30 June 2021 have been conducted properly and in accordance with law.

We conducted our engagement in accordance with Standard on Assurance Engagements *ASAE 3000 Assurance Engagements Other than Audits or Reviews of Historical Financial Information* and *ASAE 3150 Assurance Engagements on Controls* issued by the Auditing and Assurance Standards Board.

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

The Council's Responsibility for the Internal Controls

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

Our Independence and Quality Control

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

Assurance Practitioner's Responsibilities

Our responsibility is to express an opinion on the Council's compliance with *Section 125 of the Local Government Act 1999* in relation only to the Internal Controls established by the Council to ensure that financial transactions relating to the receipt, expenditure and investment of money, acquisition and disposal of property and incurring of liabilities, based on our procedures have been conducted properly and in accordance with law.

ASAE 3150 requires that we plan and performed our procedures to obtain reasonable assurance about whether, in all material respects, the controls are suitably designed to achieve the control objectives and the controls operating effectively through the period. ASAE 3000 also requires us to comply with the relevant ethical requirements for the Australian professional accounting bodies.

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

Limitation on Use

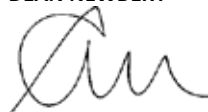
This report has been prepared for the members of the Council in accordance with *Section 129(1)(b) of the Local Government Act 1999* in relation to the Internal Controls specified above. We disclaim any assumption of responsibility for any reliance on this report to any persons or users other than the members of the Council, or for any purpose other than that for which it was prepared.

Limitations of Controls

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

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

DEAN NEWBERY



SAMANTHA CRETEN
PARTNER

Signed on the 29th day of October 2021
at 214 Melbourne Street, North Adelaide, South Australia, 5006

City of Holdfast Bay

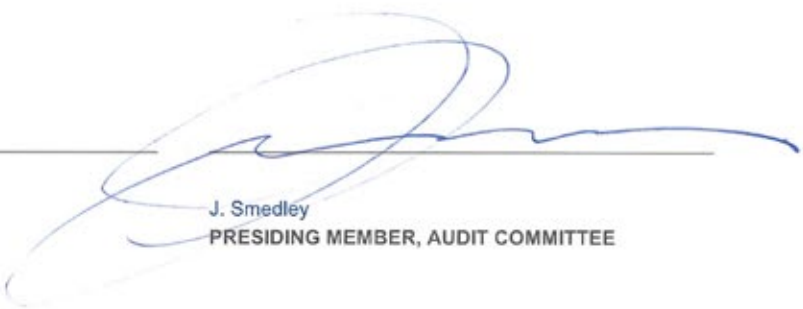
General Purpose Financial Statements for the year ended 30 June 2021

Certification of Auditor Independence

To the best of our knowledge and belief, we confirm that, for the purpose of the audit of City of Holdfast Bay (Consolidated) for the year ended 30 June 2021, the Council's Auditor, Dean Newbery has maintained its independence in accordance with the requirements of the *Local Government Act 1999* and the *Local Government (Financial Management) Regulations 2011* made under that Act.

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



R. Bria
CHIEF EXECUTIVE OFFICER

J. Smedley
PRESIDING MEMBER, AUDIT COMMITTEE

Date: 20/10/2021

HEAD OFFICE

214 Melbourne Street
North Adelaide SA 5006

PO Box 755
North Adelaide SA 5006

T: (08) 8267 4777
www.deannewbery.com.au

Dean Newbery
ABN: 30 164 612 890

Certification of Auditor's Independence

I confirm that, for the audit of the financial statements of the City of Holdfast Bay for the year ended 30 June 2021, I have maintained my independence in accordance with the requirements of APES 110 – Code of Ethics for Professional Accountants, Section 290, published by the Accounting Professional and Ethical Standards Board, in accordance with the *Local Government Act 1999 and the Local Government (Financial Management) Regulations 2011* made under that Act.

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



SAMANTHA CRETEN

Partner

DEAN NEWBERY

Dated this 29th day of October 2021

The background is a solid yellow color with white, hand-drawn style contour lines. These lines are irregular and wavy, resembling topographic map lines or perhaps stylized waves or smoke. They are distributed across the entire page, with some areas having more dense, concentric lines and others having more sparse, elongated lines.

SOUTHERN REGION WASTE RESOURCE AUTHORITY ANNUAL REPORT



FINANCIAL REPORT

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2021

SOUTHERN REGION WASTE RESOURCE AUTHORITY

ANNUAL FINANCIAL STATEMENTS For the year ended 30 June 2021

CERTIFICATION OF FINANCIAL STATEMENTS

I have been authorised by Southern Region Waste Resource Authority to certify the financial statements in their final form. In our opinion:

- the accompanying financial statements comply with the *Local Government Act 1999, Local Government (Financial Management) Regulations 2011 and Australian Accounting Standards*.

- the financial statements present a true and fair view of the Authority's financial position at 30 June 2021 and the results of its operations and cash flows for the financial year.

- internal controls implemented by the Authority provide a reasonable assurance that the Authority's financial records are complete, accurate and reliable and were effective throughout the financial year.

- the financial statements accurately reflect the Authority's accounting and other records.



Chris Adams
Chief Executive Officer



Mark Booth
Chairperson

Date: 23/8/2021

SOUTHERN REGION WASTE RESOURCE AUTHORITY

STATEMENT OF COMPREHENSIVE INCOME for the year ended 30 June 2021

	Notes	2021 \$'000	2020 \$'000
Income			
User charges	2	11,774	10,746
Investment income	2	487	501
Other	7	454	493
Net gain - equity accounted Joint Venture	13	1,032	745
Total Income		13,747	12,485
Expenses			
Employee costs	3	1,131	1,248
Materials, contracts & other expenses	3	11,176	9,719
Depreciation, amortisation & impairment	3	1,002	860
Total Expenses		13,309	11,827
Operating Surplus		438	658
Asset disposal & fair value adjustments	3	140	-
Amounts received specifically for new/upgraded assets		-	-
Net Surplus		578	658
Other Comprehensive Income			
Changes in revaluation surplus - property, plant & equipment		-	1,222
Total Other Comprehensive Income		-	1,222
Total Comprehensive Income		578	1,880

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

SOUTHERN REGION WASTE RESOURCE AUTHORITY

STATEMENT OF FINANCIAL POSITION as at 30 June 2021

	Notes	2021 \$'000	2020 \$'000
Assets			
Current Assets			
Cash and cash equivalents	4	4,643	15,506
Trade & other receivables	4	3,008	2,230
Loan - Related Party	11,13	1,500	-
Total Current Assets		9,151	17,736
Non-current Assets			
Equity accounted joint venture		5,801	677
Property, plant & equipment	5	25,745	19,319
Total Non-current Assets		31,546	19,996
Total Assets		40,697	37,732
Liabilities			
Current Liabilities			
Trade & other payables	6	4,752	2,339
Provisions	6	128	145
Borrowings		-	-
Total Current Liabilities		4,880	2,484
Non-Current Liabilities			
Borrowings		-	-
Provisions	6	13,726	13,735
Total Non-current Liabilities		13,726	13,735
Total Liabilities		18,606	16,219
Net Assets		22,091	21,513
Equity			
Accumulated surplus		20,869	20,291
Asset revaluation reserve		1,222	1,222
Total Equity		22,091	21,513

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

SOUTHERN REGION WASTE RESOURCE AUTHORITY

STATEMENT OF CHANGES IN EQUITY for the year ended 30 June 2021

	Accumulated Surplus \$'000	Asset Revaluation Reserve \$'000	Total Equity \$'000
Balance at start of period - 1 July 2020	20,291	1,222	21,513
Net Surplus/ (Deficit) for Year	578	-	578
Other Comprehensive Income			
Gain on revaluation of property, plant & equipment	-	-	-
Transfers between reserves	-	-	-
Distributions to Member Councils	-	-	-
Balance at end of period - 30 June 2021	20,869	1,222	22,091
 Balance at start of period - 1 July 2019	 19,633	 -	 19,633
Net Surplus/ (Deficit) for Year	658	-	658
Other Comprehensive Income			
Gain on revaluation of property, plant & equipment	-	1,222	1,222
Transfers between reserves	-	-	-
Distributions to Member Councils	-	-	-
Balance at end of period - 30 June 2020	20,291	1,222	21,513

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

SOUTHERN REGION WASTE RESOURCE AUTHORITY

STATEMENT OF CASH FLOWS for the year ended 30 June 2021

	Notes	2021 \$'000	2020 \$'000
Cash Flows from Operating Activities			
Operating receipts from customers		11,450	11,743
Investment receipts		487	501
Operating payments to suppliers & employees		(9,920)	(11,886)
Finance payments		-	-
Net Cash provided by (or used in) Operating Activities	7	2,017	358
Cash Flows from Investing Activities			
Amounts specifically for new or upgraded assets		-	-
Sale of replaced assets	3	244	-
Distributions from equity accounted Joint Ventures	13	600	900
Contributions to equity accounted Joint Ventures	13	(513)	-
Expenditure on equity accounted contributed assets	13	(5,679)	-
Expenditure on renewal/replacement of assets		(634)	(759)
Expenditure on new/upgraded assets		(6,898)	(2,490)
Net Cash provided by (or used in) Investing Activities		(12,880)	(2,349)
Cash Flows from Financing Activities			
Distribution to Member Councils		-	-
Net Cash provided by (or used in) Financing Activities		-	-
Net Increase (Decrease) in cash held		(10,863)	(1,991)
Cash & cash equivalents at beginning of period	4	15,506	17,497
Cash & cash equivalents at end of period	4	4,643	15,506

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

SOUTHERN REGION WASTE RESOURCE AUTHORITY
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS
for the year ended 30 June 2021

Note 1 – Significant Accounting Policies

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

1 Basis of Preparation

1.1 Compliance with Australian equivalents to International Financial Reporting Standards

This general purpose financial report has been prepared in accordance with Australian equivalents to International Financial Reporting Standards (AIFRS) as they apply to not-for-profit entities, other authoritative pronouncements of the Australian Accounting Standards Board (AASB), Urgent Issues Group Interpretations (UIGs) and relevant South Australian legislation.

The Authority is a Local Government Authority Section 43 Regional Subsidiary under the control of City of Onkaparinga, City of Marion and the City of Holdfast Bay.

1.2 Historical Cost Convention

Except where stated below, these financial statements have been prepared in accordance with the historical cost convention.

1.3 Critical Accounting Estimates

The preparation of financial statements in conformity with AIFRS requires the use of certain critical accounting estimates, and requires management to exercise its judgement in applying the Authority's accounting policies.

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

1.4 Rounding

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

2 The Local Government Reporting Entity

Southern Region Waste Resource Authority operates as a regional subsidiary pursuant to Section 43 of the SA Local Government Act 1999 and Section 25 of the Local Government Implementation Act 1999, and has its principal place of business at 112 Bakewell Dr, Seaford Heights SA 5169.

3 Income recognition

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

4 Cash, Cash Equivalents and other Financial Instruments

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

Receivables are generally unsecured and do not bear interest.

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

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

5 Infrastructure, Property, Plant & Equipment

All non-current assets purchased or constructed are capitalised as the expenditure is incurred and depreciated as soon as the asset is held "ready for use".

SOUTHERN REGION WASTE RESOURCE AUTHORITY
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS
for the year ended 30 June 2021

Note 1 (cont.) – Significant Accounting Policies

5.1 Initial Recognition

All assets are initially recognised at cost. Cost is determined as the fair value of the assets given as consideration plus costs incidental to the acquisition, including architects' fees and engineering design fees and all other costs incurred. For assets acquired at no cost or for nominal consideration, cost is determined as fair value at the date of acquisition. The cost of non-current assets constructed by the Authority includes the cost of all materials used in construction, direct labour on the project and an appropriate proportion of variable and fixed overhead.

Capital works still in progress at balance date are recognised as other non-current assets and transferred to infrastructure, property, plant & equipment when completed ready for use.

5.2 Materiality

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

Capitalisation threshold applied of \$1,000 for all asset classes. Any purchases greater than this amount are capitalised and depreciated on the Authority's asset register.

5.3 Depreciation of Non-Current Assets

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

Depreciation is recognised on a straight-line basis. Major depreciation periods for each class are shown below. Depreciation of Landfill Construction and Future Capping, Rehabilitation and Restoration costs are amortised proportionately to the rate of filling based upon the projected remaining airspace of landfill cells as at the beginning of the reporting period. The Authority annually assesses the remaining airspace of landfill cells and accordingly, depreciation and amortisation rates are adjusted to reflect these estimates. Depreciation periods for infrastructure assets have been estimated based on the best information available to the Authority, but appropriate records covering the entire life cycle of these assets are not available, and extreme care should be used in interpreting financial information based on these estimated.

Plant, Furniture & Equipment	3-10 years
Buildings	30-50 years
Waste Facility	10-15 years
Landfill construction	Amortised proportionately to rate of filling
Future capping costs	Amortised proportionately to rate of filling
Future rehabilitation and restoration costs	Amortised proportionately to rate of filling

6 Payables

6.1 Goods & Services

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

7 Employee Benefits

7.1 Salaries, Wages & Compensated Absences

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

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

SOUTHERN REGION WASTE RESOURCE AUTHORITY
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS
for the year ended 30 June 2021

Note 1 (cont.) – Significant Accounting Policies

7.2 Superannuation

The Authority makes employer superannuation contributions in respect of its employees to Statewide Super. The Scheme has two types of membership, each of which is funded differently.

Accumulation Fund Members

Accumulation fund members receive both employer and employee contributions on a progressive basis. Employer contributions are normally based on a fixed percentage of employee earnings in accordance with Superannuation Guarantee Legislation 9.5% in 2020/21 (9.5% in 2019/20).

No further liability accrues to the employer as the superannuation benefits accruing to employees are represented by their share of the net assets of the Fund.

Salarylink (Defined Benefit Fund) Members

Defined benefit scheme is where the benefit payable is based on a formula determined by the member's contribution rate, number of years and level of contribution and final average salary. The Authority makes employer contributions as determined by the scheme's Trustee based on advice from the Scheme's Actuarial. The most recent actuarial investigation was conducted by the Fund's actuary, Louise Campbell, FIAA, of Willis Towers Watson as at 30 June 2020.

The Trustee has determined that the current funding arrangements are adequate for the expected Salarylink liabilities. However, future financial and economic circumstances may require changes to the Authority's contribution rates at some future time.

The Authority also makes contributions to other superannuation schemes selected by employees under the 'choice of fund' legislation.

All such schemes are of the accumulation type, where the superannuation benefits accruing to the employee are represented by their share of the net assets of the scheme, and no further liability attaches to the Authority.

8 Provisions for Landfill Capping, Rehabilitation and Restoration Costs

The Authority's provision for landfill capping, post closure rehabilitation costs and restoration costs are calculated based on the net present value of the future cash outflows expected to be incurred to remediate the landfill which will include the costs of capping, rehabilitating and restoring the landfill site.

The measurement of the provisions requires significant estimates and assumptions such as discount rate, inflation rate, assessment of the requirements of the Environment Protection Authority (EPA) or other government authorities, the timing, extent and costs of activities required and the area of the landfill to be remediated, which is determined by volumetric aerial surveys.

These uncertainties may result in future actual expenditure differing from the amounts currently provided. Expenditure relating to ongoing rehabilitation and restoration will reduce any provision previously established.

The Authority monitors the remaining airspace, the airspace consumption efficiency (compaction) ratio, the discount rate and the inflation rate used to calculate the net present value of the future landfill capping, rehabilitation and restoration costs on an annual basis and makes adjustments to the liability as required to ensure an accurate projected cost of the liability is showing in the balance sheet.

A complete review of all future capping, rehabilitation and restoration costs including a review of all the key assumptions and estimates in relation to the measurement of these costs is performed on a regular basis with the assistance of external consultants to ensure all projected costs have been independently verified.

The dates of the last review of the key assumptions and estimates in relation to the measurement of the future capping, rehabilitation and restoration costs are shown below:

Costs	Effective Date	Independent Assessor
Capping costs	30 June 2019	Golder Associates
Restoration costs	30 June 2018	Golder Associates
Rehabilitation costs	30 June 2016	Katalyse Pty Ltd

SOUTHERN REGION WASTE RESOURCE AUTHORITY

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

for the year ended 30 June 2021

Note 1 (cont.) – Significant Accounting Policies

9 Inventory

Inventory held by the Authority reflect materials stored on site which have either been purchased or gifted which will be used for future Cell and Capping construction works to be undertaken in future years.

10 GST Implications

In accordance with UIG Abstract 1031 "Accounting for the Goods & Services Tax". Receivables and Creditors include GST receivable and payable. Except in relation to input taxed activities, revenues and operating expenditures exclude GST receivable and payable. Non-current assets and capital expenditures include GST net of any recoupment.

Amounts included in the Statement of Cash Flows are disclosed on a gross basis.

11 Comparative Information

Comparative information has been reclassified to be consistent with the current year disclosure of equivalent information in accordance with AIFRS.

12 New Accounting Standards

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

Amendments to AASB 101 and AASB 108 Definition of Material

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

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

13 Valuation of Land and Building Assets

Building assets held by the Authority were valued by Opteon (South Australia) Pty Ltd with an effective valuation date of 30 June 2014 applied for financial reporting purposes. Assets were valued to their market value based on highest and best use. All purchases made post 30 June 2014 have been recorded at cost.

Land assets held by the Authority were valued by AssetVal with an effective valuation date of 30 June 2020 applied for financial reporting purposes. Where there is an active and liquid market as evidenced by sales transactions of similar property types, a Market approach by way of Direct Comparison or Income methods were utilised.

Some parcels of land are subject to restrictions as to use and sale and the value of these land assets has been determined after considering suitable market evidence and making necessary adjustment to account for these restrictions.

14 Valuation of Landfill Assets

Landfill assets comprise the acquisition of landfills, cell development costs, landfill improvements costs and the assets related to future landfill capping, rehabilitation and restoration costs.

Assets related to future landfill capping, rehabilitation and restoration costs are valued based on the net present value of the future cash outflows expected to remediate the landfill which will include the costs of capping, rehabilitating and restoring the landfill asset. The assumptions used to estimate these costs and details of their regular review are described in item 8 – Provision for Landfill Capping, Rehabilitation and Restoration Costs.

All landfill assets are amortised proportionately to the rate of filling as described in item 5.3 Depreciation of Non-Current Assets.

SOUTHERN REGION WASTE RESOURCE AUTHORITY
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS
for the year ended 30 June 2021

Note 1 (cont.) – Significant Accounting Policies

15 COVID-19

Given the nature of the business activities undertaken by the Authority, there has been no restrictions imposed on waste processing operations of the Authority due to government enforced restrictions introduced as a result of the COVID-19 pandemic event.

SOUTHERN REGION WASTE RESOURCE AUTHORITY

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2021

	2021 \$'000	2020 \$'000
Note 2 - Income		
User Charges		
Landfill Operations	11,774	10,746
	<u>11,774</u>	<u>10,746</u>
Investment Income		
Interest on investments	102	249
Banks & other	-	12
Rental income	385	240
	<u>487</u>	<u>501</u>
Other Income		
Other income	171	204
Southern Recycling Centre	283	289
	<u>454</u>	<u>493</u>
Note 3 - Expenses		
Employee Costs		
Salaries and Wages	1,092	1,151
Employee leave expense	(25)	10
Superannuation	98	102
Workers' Compensation Insurance	47	58
Less: Capitalised and distributed costs	(81)	(73)
	<u>1,131</u>	<u>1,248</u>
Materials, Contracts & Other Expenses		
Auditor's Remuneration	21	19
Board Expenses	36	39
Contractors	397	271
Fuels & oils	128	161
Equipment hire	10	18
Maintenance	450	217
Legal	160	32
Levies - EPA	9,570	8,542
Professional services	26	12
Southern Recycling Centre	108	183
Sundry	270	225
	<u>11,176</u>	<u>9,719</u>

SOUTHERN REGION WASTE RESOURCE AUTHORITY

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2021

Note 3 - Expenses (cont)

	2021 \$'000	2020 \$'000
Depreciation, Amortisation & Impairment		
Buildings	184	138
Plant & Equipment	408	274
Office Equipment	8	9
Super Cell	205	196
Super Cell Capping	174	215
Post Closure Rehabilitation	19	24
Future Restoration Costs	4	4
Work in Progress	-	-
	1,002	860
Asset Disposals		
Proceeds from disposal	244	-
Less: Carrying amount of assets sold	(104)	-
Gain (Loss) on disposal	140	-

Note 4 - Current Assets

Cash & Cash Equivalents		
Cash on Hand and at Bank	4,519	1,601
Short-term deposits	124	13,905
	4,643	15,506
Trade & Other Receivables		
Debtors - general	3,008	2,207
Accrued Revenues	-	23
	3,008	2,230

SOUTHERN REGION WASTE RESOURCE AUTHORITY

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2021

Note 5 - Property, Plant & Equipment

	2020 \$'000				2021 \$'000			
	At Fair Value	At Cost	Accumulated Depreciation	Carrying Amount	At Fair Value	At Cost	Accumulated Depreciation	Carrying Amount
Land	5,205	-	-	5,205	5,205	-	-	5,205
Buildings	560	4,081	(772)	3,869	560	5,810	(955)	5,415
Plant & Equipment	-	5,350	(3,252)	2,098	-	4,938	(2,718)	2,220
Office Equipment	-	160	(133)	27	-	172	(141)	31
Super Cell	-	8,202	(5,391)	2,811	-	8,970	(5,599)	3,371
Super Cell Capping	5,426	-	(2,395)	3,031	5,426	-	(2,570)	2,856
Post Closure Rehabilitation	6,143	-	(5,799)	344	6,143	-	(5,818)	325
Future Restoration Costs	4,228	-	(4,165)	63	4,228	-	(4,169)	59
Work in Progress	-	1,871	-	1,871	-	6,263	-	6,263
	21,562	19,664	(21,907)	19,319	21,562	26,153	(21,970)	25,745

SOUTHERN REGION WASTE RESOURCE AUTHORITY

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2022

Note 5 - Property, Plant & Equipment

	2020 \$'000	Movement in Property, Plant & Equipment during the Financial Year						2021 \$'000
	Carrying Value	Renewal / Replacement	Additions New/Upgrade	Disposals	Revaluation	Adjustment / Transfer	Depreciation	Carrying Value
Land	5,205	-	-	-	-	-	-	5,205
Buildings	3,869	-	45	-	-	1,585	(184)	5,415
Plant & Equipment	2,098	634	-	(104)	-	-	(408)	2,220
Office Equipment	27	-	12	-	-	-	(8)	31
Super Cell	2,811	-	766	-	-	(1)	(205)	3,371
Super Cell Capping	3,031	-	-	-	-	(1)	(174)	2,856
Post Closure Rehabilitation	344	-	-	-	-	-	(19)	325
Future Restoration Costs	63	-	-	-	-	-	(4)	59
Work in Progress	1,871	-	11,754	-	-	(7,362)	-	6,263
	29,319	634	12,577	(104)	-	(5,679)	(1,002)	25,745
2020 \$'000	15,440	759	2,793	-	1,222	(35)	(860)	19,319

SOUTHERN REGION WASTE RESOURCE AUTHORITY

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2021

Note 6 - Liabilities

	2021 \$'000		2020 \$'000	
	Current	Non-current	Current	Non-current
Trade & Other Payables				
Goods & services	4,752	-	2,323	-
Payments received in advance	-	-	16	-
	4,752	-	2,339	-
Provisions				
Annual Leave	70	-	80	-
Long Service Leave	58	8	65	17
Super Cell Capping	-	7,980	-	7,980
Post Closure Rehabilitation	-	4,064	-	4,064
Future Restoration Costs	-	1,674	-	1,674
	128	13,726	145	13,735

Reconciliation of Movement in Landfill & Restoration Provisions	Super Cell Capping	Post Closure Rehabilitation	Future Restoration Costs	Total
Opening Balance	7,980	4,064	1,674	13,718
Additional Amounts Recognised/ (Derecognised)	-	-	-	-
Payments	-	-	-	-
Unwinding of Present Value Discounts	-	-	-	-
Closing Balance	7,980	4,064	1,674	13,718

An independent review and update of key assumptions and estimates included in the calculation of landfill capping and post closure liabilities is expected to be undertaken in 2021/22 at which time the liability will be updated.

SOUTHERN REGION WASTE RESOURCE AUTHORITY

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2021

Note 7 - Cash Flow Reconciliation

(a) Reconciliation of Cash

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

	2021 \$'000	2020 \$'000
Total cash & equivalent assets	4,643	15,506
Less: Short-term borrowings	-	-
Balances per Cash Flow Statement	<u>4,643</u>	<u>15,506</u>

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

Net Surplus (Deficit)	578	658
Non-cash items in Income Statement		
Depreciation, amortisation & impairment	1,002	860
Net (Gain) Loss on equity accounted joint ventures	(1,032)	(745)
Net (Gain) Loss on disposal of assets	(140)	-
	<u>408</u>	<u>773</u>
Add (Less): Changes in Net Current Assets		
Net (increase) decrease in receivables	(778)	(564)
Net increase (decrease) in trade & other payables	2,411	138
Net increase (decrease) in other provisions	(24)	11
Net Cash provided by (or used in) operations	<u>2,017</u>	<u>358</u>

(c) Financing Arrangements

Corporate Credit Cards	18	18
------------------------	----	----

SOUTHERN REGION WASTE RESOURCE AUTHORITY

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

for the year ended 30 June 2021

Note 8 - Financial Instruments

Recognised Financial Instruments

Bank, Deposits at Call, Accounting Policy: Carried at lower of cost and net realisable value; Interest is recognised when earned.

Short Term Deposits

Terms & conditions: Deposits on Call do not have a maturity period and have an average interest rates of 0.3% (2020: 1.25% - 2.25%).

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

Receivables - Gate Fees & Associated Charges Accounting Policy: Carried at nominal values less any allowance for doubtful debts. An allowance for doubtful debts is recognised (and re-assessed annually) when collection in full is no longer probable.

Carrying amount: approximates fair value (after deduction of any allowance).

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

Terms & conditions: Liabilities are normally settled on 30 day terms.

Carrying amount: approximates fair value.

Net Fair Value

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

Risk Exposure

Credit Risk represents the loss that would be recognised if counterparties fail to perform as contracted. The maximum credit risk on financial assets of the Authority is the carrying amount, net of any provision for doubtful debts. All investments are made with the SA Local Government Finance Authority and Bank SA. There is no material exposure to any individual debtor.

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

Liquidity Risk is the risk that the Authority will encounter difficulty in meeting obligations with financial liabilities. In accordance with the model Treasury Policy (LGA Information Paper 15), liabilities have a range of maturity dates based on cash inflows. The Authority also has available a range of bank overdraft and short-term draw down facilities that it can access.

Interest Rate Risk is the risk that future cash flows will fluctuate because of changes in market interest rates. Most of the Authority's financial instruments are at fixed rates. Any such variations in future cash flows will not be material in effect on either the Authority's incomes or expenditures.

SOUTHERN REGION WASTE RESOURCE AUTHORITY

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2021

Note 8 – Financial Instruments

Liquidity Analysis

	2021	≤ 1 year	Maturity > 1 year ≤ 5 years	> 5 years	Non- interest bearing	Total
		\$'000	\$'000	\$'000	\$'000	\$'000
Financial Assets						
Amortised Cost						
Cash Assets		4,643	-	-	-	4,643
Receivables		-	-	-	3,008	3,008
Total		4,643	-	-	3,008	7,651
Financial Liabilities						
Payables		-	-	-	4,752	4,752
Borrowings		-	-	-	-	-
Total		-	-	-	4,752	4,752

	2020	≤ 1 year	Maturity > 1 year ≤ 5 years	> 5 years	Non- interest bearing	Total
		\$'000	\$'000	\$'000	\$'000	\$'000
Financial Assets						
Amortised Cost						
Cash Assets		15,506	-	-	-	15,506
Receivables		-	-	-	2,230	2,230
Total		15,506	-	-	2,230	17,736
Financial Liabilities						
Payables		-	-	-	2,339	2,339
Borrowings		-	-	-	-	-
Total		-	-	-	2,339	2,339

SOUTHERN REGION WASTE RESOURCE AUTHORITY

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2021

Note 9 - Commitments for Expenditure

	2021 \$'000	2020 \$'000
Capital Commitments		
Capital expenditure committed at reporting date but which is not recognised in the financial statements as liabilities are as follows:		
Committed Projects	1,250	12,580
	<u>1,250</u>	<u>12,580</u>

Note 10 - Events Occurring After Reporting Date

There were no events that occurred after reporting date that requires to be disclosed.

Note 11 - Disclosure of Related Party Transactions

The Key Management Personnel include the Chair of the Board, Chief Executive and other officers prescribed under

	2021 \$'000	2020 \$'000
Salaries, allowances & other short term benefits	404	404
Termination benefits	-	37
Total	<u>404</u>	<u>441</u>

Transactions with Related Parties:

The following transactions occurred with Related Parties:

Related Party Entity	Sale of Goods and Services (\$'000)	Amounts Outstanding from Related Parties (\$'000)	Description of Services Provided to Related Parties
City of Onkaparinga	5,626	362	Provision of waste disposal services
City of Holdfast Bay	1,233	107	Provision of waste disposal services
City of Marion	3,015	270	Provision of waste disposal services
Southern Recycling Centre	7,096	503	Provision of waste disposal services

Amounts recorded as outstanding from Related Parties are recorded in Trade and other receivables in Note 4. The Related Parties disclosed above are equity owners of the Authority and are referred to as Member Councils. Member Councils have equal representation on the Board of the Authority and accordingly have significant influence on the financial and operating decisions of the Authority. No one Member Council Individually has control of those policies.

The Authority has an outstanding receivable loan with the Southern Materials Recovery Facility totalling \$1.5 million as at reporting date. The Authority has recorded no sales with the Southern Materials Recovery Facility during 2020/21 given operations are not due to commence until 2021/22.

SOUTHERN REGION WASTE RESOURCE AUTHORITY

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2021

Note 12 - Uniform Presentation of Finances

	2021 \$'000	2020 \$'000
Income	13,747	12,485
Expenses	(13,309)	(11,827)
Operating Surplus / (Deficit)	<u>438</u>	<u>658</u>
Net Outlays on Existing Assets		
Capital Expenditure on renewal and replacement of Existing Assets	(634)	(759)
Depreciation, Amortisation, Impairment and Movement in Landfill Provisions	1,002	860
Proceeds from Sale of Replaced Assets	244	-
	<u>612</u>	<u>101</u>
Net Outlays on New and Upgraded Assets		
Capital Expenditure on New and Upgraded Assets	(6,898)	(2,490)
Amounts received specifically for New and Upgraded Assets	-	-
Proceeds from Sale of Surplus Assets	-	-
	<u>(6,898)</u>	<u>(2,490)</u>
Net Lending / (Borrowing) for Financial Year	<u><u>(5,848)</u></u>	<u><u>(1,731)</u></u>

SOUTHERN REGION WASTE RESOURCE AUTHORITY

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2021

Note 13 - Equity Accounting Joint Ventures

Southern Recycling Centre (SRC)

The Authority has entered into a joint venture arrangement with Integrated Waste Services Pty Ltd to operate the Southern Recycling Centre located on the Authority's landfill site.

	2021 \$'000	2020 \$'000
The Authority's respective interests are:		
- interest in operating result:	50.00%	50.00%
- ownership of equity	49.99%	49.99%
- the proportion of voting power	50.00%	50.00%
<u>Movement in Investment in Joint Operation:</u>		
Opening Balance	677	832
New Capital Contributions	-	-
Share in Operating Result	1,087	745
Equity Adjustment	-	-
Distributions Received	(600)	(900)
Share in Equity of Joint Operation	<u>1,164</u>	<u>677</u>

Expenditure Commitments

There were no expenditure commitments at reporting date that required to be recognised in the financial statements.

Contingent Liabilities

There were no contingent liabilities at reporting date that required to be recognised in the financial statements.

SOUTHERN REGION WASTE RESOURCE AUTHORITY

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2021

Note 13 (cont.) - Equity Accounting Joint Ventures

Southern Materials Recycling Facility (SMRF)

The Authority has entered into a joint venture arrangement with Re.Cycle (Adelaide) Pty Ltd to operate the Southern Material Recovery Facility located on the Authority's landfill site. The Joint Venture entity was established as from 13 April 2021.

As at reporting date, plant and equipment was still being commissioned and the facility has not commenced processing waste. The facility is expected to commence operations and processing recycled waste in July 2021.

	2021 \$'000
The Authority's respective interests are:	
- interest in operating result:	50.00%
- ownership of equity	50.00%
- the proportion of voting power	50.00%
<u>Movement in Investment in Joint Operation:</u>	
Opening Balance	-
Capital Contributions (cash contribution)	513
Capital Contributions (transfer of plant assets)	5,679
Capital Contribution (conversion to loan)	(1,500)
Share in Operating Result	(55)
Share in Equity of Joint Operation	<u>4,637</u>
The Authority provided the following contributions to the SMRF:	
- Cash Contribution	513
- Transfer of Plant and Equipment	5,679
Total Contribution	<u>6,192</u>

The amounts above resulted in a total initial contribution of \$6,192 million made by the Authority. Re.Cycle (Adelaide) Pty Ltd contributed an additional amount of \$6,192 million in cash. After the contributions described above were made by both joint venturers, the federal government agreed to contribute \$5.35 million to fund the purchase of plant and equipment. The Southern Materials Recovery Facility Joint Venture Advisory Committee resolved that \$3 million of the \$5.35 million funding from the Federal government is to be repaid to the joint venturers on the receipt of the grant as a loan from each joint venturer as at 30 June 2021.

The Authority has an outstanding receivable loan with the Southern Materials Recovery Facility totalling \$1.5 million as at the reporting date.

Expenditure Commitments

The Joint Venture has a \$5.813 million capital commitment as at reporting date relating to the construction of plant and equipment which is expected to be completed in the 2021/22 period.

Contingent Liabilities

There were no contingent liabilities at reporting date that required to be recognised in the financial statements.

SOUTHERN REGION WASTE RESOURCE AUTHORITY
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS
for the year ended 30 June 2021

Note 14 - Fair Value Measurements

The Authority measures and recognises the following assets at fair value on a recurring basis after initial recognition:

- Land assets.

The Authority does not subsequently measure any liabilities at fair value on a recurring basis, or any assets or liabilities at fair value on a non-recurring basis.

(a) Fair value hierarchy

AASB 13: *Fair Value Measurement* requires the disclosure of fair value information according to the relevant level in the fair value hierarchy. This hierarchy categorises fair value measurements into one of three possible levels based on the lowest level that a significant input can be categorised into. The levels are outlined below:

Level 1	Level 2	Level 3
Measurements based on quoted prices (unadjusted) in active markets for identical assets or liabilities that the entity can access at the measurement date.	Measurements based on inputs other than quoted prices included in Level 1 that are observable for the asset or liability, either directly or indirectly.	Measurements based on unobservable inputs for the asset or liability.

The fair value of assets and liabilities that are not traded in an active market is determined using one or more valuation techniques. These valuation techniques maximise, to the extent possible, the use of observable market data. If all significant inputs required to measure fair value are observable, the asset or liability is included in Level 2. If one or more significant inputs are not based on observable market data, the asset or liability is included in Level 3.

Valuation techniques

The Authority selects valuation techniques that are appropriate in the circumstances and for which sufficient data is available to measure fair value. The availability of sufficient and relevant data primarily depends on the specific characteristics of the asset or liability being measured. The valuation techniques selected by the association are consistent with one or more of the following valuation approaches:

- *Market approach:* uses prices and other relevant information generated by market transactions involving identical or similar assets or liabilities.
- *Income approach:* converts estimated future cash flows or income and expenses into a single current (i.e. discounted) value.
- *Cost approach:* reflects the current replacement cost of an asset at its current service capacity.

Each valuation technique requires inputs that reflect the assumptions that buyers and sellers would use when pricing the asset or liability, including assumptions about risks. When selecting a valuation technique, the Authority gives priority to those techniques that maximise the use of observable inputs and minimise the use of unobservable inputs. Inputs that are developed using market data (such as publicly available information on actual transactions) and reflect the assumptions that buyers and sellers would generally use when pricing the asset or liability are considered observable, whereas inputs for which market data are not available and therefore are developed using the best information available about such assumptions are considered unobservable.

SOUTHERN REGION WASTE RESOURCE AUTHORITY
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS
for the year ended 30 June 2021

Note 14 (cont.) - Fair Value Measurements

	Note	Level 1 \$	Level 2 \$	Level 3 \$	Total \$
2021					
Recurring fair value measurements					
Property, Plant & Equipment and Landfill Assets					
- Land	5	-	3,450	1,755	5,205
- Buildings	5	-	560	-	560
- Super Cell Capping	5	-	-	5,426	5,426
- Post Closure Rehabilitation	5	-	-	6,143	6,143
- Future Restoration Costs	5	-	-	4,228	4,228
Total financial assets recognised at fair value		-	4,010	17,552	21,562
2020					
Recurring fair value measurements					
Property, Plant & Equipment and Landfill Assets					
- Land	5	-	3,450	1,755	5,205
- Buildings	5	-	560	-	560
- Super Cell Capping	5	-	-	5,426	5,426
- Post Closure Rehabilitation	5	-	-	6,143	6,143
- Future Restoration Costs	5	-	-	4,228	4,228
Total financial assets recognised at fair value		-	4,010	17,552	21,562

(b) Disclosed fair value measurements

The following tables provide the level of the fair value hierarchy within which the disclosed fair value measurements are categorised in their entirety and a description of the valuation technique(s) and inputs used.

	Fair Value Hierarchy Level	Valuation Technique	Inputs Used
There has been no change in the valuation technique(s) used to calculate the fair values disclosed in the financial statements.	2	Market Value	Observable sales of similar properties – both vacant land and land with improvements

SOUTHERN REGION WASTE RESOURCE AUTHORITY
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS
for the year ended 30 June 2021

Note 14 (cont.) - Fair Value Measurements

There has been no change in the valuation technique(s) used to calculate the fair values disclosed in the financial statements.	3	Cost Approach	Landfill assets unobservable inputs. The measure of these costs requires significant estimates and assumptions such as: discount rate, inflation rate, assessment of EPA requirements, the timing, extent and costs of the required activities and the estimated remaining airspace of the landfill.
There has been no change in the valuation technique(s) used to determine the value of parcels of land where there are restrictions as to use and sale of these assets.	3	Market Value	Land assets unobservable inputs. Some parcels of land are subject to restrictions as to use and sale and the value of these land assets has been determined after considering suitable market evidence and making necessary adjustments to account for these restrictions. These adjustments are usually unobservable inputs that are likely to have a significant effect on valuation.

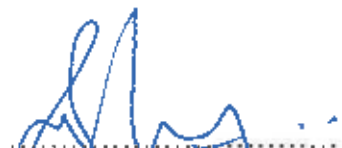


Southern Region Waste Resource Authority

Audit Committee – Auditor Independence

Presiding Member Certification

I, Greg Connor, the person occupying the position of Presiding Member of the Southern Region Waste Resource Authority's Audit Committee, do hereby certify (for the purposes of Regulation 21 (3) of the Local Government (Financial Management) Regulations 2011), that the auditor of the Southern Region Waste Resource Authority, Galpins, has not been engaged by the Southern Region Waste Resource Authority to provide services to the Southern Region Waste Resource Authority outside the scope of the audit functions under the Local Government Act 1999.



Greg Connor
Presiding Member

Southern Region Waste Resource Authority Audit Committee

17/8/24

Dated



Accountants, Auditors
& Business Consultants

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



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SOUTHERN REGION WASTE RESOURCE AUTHORITY

GENERAL PURPOSE FINANCIAL STATEMENTS For the year ended 30 June 2021

Statement by Auditor

I confirm that, for the audit of the financial statements of the Southern Region Waste Resource Authority for the year ended 30 June 2021, I have maintained my independence in accordance with the requirements of APES 110 – *Code of Ethics for Professional Accountants (including Independence Standards)*, Part 4A, published by the Accounting Professional and Ethical Standards Board, in accordance with the Local Government Act 1999 and the Local Government (Financial Management) Regulations 2011 made under that Act.

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

GALPINS ACCOUNTANTS, AUDITORS & BUSINESS CONSULTANTS

Tim Muhlhausler CA, Registered Company Auditor

Partner

9 September 2021

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



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INDEPENDENT AUDITOR'S REPORT

To the members of the Southern Region Waste Resource Authority

Report on the Audit of the Financial Report

Opinion

We have audited the accompanying financial report of the Southern Region Waste Resource Authority ("the Authority"), which comprises the balance sheet as at 30 June 2021, the statement of comprehensive income, statement of changes in equity and cash flow statement for the year then ended, notes comprising a summary of significant accounting policies and other explanatory information and the statement by the Executive Officer and the Chairman.

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

Basis for Opinion

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

Responsibility for the Financial Report

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

In preparing the financial report, the Authority is responsible for assessing the Authority's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless management either intends to liquidate the entity or to cease operations, or has no realistic alternative but to do so.

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

Auditor's Responsibility for the Audit of the Financial Report

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

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

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

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

GALPINS ACCOUNTANTS, AUDITORS & BUSINESS CONSULTANTS



Tim Muhlhausler CA, Registered Company Auditor

Partner

9 September 2021

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INDEPENDENT ASSURANCE REPORT ON THE INTERNAL CONTROLS OF THE SOUTHERN REGION WASTE RESOURCE AUTHORITY

To the members of the Southern Region Waste Resource Authority

Opinion

We have audited the compliance of the Southern Region Waste Resource Authority ("the Authority") with the requirements of *Section 125 of the Local Government Act 1999* in relation only to the Internal Controls established by the Authority to ensure that financial transactions relating to the receipt, expenditure and investment of money, acquisition and disposal of property and incurring of liabilities for the period 1 July 2020 to 30 June 2021 have been conducted properly and in accordance with law.

In our opinion, the Authority has complied, in all material respects, with Section 125 of the *Local Government Act 1999* in relation to internal controls established by the Authority in relation to the receipt, expenditure and investment of money, acquisition and disposal of property and incurring of liabilities so as to provide reasonable assurance that the financial transactions of the Authority have been conducted properly and in accordance with law for the period 1 July 2020 to 30 June 2021.

Basis for Opinion

We conducted our engagement in accordance with applicable Australian Standards on Assurance Engagements ASAE 3000 *Assurance Engagements Other than Audits or Reviews of Historical Financial Information* and ASAE 3150 *Assurance Engagements on Controls*, issued by the Australian Auditing and Assurance Standards Board, in order to state whether, in all material respects, the Authority has complied with Section 125 of the *Local Government Act 1999* in relation only to the internal controls specified above for the period 1 July 2020 to 30 June 2021. ASAE 3000 also requires us to comply with the relevant ethical requirements of the Australian professional accounting bodies.

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

The Authority's Responsibility for Internal Control

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

Our Independence and Quality Control

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

Auditor's responsibility

Our responsibility is to express an opinion on the Authority's compliance with Section 125 of the *Local Government Act 1999* in relation only to the internal controls established by the Authority to ensure that financial transactions relating to receipt, expenditure and investment of money, acquisition and disposal of property and incurring of liabilities have been conducted properly and in accordance with the law, based on our procedures. Our engagement has been conducted in accordance with applicable Australian Standards on Assurance Engagements ASAE 3000 *Assurance Engagements Other than Audits or Reviews of Historical Information* and ASAE 3150 *Assurance Engagements on Controls*, issued by the Australian Auditing and Assurance Standards Board, in order to state whether, in all material respects, the Authority has complied with Section 125 of the *Local Government Act 1999* in relation only to the internal controls specified above for the period 1 July 2020 to 30 June 2021. ASAE 3000 also requires us to comply with the relevant ethical requirements for the Australian professional accounting bodies.

Limitations of Controls

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

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

Limitations of Use

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

GALPINS ACCOUNTANTS, AUDITORS & BUSINESS CONSULTANTS



Tim Muhlhausler CA, Registered Company Auditor

Partner

09 September 2021



**Southern Region Waste Resource Authority
Board Chairperson – Auditor Independence**

I, Mark Booth, the person occupying the position of Chairperson of the Southern Region Waste Resource Authority's Board, do hereby certify (for the purposes of Regulation 22 (3) of the Local Government (Financial Management) Regulations 2011), that the auditor of the Southern Region Waste Resource Authority, Galpins, has not been engaged by the Southern Region Waste Resource Authority to provide services to the Southern Region Waste Resource Authority outside of the scope of the audit functions under the Local Government Act 1999.

A handwritten signature in blue ink, appearing to read 'Mark Booth', is written over a circular blue stamp.

Mark Booth

Chairperson

Southern Region Waste Resource Authority

23 / 8 / 2021

Date

Chief Executive Officer's Certificate of Compliance Auditor Independence Southern Region Waste Resource Authority

I, Scott Ashby the person for the time being occupying the position of Chief Executive Officer of the City of Onkaparinga, being a Constituent Council of the Southern Region Waste Resource Authority, do hereby certify (for the purposes of Regulation 22 (3) of the Local Government (Financial Management) Regulations 2011), that the auditor of the subsidiary, Galpins, has not been engaged by the subsidiary to provide services to the subsidiary outside of the scope of the audit functions under the Local Government Act 1999.


Scott Ashby
Chief Executive Officer
City of Onkaparinga

7/9/21
Dated



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245 Sturt Road, Sturt
South Australia 5047

T (08) 8375 6600

F (08) 8375 6699

E council@marion.sa.gov.au

**Chief Executive Officer's Certificate of Compliance
Auditor Independence
Southern Region Waste Resource Authority**

I, Tony Harrison, the person for the time being occupying the position of Chief Executive Officer of the City of Marion, being a Constituent Council of the Southern Region Waste Resource Authority, do hereby certify (for the purposes of Regulation 22 (3) of the Local Government (Financial Management) Regulations 2011), that the auditor of the subsidiary, Galpins, has not been engaged by the subsidiary to provide services to the subsidiary outside of the scope of the audit functions under the Local Government Act 1999.


.....
Tony Harrison
Chief Executive Officer
City of Marion

30.8.2021
.....
Dated



holdfast.sa.gov.au

Brighton Civic Centre 24 Jetty Road, Brighton SA 5048

PO Box 19 Brighton SA 5048

P 08 8229 9999 F 08 8298 4561

Glenelg Customer Service Centre and Library

2 Colley Terrace, Glenelg SA 5045

**Chief Executive Officer's Certificate of Compliance
Auditor Independence
Southern Region Waste Resource Authority**

I, Roberto Bria, the person for the time being occupying the position of Chief Executive Officer of the City of Holdfast Bay, being a Constituent Council of the Southern Region Waste Resource Authority, do hereby certify (for the purposes of Regulation 22 (3) of the Local Government (Financial Management) Regulations 2011), that the auditor of the subsidiary, Galpins, has not been engaged by the subsidiary to provide services to the subsidiary outside of the scope of the audit functions under the Local Government Act 1999.


.....
Roberto Bria
Chief Executive Officer

6.9.2021
Dated

ATTENDANCE AT BOARD MEETINGS

BOARD MEMBERS	MEETINGS HELD WHILST MEMBER	MEETINGS ATTENDED
CHAIRPERSON Mark Booth	9	9
CITY OF ONKAPARINGA Kirk Richardson	9	7
CITY OF ONKAPARINGA Richard Peat	9	8
CITY OF MARION Sorana Dinmore	9	8
CITY OF MARION Ian Crossland	9	7
CITY OF HOLDFAST BAY Roberto Bria	9	8
CITY OF HOLDFAST BAY John Smedley	9	6
DEPUTY BOARD MEMBERS		
Please Note: Deputy Members are only required to attend a Meeting when the Member is an apology		
CITY OF ONKAPARINGA Heidi Greaves	9	3
CITY OF MARION Bruce Hull	9	4
CITY OF MARION Ray Barnwell	9	9
CITY OF HOLDFAST BAY Clare Lindop	9	7

ATTENDANCE AT AUDIT COMMITTEE MEETINGS

	MEETINGS HELD WHILST MEMBER	MEETINGS ATTENDED
Please Note: Deputy Members are only required to attend a Meeting when the Member is an apology		
PRESIDING MEMBER Greg Connor	5	5
Sam Spadavecchia	5	5
David Powell <i>Term completed December 2020</i>	2	2
Emma Hinchey <i>Term commenced February 2021</i>	3	3
Mark Booth	5	4
John Smedley <i>Deputy SRWRA Representative</i>	5	1



WORK HEALTH AND SAFETY

LOST TIME INJURIES

At SRWRA safety is part of our culture, a value considered with each decision made by management and staff. SRWRA is committed to providing a healthy and safe work environment that minimises the risk of injury or illness arising from work activities.

SRWRA recorded only one lost time injury in 2020-2021 which is an increase over the previous twelve months when no lost time injuries were recorded.

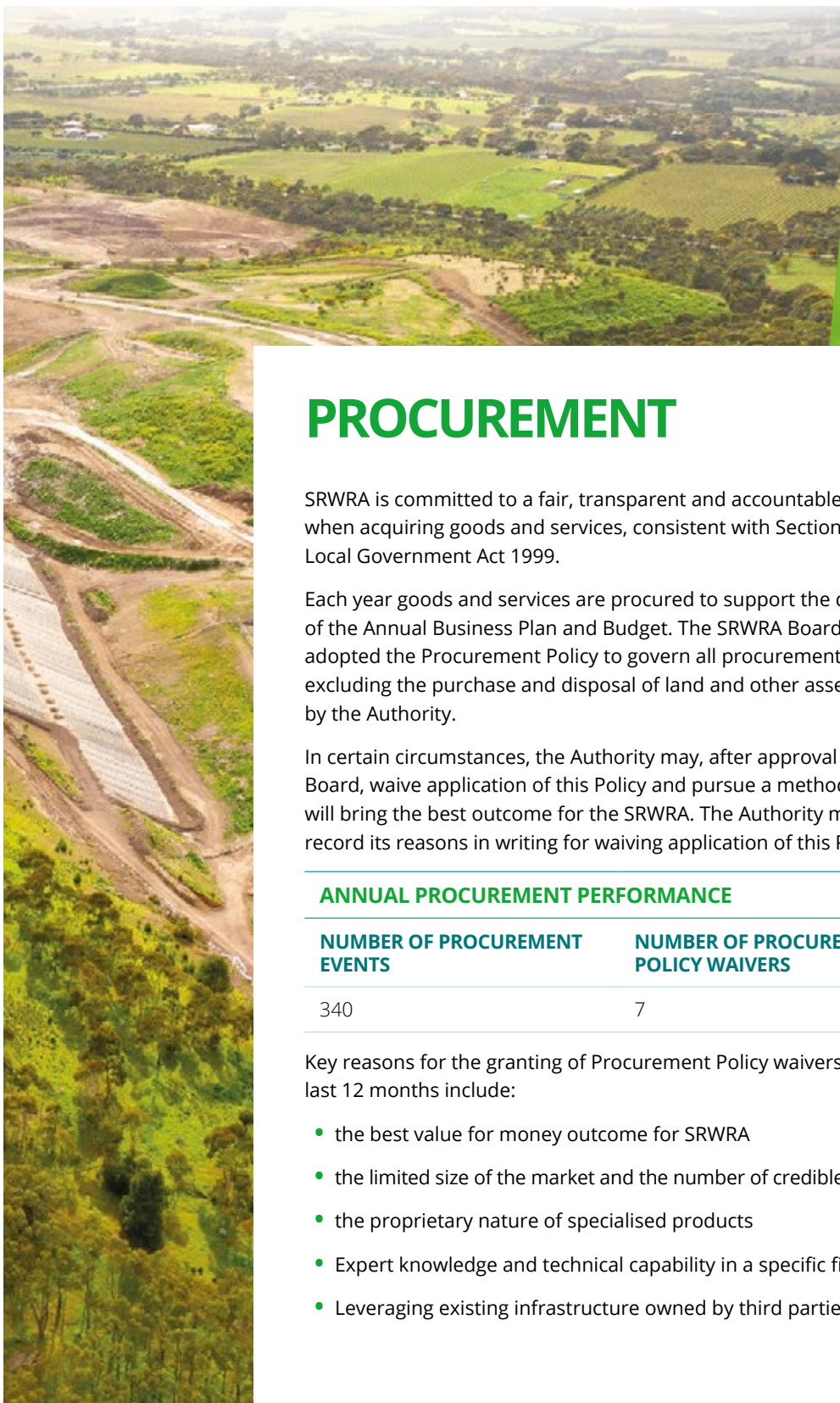
ANNUAL LOST TIME INJURIES

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

2019-2020	2020-2021
0	1

INJURY MANAGEMENT

SRWRA received one only worker compensation claim during 2020-2021. This is an increase in claims lodged this year compared to the previous year, which had zero compensation claims lodged.



PROCUREMENT

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

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

In certain circumstances, the Authority may, after approval from its Board, waive application of this Policy and pursue a method which will bring the best outcome for the SRWRA. The Authority must record its reasons in writing for waiving application of this Policy.

ANNUAL PROCUREMENT PERFORMANCE

NUMBER OF PROCUREMENT EVENTS	NUMBER OF PROCUREMENT POLICY WAIVERS
340	7

Key reasons for the granting of Procurement Policy waivers in the last 12 months include:

- the best value for money outcome for SRWRA
- the limited size of the market and the number of credible suppliers
- the proprietary nature of specialised products
- Expert knowledge and technical capability in a specific field
- Leveraging existing infrastructure owned by third parties







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