

ANNUAL REPORT 20/21



TABLE OF CONTENTS

Executive Summary	2
Fast Facts about Charles Sturt in 2020/21	5
Key Financials – Overview	6
About Council – Council Members	8
Council and Committee Structure from July 2020 to June 2021	11
Committees from July 2020 to June 2021	13
Charles Sturt Building Fire Safety Committee - from 1 July 2020 to 30 June 2021	19
Council Member Allowances	23
Representation & Elections	25
Our Workplace	27
Management & Staffing	28
Our Leadership Team	29
Our Employees	30
Our Workplaces	31
Corporate Indicators 2020/21	32
Finances & Accountability	68

Executive Summary

In many ways 2021 was reminiscent of the challenging landscape of 2020 with our state continuing to experience COVID-19 challenges and uncertainty. Throughout 2021, our community within the City of Charles Sturt has continued to adapt and remain connected and committed to supporting residents, business and visitors into our area.

As we adapted and responded to the changing requirements of COVID-19, we put in place several initiatives including regular COVID-19 video updates with our Mayor Angela Evans, a 'We're Here' campaign released across social media and physical Port Road banners, which highlighted activities and Council services our community could access during restrictions, 'Help your Neighbour' postcard drop to all residents, to highlight ways in which we can all assist our vulnerable and most at risk members of our community. These initiatives have been embraced throughout our City, and I thank you for your support and your responsiveness, it has been inspiring to be involved in. The passion and willingness of our community to remain grateful and connected to each other is reflected in the many community activities within Charles Sturt. The way local businesses continue to innovate and operate along with the unwavering loyalty of customers from the beach through to Bowden, epitomises our City where we embrace a sense of belonging.

Now with over 120,000 residents and more than 105 cultures, the City of Charles Sturt remains a diverse and inclusive community for all. The state of the art Ngutungka Community Centre in West Lakes is almost ready to welcome our community through its doors and will be a significant new way to experience the services and programs we offer. Ngutungka has special meaning; it is the first of its kind to be named in Kaurana Language in our City. Ngutungka is Kaurana for 'Place of Knowledge' and has been created as a next-generation centre of excellence in literacy, learning and innovation.

Our Community Plan 2020 – 2027 has been refreshed within the last 12 months and brings with it a renewed focus on both community and our customers at the heart of everything we do. Our Community Plan is now a flexible, living document that focuses on forming strong connections with our residents and businesses throughout the City of Charles Sturt. This will lead us into the future and ensure the sustainability of our City for years to come.

Our 2020/21 Annual Report details the work achieved together over the past financial year, as well as the services provided by Council during this time and provides further insight into the key target areas of the Community Plan.

Over the last financial year, Council have spent \$35.3m on our Capital Works Projects, through renewing our existing core assets including; road and footpath works, sporting facility upgrades, playground renewals and stormwater upgrades. A further \$2m has been spent on additional Annual Operating Initiatives including; stormwater management, greening our City, community grants, small business support and arts and cultural development.

OVERVIEW

The projects that have been funded and completed together with our partners in 2020/21 have provided infrastructure and services that have not only improved current operations but will secure the community well into the future. These new developments include:

- West Beach Rock Wall - Completed in August 2021, the rebuilt West Beach Rock Wall will ensure the barrier withstands significant storm events and projected sea level rise, protecting West Beach Surf Life Saving Club, Coast Path, road, car park and homes along Seaview Road. The project, which had a budget of \$7.2 million (\$5.95 from City of Charles Sturt and \$1.25 from Coast Protection Board), included the re-construction of the northern ramp access way, in a comprehensive and safe upgrade of the area.
- Ngutungka West Lakes – Completed in November 2021, the \$20 million Ngutungka West Lakes Community Hub will become an integral part of the community and a centre of excellence. Paired with the WEST development, we are excited to welcome existing and emerging customers to an area that is modern, future focused and that supports our diverse community.
- South Road Underpass – Completed in March 2021, the \$2m opening of the South Road underpass which includes significant improvements from balustrading to new lighting and sustainable decking, ensuring this key route for cyclists is safe and well maintained.
- Frank Mitchell Dog Park – Completed in March 2021, the newly established \$98K dog park at Woodville West Reserve/Frank Mitchell Park is the perfect place for all canine companions and is the first purpose built Dog Scentsory Garden in our City where dogs can sniff and explore.

Our overall average rate rise for the 20/21 financial year was .8%. In the COVID-19 context, with significant pressure on both residents and businesses, we are incredibly proud of the work undertaken to ensure a financially responsible budget. The budget focus was to continue to invest in our future, demonstrating the importance of well-maintained and modern infrastructure and service delivery for our community. For our current financial year, (which our next annual report will cover), we have delivered our lowest ever rate rise since the amalgamation of the Cities of Hindmarsh, Woodville and the City of Henley and Grange in January 1997.

In this Annual Report, and through our strategic focus to improve our City, we share with you our pride in being a city for all people; wherever you are from, you are home. A city where people feel safe, included and connected to others. It is an incredible privilege to encourage people from all walks of life to harmoniously participate together; we are a place where people feel they belong. We champion this unity in our diversity, and we strive to demonstrate honesty, transparency and integrity with how we share and connect with you.



CEO PAUL SUTTON

ABOUT COUNCIL

A SNAPSHOT OF OUR CITY



49,643 TONNES OF WASTE COLLECTED

(total) in 2020/21 from 33,942 serviced properties
(9,332 recycled and 16,071 green = 23,623 tonnes diverted from landfill)



283HA OF RESERVES MAINTAINED



15,247 TOTAL VACCINES ADMINISTERED IN 2020/21



5 LIBRARIES



7 COMMUNITY CENTRES



3,166 RAPID RESPONSE TASKS COMPLETED



446 NEW CITIZENS WELCOMED INTO OUR CITY



774KM OF ROADWAYS MAINTAINED



CITY OF CHARLES STURT POPULATION IN 2021 – 120,733

Fast Facts about Charles Sturt in 2020/21

Mayor Angela Evans

Chief Executive Officer Paul Sutton

Staff 454.9 full time equivalent (FTE) staff as at 30 June 2020

Key Statistics

- Total Area – 5,557 hectares
- Length of coast – 11.5km
- Length of roadway (approx.) – 774km of sealed roads
- Open space (approx.) – 431 parks and reserves contributing to a total 501.33 hectares of open space

Key Locations

- | | |
|---|---|
| • <i>Civic Centre and Library</i>
72 Woodville Road, Woodville 5011 | • <i>Cheltenham Community Centre Inc</i>
62 Stroud Street North, Cheltenham 5014
(Cheltenham Station) |
| • <i>Beverley Centre</i>
66 East Avenue, Beverley 5009 | • <i>Findon Community Centre</i>
222 Findon Road, Findon 5023
(Bus stop 214) |
| • <i>Hindmarsh Library</i>
149 Port Road, Hindmarsh 5007 | • <i>Henley & Grange Community Centre</i>
196A Military Road, Henley Beach 5022 |
| • <i>Henley Beach Library</i>
378 Seaview Road, Henley Beach 5022 | • <i>West Lakes Community Centre</i>
Cnr Brebner Drive and West Lakes Boulevard,
West Lakes 5021 |
| • <i>Findon Library</i>
Cnr Findon and Grange Roads, Findon 5023 | • <i>Youth Central</i>
The Brocas, 111 Woodville Road, St Clair |
| • <i>West Lakes Library</i>
Cnr West Lakes Boulevard and Brebner Drive,
West Lakes 5021 | • <i>19 on Green</i>
<i>Bowden Brompton Community Centre</i>
19 Green Street, Brompton 5007 |
| • <i>Seaton North Neighbourhood Centre</i>
16 Cairns Avenue, Seaton 5023. | • <i>Arch Patterson Community Centre</i>
64-66 Blight Street, Ridleyton 5007 |
| • <i>Bower Cottages Community Centre Inc</i>
200 Bower Road, Semaphore Park 5019 | |

ABOUT COUNCIL

Key Financials – Overview

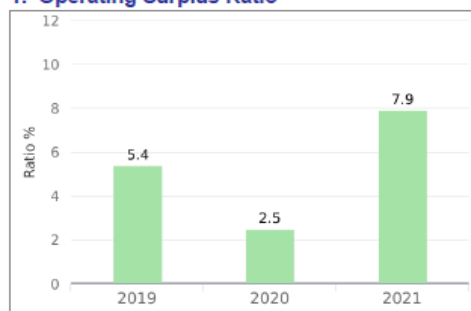
This year Council's Operating Expenditure was \$124.7m and Capital Expenditure \$32.9m. We received \$125.1 in rates and other income, \$13.1m in grants from the State and Federal Government and \$69.3m from a revaluation of infrastructure assets.

	2019 \$'000	2020 \$'000	2021 \$'000
Rates Income	106,223	109,730	112,324
Total grants* (includes grants for new/upgraded assets)	22,489	13,883	13,103
Statutory charges	4,018	3,973	4,316
Other income	6,095	6,824	6,758
Gain Equity Accounted council businesses	62	0	804
Gain on disposal of assets*	(7,243)	(7,631)	(1,543)
Physical resources received free of charge*	5,183	11,431	2,505
Other Comprehensive Income (includes changes in revaluation, surplus and impairment expense)	33,000	56,297	69,334
Income Sub Total	169,827	194,507	207,601
Loss Equity Accounted council businesses	-	131	-
Employee costs	41,807	44,170	44,099
Depreciation	28,859	30,118	32,171
Finance costs	943	1,179	1,161
Materials, Contracts, Other expenses	47,321	50,127	47,293
Expenditure Sub Total	118,930	125,725	124,724
Operating Surplus (excludes profit on disposal, physical resources received free of charge and grants for new/upgraded assets*)	6,797	3,238	10,753
Net Surplus (excludes other comprehensive income)	17,897	12,485	13,543
Total Comprehensive Income (Income less Expenditure Subtotal – includes other comprehensive income)	50,897	68,782	82,877
Key Sustainability Ratios			
Operating Surplus Ratio (target >=0%)	3%	1%	5%
Net Financial Liabilities Ratio (target <100%)	44%	57%	46%
Asset Sustainability Ratio (target >80%)	80%	101%	84%
Interest Cover Ratio (target <10%)	0.7%	0.9%	0.8%

*, *Sustaining an operating surplus is important to maintaining our community assets and ensuring rate payers are paying for what they consume.*

ABOUT COUNCIL

1. Operating Surplus Ratio



Purpose of operating surplus ratio

This indicator is to determine the percentage the operating revenue varies from operating expenditure

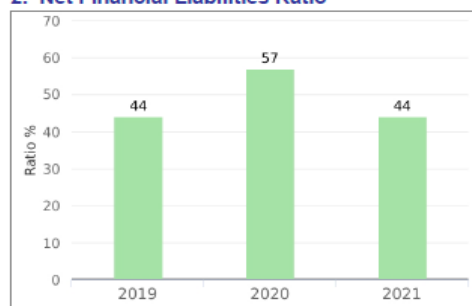
Commentary on 2020/21 result

2020/21 ratio 7.9%

Council's Long Term Financial Plan objective is to generate a sustainable operating surplus ratio between 0% - 10%. In this range, each generation is paying for the assets and services that it consumes. A positive ratio shows the % of operating income available to fund new capital expenditure or repay debt.

This ratio has been impacted by the recognition of General Purpose Grants \$3,972k and Local Roads & Community Infrastructure (LRCI) grants \$2,644k.

2. Net Financial Liabilities Ratio



Purpose of net financial liabilities ratio

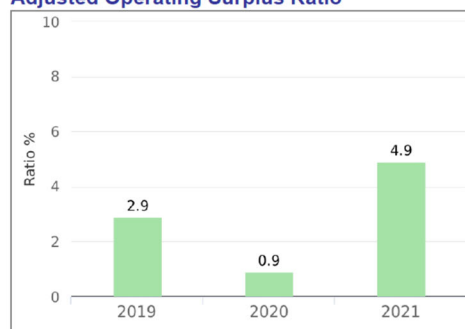
This indicator shows the significance of the net amount owed to others, compared to operating revenue

Commentary on 2020/21 result

2020/21 ratio 44%

Council has determined that a Net Financial Liabilities (NFL) ratio of between 0% and 100% is an acceptable range. The result shows Council's ability to meet financial obligations, including borrowings, employee leave provisions from operating revenue.

Adjusted Operating Surplus Ratio



Purpose of adjusted operating surplus ratio

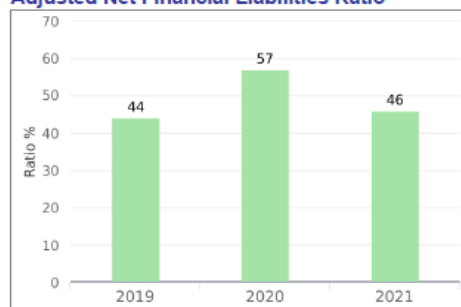
This indicator is to determine the percentage the operating revenue (adjusted for timing differences in the Financial Assistance Grant) varies from operating expenditure

Commentary on 2020/21 result

2020/21 ratio 4.9%

The Adjusted Operating Surplus ratio includes the impact of General Purpose grant and Local Roads and Community Infrastructure (LRCI) grant funding expected in 2021/22 but was received in advance in June 2021.

Adjusted Net Financial Liabilities Ratio



Purpose of adjusted net financial liabilities ratio

This indicator is to determine the percentage the operating revenue (adjusted for timing differences in the Financial Assistance Grant) varies from operating expenditure

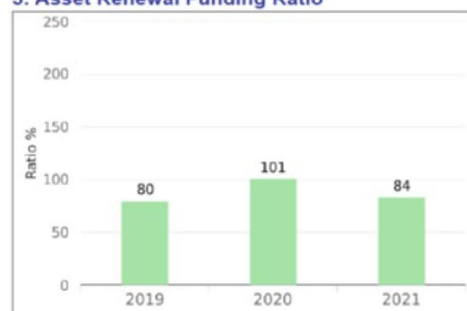
Commentary on 2020/21 result

2020/21 ratio 46%

The Adjusted Net Financial Liabilities ratio includes the effect of the general purpose and Local Roads and Community Infrastructure (LRCI) grant funding originally budgeted for 2021/22 that was received in June 2021.

The cash surplus has been used to reduce borrowings required.

3. Asset Renewal Funding Ratio



Purpose of asset renewal funding ratio

This indicator aims to determine if assets are being renewed and replaced in an optimal way

Commentary on 2020/21 result

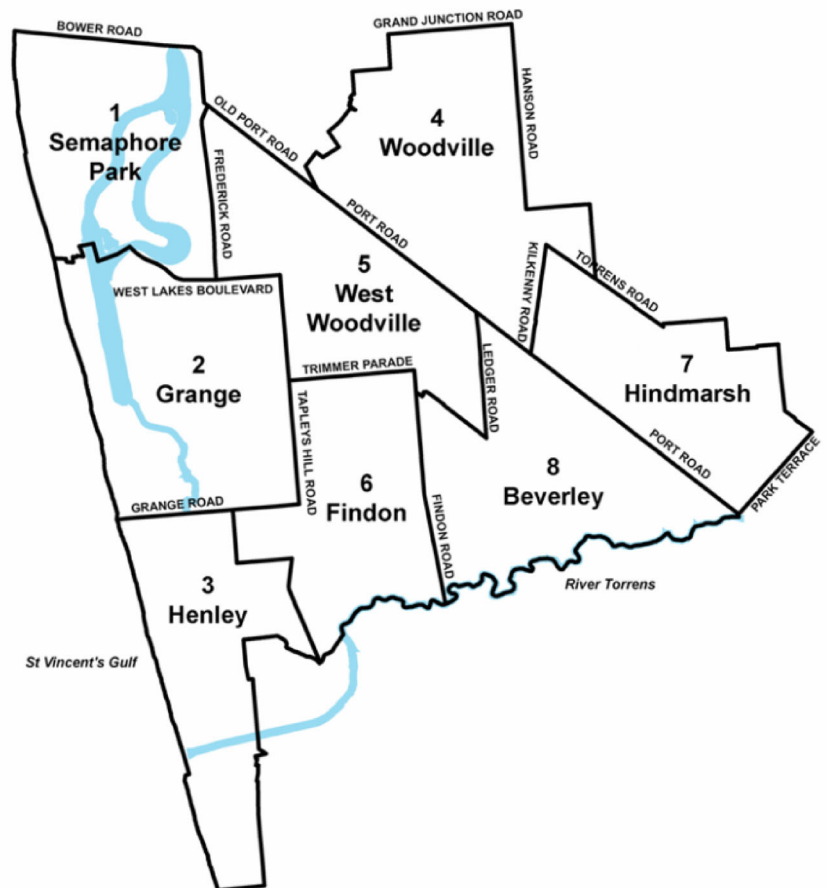
2020/21 ratio 84%

Council has set a target of 80% on capital renewals as compared to the adopted Asset Management Plans (AMP) require. Although the target in the LTFP is 100%, there is often an impact caused by timing of completion of renewal projects due to inclement weather or contractor delays.

COUNCIL MEMBERS

About Council – Council Members

The City of Charles Sturt is comprised of 17 members - Her Worship the Mayor and 16 Councillors, two for each of the eight wards.



Mayor



Mayor Angela Evans

COUNCIL MEMBERS

Semaphore Park Ward



Cr Stuart Ghent JP



Cr Gerard Ferrao JP

Grange Ward



Cr Tom Scheffler



Cr Sarah McGrath

Henley Ward



Cr Kenzie
van den Nieuwelaar



Cr Paul Sykes JP

Woodville Ward



Cr Oanh Nguyen



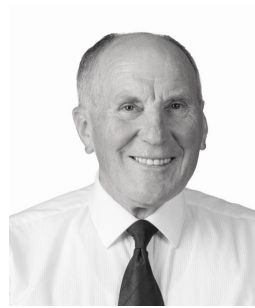
Cr Charlotte
Watson

COUNCIL MEMBERS

West Woodville Ward



Cr Kelly Thomas



Cr Tolley Wasylenko JP

Findon Ward



Cr Helen Hibeljic



Cr George Turelli

Hindmarsh Ward



Cr Paul Alexandrides



Cr Alice Campbell

Beverley Ward



Cr Edgar Agius
OAM, JP



Cr Matt Mitchell

COUNCIL COMMITTEES & MEETINGS

Council and Committee Structure from July 2020 to June 2021

Full Council

Presiding Member: Mayor Angela Evans

Membership: Mayor and all Councillors (Deputy Mayor elected)

Meets: Second and fourth Monday of each month at 7pm (except January and December where only one meeting is held) to deal with:

- reports from Mayor, Council Members and Chief Executive;
- deputations, petitions, questions and motions on notice or without notice; and
- statutory business, committee reports and recommendations.

Full Council – Record of attendance from 1 July 2020 to 30 June 2021

	Meetings attended (of 22)	Leave of absence granted	Apology recorded
Mayor Evans	21	0	1
Cr Agius	21	0	1
Cr Alexandrides	19	0	3
Cr Campbell	19	0	3
Cr Ferrao	16	0	6
Cr Ghent	22	0	0
Cr Hibeljic	17	0	5
Cr McGrath	14	0	8
Cr Mitchell	18	0	4
Cr Nguyen	21	0	1
Cr Scheffler	21	0	1

COUNCIL COMMITTEES & MEETINGS

Cr Sykes	13	2	7
Cr Thomas	22	0	0
Cr Turelli	21	0	1
Cr van den Nieuwelaar	22	0	0
Cr Wasylenko	21	0	1
Cr Watson	14	0	7

COUNCIL COMMITTEES & MEETINGS

Committees from July 2020 to June 2021

Charles Sturt Council Assessment Panel CAP

Presiding Member: Ms S Johnston

Membership: Independent Presiding Member, three independent experts, one Council Member and one Deputy Council Member (Deputy Council Member only required to attend in the absence of the Council Member).

Meets: First and third Wednesday of each month at 6.30 pm to deal with:

Under delegated authority from Council under the Development Act 1993

- all development applications referred to it by Council officers for decision;
- applications for development where representors have requested to be heard in response to a Category 2 or 3 notification;
- comments to the Development Assessment Commission on development that is significant, controversial or contentious;
- category 2 or 3 non-complying development with representations;
- applications for development involving State or local heritage places or in Historic Conservations Areas where:
 - The officer's recommendation is contrary to Council's Heritage Advisor's advice; or
 - Council's Heritage Advisor's advice is at odds with the recommendation of State Heritage;
- All refusals including declining to proceed with non-complying development
- Any form of new dwelling application in the Residential Zone or Residential Character Zone that involves the establishment of a new site area 10% or more below the minimum area specified for a semi-detached dwelling in the relevant Policy Area or Precinct but not including those proposed on site areas appropriate for the relevant form of dwelling in the Policy Area or Precinct.

As an Authority under the Planning Development and Infrastructure Act 2016

Notified applications where any one of the following apply

Applications where representations have been received and the representor(s) wish to be heard; or
Large scale (with a total floor area greater than 2000m²) industrial or commercial developments; or
Amendments to licensed premises, or potentially licensed premises, that will permanently increase the hours of trade or numbers of patrons at the venue (excluding restaurants); or

COUNCIL COMMITTEES & MEETINGS

Applications for development involving heritage places or within the Historic Area Overlay where:

- the Officer's recommendation is contrary to Council's Heritage Advisor's advice; or

Any form of new dwelling application that proposes the establishment of a new site area 10% or more below the minimum area specified for the dwelling within the Planning and Design Code.

Charles Sturt Council Assessment Panel - Record of attendance for 1 July 2020 – 30 June 2021

	Meetings attended (of 23)	Leave of absence granted	Apology recorded
Ms Johnston – Independent	22	0	1
Ms Tully – Independent	23	0	0
Mr Rutt – Independent	23	0	0
Mr Donaldson – Independent (resigned before 2/9/2020 meeting – of 3)	3	0	0
Cr Sykes	20	0	3
Cr Wasylenko (Deputy Member)	1	0	0

COUNCIL COMMITTEES & MEETINGS

Asset Management Committee

Presiding Member: Cr K Thomas

Membership: Mayor (ex-officio), Presiding Member and seven Councillors

Meets: Third Monday of each month at 6.00 pm to deal with:

- all strategic asset management issues facing the Council; and
- forward program planning.

Reports to Council with recommendations in the form of committee minutes.

Asset Management Committee - Record of attendance for 1 July 2020 to 30 June 2021

	Meetings attended (of 10)	Leave of absence granted	Apology recorded
Mayor Evans (ex officio)	0	0	0
Cr Thomas	10	0	0
Cr Ferrao (to 9/11/2020 – of 4)	4	0	0
Cr Mitchell (to 9/11/2020 – of 4)	4	0	0
Cr Nguyen	10	0	0
Cr Scheffler	6	0	4
Cr Sykes	7	1	2
Cr Turelli	9	0	1
Cr Campbell	8	0	2
Cr Agius (from 9/11/2020 – of 6)	6	0	0
Cr Ghent (from 9/11/2020 – of 6)	6	0	0
Cr Wasylenko (from 9/11/2020 - of 6)	5	0	1

As the Mayor is an Ex Officio member, apologies are not required to be recorded.

COUNCIL COMMITTEES & MEETINGS

Audit Committee

Presiding Member: Cr Nguyen 1 July 2020 to 9 November 2020, Cr Hibeljic 10 November 2020 to 30 June 2021

Membership: Presiding Member, two other Councillors and two independent members.

Meets: Quarterly at 6.00 pm on the first Monday of the month to deal with:

- monitoring the risk management and internal control environment of Council's operations and
- the oversight of Council's internal and statutory audit responsibilities and functions.

Reports to Council with recommendations in the form of committee minutes.

Audit Committee - Record of attendance for 1 July 2020 to 30 June 2021

	Meetings attended of (6)	Leave of absence granted	Apology recorded
Cr Nguyen	6	0	0
Cr Watson 1/7/20 to 9/11/20 – of 2)	2	0	0
Cr Scheffler	5	0	1
Mr Brass - Independent	6	0	0
Mr Spadavecchia – Independent	5	0	1
Cr Hibeljic 10/11/20 to 30/6/21 – of 4)	3	1	0

COUNCIL COMMITTEES & MEETINGS

City Services Committee

Presiding Member: Cr Alexandrides

Membership: Mayor (ex-officio), Presiding Member and six Councillors

Meets: Monthly at 6.00 pm on the third Monday of the month to deal with:

- All social and community services issues and framework.
- Strategic Planning
- Economic Development
- Development Policy.

Reports to Council with recommendations in the form of committee minutes

City Services Committee - Record of attendance for 1 July 2020 to 30 June 2021

	Meetings attended (of 10)	Leave of absence granted	Apology recorded
Mayor Evans (ex officio)	7	0	3 (2A + 1NR)
Cr Agius (to 9/11/2020 – of 4)	3	0	1
Cr Alexandrides	7	0	3
Cr Ghent (to 9/11/2020 – of 4)	4	0	0
Cr Hibeljic	7	0	3
Cr McGrath	7	0	3
Cr van den Nieuwelaar	10	0	0
Cr Wasylenko (to 9/11/2020 – of 4)	4	0	0
Cr Watson (from 9/11/2020 – of 6)	5	0	1
Cr Mitchell (to 9/11/2020 – of 6)	6	0	0
Cr Ferrao (from 9/11/2020 – of 6)	3	0	3

As the Mayor is an Ex Officio member, apologies are not required to be recorded.

COUNCIL COMMITTEES & MEETINGS

Corporate Services Committee

Presiding Member: Cr Campbell

Membership: Mayor (ex-officio), Presiding Member and eight Councillors

Meets: Monthly at 6.00 pm on the first Monday of the month and when the Committee may otherwise deem necessary to deal with:

- all financial issues affecting Council's business activities.
- Annual budget; and
- Budget review
- Review of Council Policies & Delegations.

Reports to Council with recommendations in the form of committee minutes.

Corporate Services Committee - Record of attendance for 1 July 2020 to 30 June 2021

	Meetings attended (of 12)	Leave of absence granted	Apology recorded
Mayor Evans (ex officio)	10	0	0
Cr Campbell	12	0	0
Cr Ferrao	10	0	2
Cr Hibeljic	8	1	3
Cr Mitchell (to 9/11/20 of 5)	5	0	0
Cr Nguyen	12	0	0
Cr Turelli	11	0	1
Cr Wasylenko	9	0	3
Cr McGrath	10	0	2
Cr van den Nieuwelaar	11	0	1

As the Mayor is an Ex Officio member, apologies are not required to be recorded.

Charles Sturt Building Fire Safety Committee - from 1 July 2020 to 30 June 2021

The Charles Sturt Building Fire Safety Committee acts in an advisory role or provide support to Council and its committees. The following working groups were formed:

The Building Fire Safety Committee was established in accordance with the requirements of Section 157 (17) of the Planning, Development and Infrastructure Act 2016. The purpose of the Building Fire Safety Committee is to maintain proper levels of fire safety in all buildings within the Council area:

Membership: *Council's Building Surveyors and a representative from the Metropolitan Fire Service.*

Meets: Bi-monthly, usually on the first Tuesday.

Refer: **Appendix 4**

COUNCIL & COMMITTEES & MEETING ATTENDANCE

Summary of all Council and Committee meeting attendance – 1 July 2020 to 30 June 2021

	Total Meetings Attended	Out of Maximum Possible Meetings
Mayor Evans	38	44
Cr Agius	30	32
Cr Alexandrides	26	32
Cr Campbell	39	44
Cr Ferrao	33	44
Cr Ghent	32	32
Cr Hibeljic	35	48
Cr McGrath	31	44
Cr Mitchell	33	37
Cr Nguyen	49	50
Cr Scheffler	32	38
Cr Sykes	40	56
Cr Thomas	32	32
Cr Turelli	41	44
Cr van den Nieuwelaar	43	44
Cr Wasylenko	40	45
Cr Watson	21	30
Ms Johnston – Independent	22	23
Ms Tully – Independent	23	23
Mr Rutt – Independent	23	23

COUNCIL & COMMITTEES & MEETING ATTENDANCE

Note: Mayor Evans is ex-officio of 2 Committees that meet concurrently and so is able to attend either one on any occasion.

Mr Donaldson – Independent (resigned before 2/9/2020 meeting – of 3)	3	3
Mr Brass - Independent	6	6
Mr Spadavecchia – Independent	5	6

COUNCIL MEMBER TRAINING & DEVELOPMENT

July 2020 to June 2021 Conference Attendance

2021 National General Assembly, Canberra	Mayor Angela Evans
Mayors Forum	Mayor Angela Evans
2021 National Coast to Coast (online attendance)	Councillor – Oanh Nguyen

July 2020 to June 2021 – Training Attendance

Audit Committees – General Overview	Councillor Thomas Scheffler
The Role of Councils and EMs in the new Planning System	Councillor Sarah McGrath
The Role of Councils and EMs in the new Planning System	Councillor Kenzie van den Nieuwelaar
The Role of Councils and Ems in the new Planning System	Mayor Angela Evans
The Planning and Design Code and its Amendments	Mayor Angela Evans
Regional Planning and Joint Planning Boards	Mayor Angela Evans
Development Compliance and Complaint Management	Mayor Angela Evans
Public Participation, Reviews and Appeals in the new Planning System	Mayor Angela Evans
Councils and the Community Engagement Charter	Mayor Angela Evans

In addition to the above, in-house workshops and education forums are made available to Elected Members at regular intervals.

REPRESENTATION & ELECTIONS

Council Member Allowances

Section 76 of the Local Government Act 1999 provides that each member of a council is entitled to receive an annual allowance for performing and discharging official functions and duties.

Council 2020/21

Council Members' allowances are determined by the Independent Remuneration Tribunal and the nominated allowances came into effect post November 2014 local government Elections. In accordance with the Local Government 1999 Section 76(9) Allowance & Benefits the allowance is to be adjusted on the first, second and third anniversaries of the relevant periodic elections to reflect changes in the Consumer Price Index under scheme prescribed by the regulations. This section sets out allowances available to Council Members. A loading is paid to members if they have chaired a committee across the relevant period.

Council Member	Annual Allowance July 2020 to June 2021
Mayor Evans	\$94,931.49
Councillor T Scheffler (Deputy Mayor)	\$30,475.43
Councillor P Alexandrides (Presiding Member – City Services Committee)	\$30,469.14
Councillor A Campbell (Presiding Member - Corporate Services Committee)	30,475.43
Councillor K Thomas (Presiding Member – Asset Management Committee)	\$30,475.43
Councillor O Nguyen (Presiding Member – Audit Committee 1/7/2020 to 9/11/2020)	\$26,902.98
Councillor H Hibeljic (Presiding Member – Audit Committee 10/11/2020 to 30/6/2021)	\$27,953.21
Councillor E Agius	\$24,380.76
Councillor S Ghent	\$24,380.76
Councillor G Ferrao	\$24,380.76
Councillor S McGrath	\$24,380.76
Councillor M Mitchell	\$24,380.76

REPRESENTATION & ELECTIONS

Councillor P Sykes	\$24,380.76
Councillor G Turelli	\$24,380.76
Councillor K van den Nieuwelaar	\$24,380.76
Councillor T Wasylenko	\$24,380.76
Councillor C Watson	\$24,380.76
Audit Committee Independent Members	\$500 per meeting attendance (6 held in 2020/21)
Mr Peter Brass	
Mr Sam Spadavecchia	
Council Assessment Panel Independent Members	
Ms Stephanie Johnston	\$9,500
Ms Chelsea Tully	\$7,150
Mr Julian Rutt	\$7,000
Mr Don Donaldson (commenced 04/09/19)	\$ 700
Council Assessment Panel – Council Member	
Councillor P Sykes	\$5,950

REPRESENTATION & ELECTIONS

Representation & Elections

The City's total representation quota (the number of electors for each Councillor) is 1:5,192 (88,269 electors).

Elected Members and Elector Representation

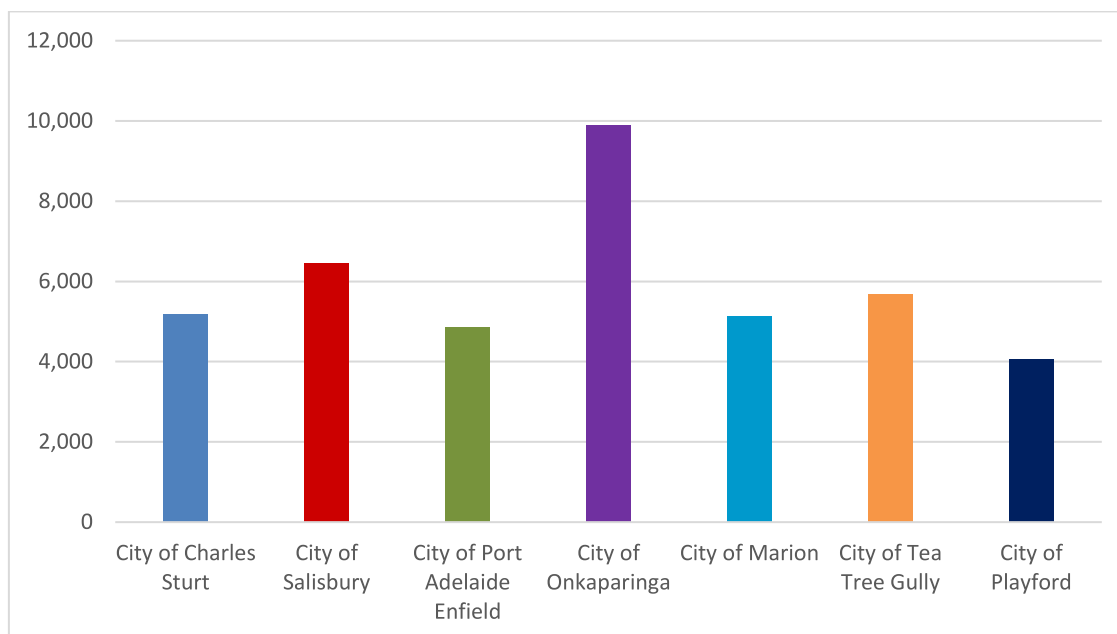
The Council has seventeen Elected Members, including the Mayor. The Mayor is elected from the whole community and the 16 Councillors are elected by the residents of the City's eight wards.

The following table compares the City of Charles Sturt's representation quota with neighbouring and other comparable councils. The Representation Quota is determined by dividing the total number of electors for the area of the council by the number of members of the Council.

Metropolitan Councils	No. of Elected Members	No. of Electors	Ratio
City of Charles Sturt	17	88,269	1:5,192
City of Salisbury	15	96,811	1:6,454
City of Port Adelaide Enfield	18	87,314	1:4,851
City of Onkaparinga	13	128,502	1:9,885
City of Marion	13	66,795	1:5,138
City of Tea Tree Gully	13	73,820	1:5,678
City of Playford	16	64,825	1:4,052

REPRESENTATION & ELECTIONS

The graph below compares the number of electors per Elected Member in Charles Sturt against other Adelaide metropolitan Councils. This data was sourced from the Local Government Association of SA in August 2021.



The Process for Elector Representation Reviews

Section 12 of the *Local Government Act 1999* sets out the process that councils are required to follow when undertaking an elector representation review. The commencement of the review is triggered by the release of a Representation Options Paper which outlines the representation structures available. The *Local Government Act 1999* sets out the requirements for conducting a review as well as setting timeframes to provide opportunity for members of the public to make submissions at key stages of the review.

In undertaking the review, the Council must prepare a report on the public consultation undertaken and any proposal that the council considers should be carried into effect. A final report must be compiled that includes a summary of amendments resulting from any considerations in respect of the public consultation process, with the report then submitted to the Electoral Commissioner for certification. The Electoral Commissioner must determine whether the requirements of the review have been satisfied.

A review was undertaken in 2020 and finalised in 2021.

Our Workplace



MANAGEMENT & STAFFING

Management & Staffing

Staff and management at the City of Charles Sturt work for and on behalf of the community and implement policies and directions set by the Council.

The Chief Executive Officer is responsible for overall administration and for ensuring that Council's policies and directions are implemented. The Chief Executive has an executive team of three General Managers, responsible for Asset Management; City Services and Corporate Services. Managers are responsible for individual portfolios within each of these divisions.



Paul Sutton

*Chief
Executive
Officer*

*Aly McGregor
Corporate Program Manager*



Adrian Ralph

*General
Manager
Asset
Management
Services*

*Sam Adams
Manager Engineering Strategy
and Assets*

*Peter Kinnersly
Manager Field Services*

*Sam Higgins
Manager Open Space, Recreation
& Property*

*Chris Shallow
Asset Management Lead*



**Bruce
Williams**

*General
Manager City
Services*

*Adam Filipi
Manager Public Health & Safety*

*Julie Vanco
Manager Planning &
Development*

*Jacqui Stretton
Manager Community
Connections*

*Craig Daniel
Manager Urban Projects*



**Donna
Dunbar**

*General
Manager
Corporate
Services*

*Karin Swiatnik
Manager Information
Services*

*Annette Martin
Manager Financial Services*

*Kerrie Jackson
Manager Governance &
Operational Support*

*Jacki Done
Manager People & Culture*

*Kristie Johnson - Manager
Media, Marketing &
Communications*

Leadership Structure as at 30 June 2021.

Our Leadership Team

As at 30 June 2021, the Leadership Team was made up of the Chief Executive Officer (CEO), three General Managers, 14 Managers and 1 Lead. The Leadership Team is responsible for leading our culture as a key part of delivering outcomes for our community, providing excellent customer service and meaningful, challenging and rewarding careers at the City of Charles Sturt.

As at 30 June 2021, the following four people held senior executive positions with the City of Charles Sturt:

Name	Title
Paul Sutton	Chief Executive Officer
Adrian Ralph	General Manager Asset Management Services
Bruce Williams	General Manager City Services
Donna Dunbar	General Manager Corporate Services

Remuneration packages for the Leadership Team ranged from \$326,524 to \$165,189 per annum and were inclusive of 9.5% compulsory superannuation.

15 packages include the provision of a motor vehicle for unrestricted private use with relevant staff making a salary contribution on a salary sacrifice basis towards vehicle costs.

These packages included 6 and 5.4 weeks Annual leave (where applicable).

Our Employees

The tables below provide information relating to employees, trainees and apprentices as at 30 June 2021 shown as Full -Time Equivalent (FTE), and by headcount and gender. All numbers exclude agency, and casuals as at 30 June 2021.

For further detail, please refer to the Audited Financial Statements.

Full-Time Equivalent (FTE) excluding Casuals

Division	Permanent	Contract	Total
Chief Executive's Office	1.8	2	3.8
Corporate Services	55.83	8.20	64.03
City Services	121.46	28.89	150.35
Asset Management Services	225.12	11.60	236.72
Total	404.21	50.69	454.90

Employee Headcount by Gender excluding Casuals

Division	Males	Females	Total
Chief Executive's Office	2	2	4
Corporate Services	21	48	69
City Services	46	132	178
Asset Management Services	206	35	241
Total	275	217	492

Exits and Absenteeism

For the 2020-21 year:

- Employee turnover was 6.7% in the white-collar workforce and 10.2% in the blue collar workforce and was 4.6% (white collar) and 8.5% (blue collar) when excluding casuals, fixed term contract employees and Council initiated terminations.
- Absenteeism due to sick leave was 8.96 average days per employee per year.

Our Workplaces

Our culture is a key part of delivering outcomes for our community, providing customer experience excellence and meaningful, challenging and rewarding careers at the City of Charles Sturt. We recognise our employees in ways that are underpinned by our Values of Caring, Passionate, Courageous and Progressive; where we celebrate success and accomplishments both individually and through great teamwork.

The Leadership and People & Culture Teams have worked in partnership to support our people as we navigated the impacts of the pandemic. We have leveraged key learnings to redesign our workplaces and the way we work to maximise productivity, efficiency and provide ongoing opportunities for our people to have the ability to work flexibly guided by a set of principles to ensure our commitment to customer experience excellence.

Our leaders are supported to lead this innovative work by undertaking our Leading in 2021 Development Program providing real time learning and support to lead in a flexible work environment that delivers both business and community value and is great for our people.

Corporate Indicators 2020/21

The City of Charles Sturt's Community Plan 2016-2027 and Corporate Plan 2016-2020 are the leading strategy documents in Council's strategic planning framework. The plans identify 5 Theme Areas that were developed in consultation with our residents. These themes are:

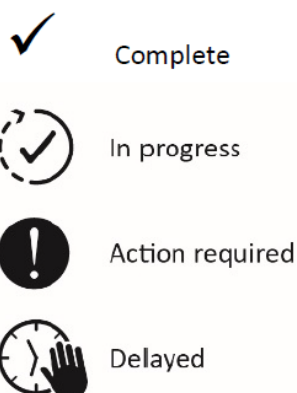
- Our Community – A strong and connected community
- Our Liveability – A liveable City of great places
- Our Environment – An environmentally responsible and sustainable City
- Our Economy – An economically thriving City
- Our Leadership – A leading and transformational Local Government Organisation

Indicators and measures are identified to enable monitoring of performance and key priorities within the themes. Significant projects have been identified that will be delivered over the 4 year period of the Corporate Plan.

The following pages report on our indicators and progress towards our key priorities. Each Theme has its own section with:

- 1) A table identifying progress on key priorities.
- 2) Statistical information and/or commentary on each indicator.




The symbols used to report on key priorities are as follows:



Our Community

A strong and connected community

We set ourselves key priorities that when delivered will significantly improve our City's social infrastructure and build our community's health and wellbeing. These priorities are 4 year goals and each project is at varying stages of development and completion. This is our fourth reporting period for these key priorities and here's how we progressed in 2021:

OUR COMMUNITY A STRONG & CONNECTED COMMUNITY		
Key Priority	Status	Comments
West Lakes Ngutungka		<p>Construction Works commenced August 2020 and the new West Lakes library and Community Centre is nearing completion. A Kaurua cleansing ceremony was held in recognition of its new name.</p> <p>The facility is on track to open to the public in November 2021</p>
Redeveloping the St Clair Recreation Precinct	 	<p>New Outdoor Recreation area for Youth including skate and half court facility.</p> <p>6 outdoor joint use courts; Brocas carpark; paths; lighting and commemorative space to compliment the regional facilities.</p>

STRATEGIES & PERFORMANCE | CORPORATE INDICATORS

Key Priority	Status	Comments
Implementing place making initiatives – Facilitating Live and Local, Shop Local and Creative Cities Grants	✓	In 2020/21 the place making funding stream was replaced with the Economic Support & Stimulus Package: Arts & Culture funding program to support the Arts & live music sector COVID-19 recovery. The funding was well received over the 20/21 financial year with 91 grants being provided. The program has been supported for a second year and will run through out 21/22 with similar funding levels.
Henley Library and Community Centre	⌚	The Henley Library area will proceed when the future of the site is determined.
Woodville Town Hall	✓	Continuing to deliver an excellent program of events.
Celebrating Citizenship at formal ceremonies	✓	446 candidates, from 57 countries, conferred as Australia Citizens.

STRATEGIES & PERFORMANCE | CORPORATE INDICATORS

Indicator 1 - Our social infrastructure and services are highly valued and engaging

We will know this by:

- ◆ Our community positively rates the provision of services and facilities.
- ◆ % of Charles Sturt residents that are active library members.
- ◆ Membership of sporting facilities provided by the City of Charles Sturt as a % of our population.
- ◆ The number of participant contacts at Council's Community Centres.
- ◆ The number of Community Care service outputs compared to our Commonwealth funding targets.
- ◆ The utilisation of Council owned halls is growing with an increase of 20% by 2020.
- ◆ Number of people participating in community programs.

Our community positively rates the provision of services and facilities

We surveyed our community to gain insight into satisfaction with our social infrastructure including libraries, community centres, sporting clubs and halls. **81%** (79% 2020) of our surveyed community rated libraries, community centres and sporting clubs as important and that we performed **85%** (83% 2020) for providing these services and facilities.

Facility membership and participation

The City of Charles Sturt has 5 libraries, 7 community centres and over 70 Council owned sporting club facilities. Participation in community programs, membership of our City's libraries and sporting clubs demonstrates the value our community places on these facilities. The following table shows program participants and membership numbers at our various social infrastructure facilities.

	2021	2020	2019	Trend
Library members	33,284	34,662	35,423	↓
% of Charles Sturt residents that are library members	27.5%	24.1%	25.17%	↑
Playing members at Charles Sturt sports clubs	19,584	14,635	20,500	↓
Total members of Charles Sturt sports clubs	21,462	21,033	28,000	↓
Total membership of Charles Sturt sporting clubs as a % of our population.	17.8%	17.7%	23.9%	↓
Participant contacts at Charles Sturt Community Centres	82,180	82,290	92,328	↓
People participating in community programs (library and sports programs)	28,006	32,951	35,054	↓
% increase/decrease in regular hall hirers (no. hirers)	-47% (8)	0% (15)	-16.7% (15)	↓
% increase/decrease in casual hall hires (no. hires)	-21% (11)	-51.7% (14)	-12.1% (29)	↓
Income from hall hire*	\$16,102	\$24,836	\$29,942	↓

*Reported income is for all regular and casual hall hire from all Council owned halls except Woodville Town Hall.

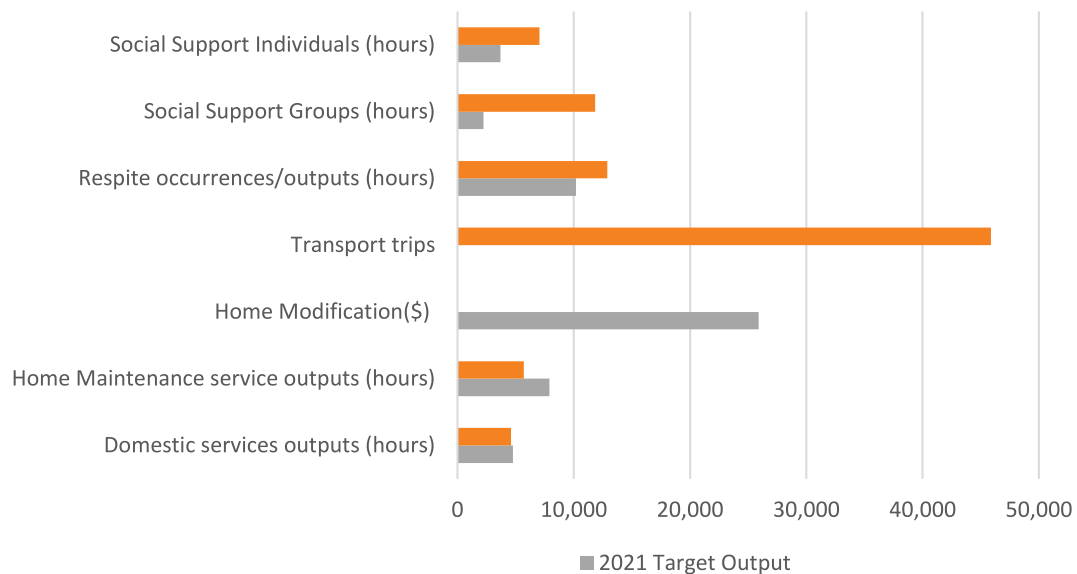
STRATEGIES & PERFORMANCE | CORPORATE INDICATORS

The number of hirers and subsequent income decreased in 2021 due to the restrictions imposed relating to the COVID-19 pandemic.

The number of Community Care service outputs compared to our Commonwealth funding targets.

The City of Charles Sturt currently receives funding from the Commonwealth to provide support services to the community through the Commonwealth Home Support Program. The chart shows the number of outputs achieved for this program, against funding agreement targets. These services assist people to remain actively engaged and independent in their community.

Impacts from COVID-19 have in some services seen a decline but the Social Support Individual is very high due to the amazing support to community through shutdowns, phone calls every week and visit delivering activity packs.



STRATEGIES & PERFORMANCE | CORPORATE INDICATORS

Indicator 2 - Our community feels connected and supported.

We will know this by:

- ◆ % of volunteer positions occupied.
- ◆ Number of website visits and disengagement rate within social media platforms.
- ◆ People have strong networks of support from family, friends and neighbours.

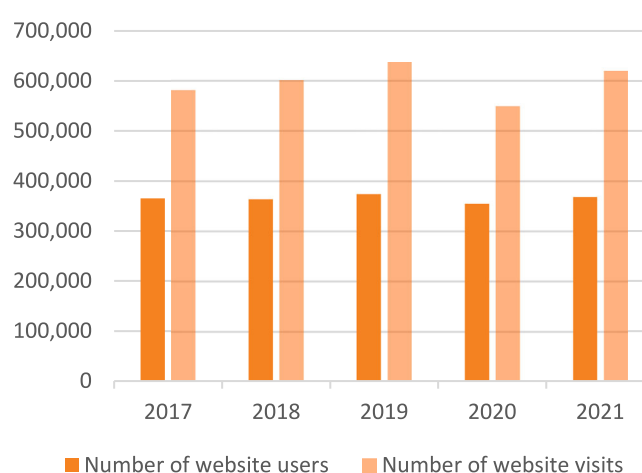
Volunteer positions occupied

A strong level of volunteering in a community is an indicator of community engagement and social connectedness. Our registered volunteers contribute to vibrant community life in Charles Sturt. In 2020/21, we had 341 volunteer positions and we partnered with 274 volunteers to deliver valued programs and services to our community. Our volunteer program delivered over 22,729 hours of volunteer service.

Connecting via our website and social media platforms

Our website remains a key medium for communicating with our residents. The chart shows website visits and users over the past 5 years and the growing upward trend of users and visits.

The use of social media remains an important communication tool. There were 1,510,561 impressions with a very low disengagement rate of 0.013%.



People think our City is a great place to live

We asked our community about whether they think our City is a great place to live. This is what our surveyed community told us: 91% (87% 2020) indicated Charles Sturt is a great place to live.

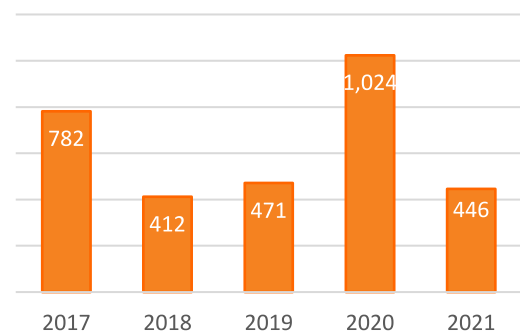
Indicator 3 - Our community members are participating in active citizenship.

We will know this by:

- ◆ Number of new Australian Citizens conferred in CCS
- ◆ Number of people participating in consultation projects.
- ◆ % of sports clubs participating in Council's professional development program.
- ◆ Voter turnout
- ◆ Number of people and projects supported through Young Changemakers program.

Number of new Australian Citizens conferred in CCS

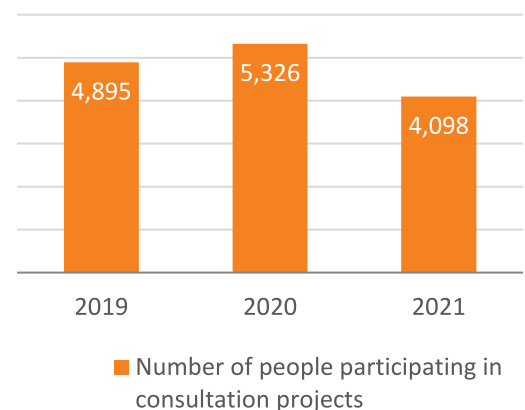
This year, 446 citizens were conferred by the City of Charles Sturt, with the largest portion of these new citizens, at 23%, coming from India. The remainder came from the UK (11%) and the Philippines (6%).



Number of people participating in consultation projects.

In 2021 there were 50 consultation projects completed with 4,098 people participating in consultation activities.

The number of consultation projects is lower compared to 2020, however the number of people participating per project is higher with an average of 82 people participating per consultation compared to 74 in 2020.



Voter turnout (% of eligible population voting in Council elections)

In the 2018 Local Government Election, 29.4% of the eligible voting population participated by voting.

STRATEGIES & PERFORMANCE | CORPORATE INDICATORS

Sports club professional development program and Young Changemakers program

	2018	2019	2020	2021	Trend
Clubs participating in Council's professional development program	45	65	50	41	↓
% of sports clubs participating in professional development program	60%	58%	66%	51%	↓
Number of projects supported through Young Changemakers program	8	10	9	11	↑
Number of people supported through Young Changemakers program	365	670	453	711	↑

This financial year, the Young Changemakers program included three events as well as the usual projects and activities.

Indicator 4 - Our proactive and compliance activities support positive health and safety outcomes.

We will know this by:

- ◆ Our citizens feel safe in their neighbourhood.
- ◆ % of immunisation coverage in Charles Sturt.
- ◆ % of dogs desexed compared to State average.
- ◆ % of building inspection policy quotas completed.
- ◆ % of food premises inspections that resulted in an Improvement Notice being issued.



Our citizens feel safe in their neighbourhood.

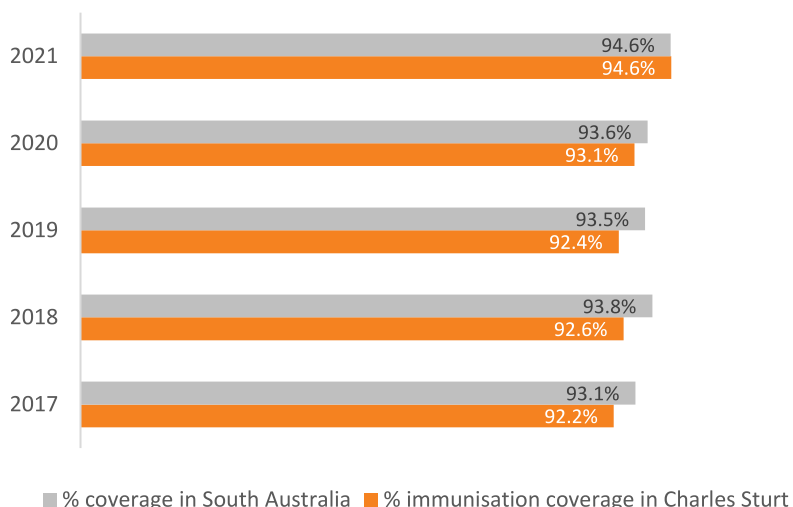
We asked our community about how safe they felt in their neighbourhood. This is what our surveyed community told us: 95% of residents feel safe in their neighbourhood during the day and 78% feel safe in their neighbourhood at night.

STRATEGIES & PERFORMANCE | CORPORATE INDICATORS

Immunisation coverage in Charles Sturt

Immunisation protects people against harmful infections before they come into contact with them in the community. It is a vital health protection strategy that our Environmental Health Team provide through Council's immunisation clinics. The **childhood immunisation rates in Charles Sturt remain at a high level, 94.59%**, in line with the State average*.

*Data provided is for the calendar year stated and shows coverage rates for all children aged 0-5 years.

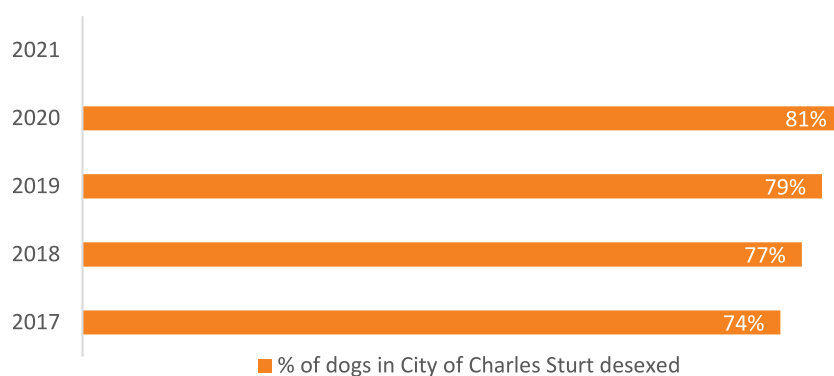


Percentage of dogs desexed

Desexing dogs is a critical factor in the reduction of bites and attacks, and therefore remains a priority for the Community Safety Team.

For 2020/2021 financial year we have had a substantial increase in our overall new dog registrations which seems to be the trend anecdotally across the state which may be due to COVID-19 and more people working from home and hence deciding to take on pet ownership.

Specifically, however our desexing rate has decreased slightly with the 2020 population of dogs being **80% desexed** it should be noted that this is reflective of having an increased overall population of dogs and dogs not needing to be desexed until they are 6 months of age.

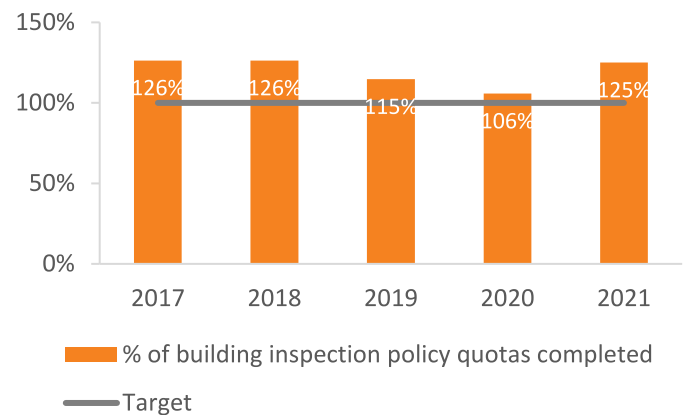


STRATEGIES & PERFORMANCE | CORPORATE INDICATORS

Building inspection policy quotas completed.

Building inspections carried out under the Development Act are an important factor in detecting and remedying unsafe building practices.

We carried out **1,649** inspections this year, exceeding our policy target to achieve **100%** of the required building inspection quota.

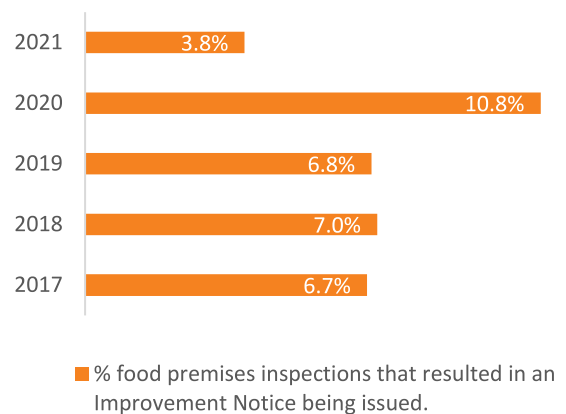


Food premises inspections that resulted in an improvement notice being issued.

Food premises have been inspected to assess the level of compliance to food safety standards.

This year **3.8%** of premises inspections (**24 out of 631**) resulted in the issuing of an improvement notice.

Issuing of an improvement notice indicates that a serious breach of standards has been detected.



Our Liveability - A liveable City of great places

We set ourselves some key priorities that when delivered will further enhance our City's liveability and build on our great places. These priorities are 4 year goals and each project is at varying stages of development and completion. Here's how we progressed in 2021:

OUR LIVEABILITY A LIVEABLE CITY OF GREAT PLACES		
Key Priority	Status	Comments
Completing Coast Park	🕒	The SA Government has taken carriage of this project and work is expected to commence in February 2022.
Upgrading Pt Malcolm Reserve and MJ McInerney Reserve	✓ ✓	Pt Malcolm Reserve completed. MJ McInerney completed.
Woodville Road Revitalisation	🕒	Detailed designs complete and works underway. Power undergrounding complete.
Pedestrian and cyclist facility upgrades, including path widening and Disability Discrimination Act (DDA) access	✓ ✓ ✓ ✓ ✓	<p>The following projects were completed in 2020/21: Safe and accessible pedestrian and cycle facilities across the City including:</p> <p>Improvements to Bicycle link at Belmore Terrace and David Terrace</p> <p>Construction of pedestrian (zebra) crossing at the intersection of Marlborough Street/the Esplanade.</p> <p>Hawker Street DDA improvements (in conjunction with Road Reconstruction)</p> <p>New Emu School crossings at West Street Semaphore Park and Lawrie Street Henley Beach</p> <p>Butler Avenue Pennington Wombat Crossing</p>

OUR LIVEABILITY A LIVEABLE CITY OF GREAT PLACES		
Key Priority	Status	Comments
Implementation of 40km/hr zones City wide.		Completion of review of recently installed 40km/h Area Speed Limits undertaken in 20/21 to understand impacts of the speed limit change and to inform future decision making. Awaiting State Government Road Safety Strategy.
Upgrading River Torrens Linear Park (RTLP), Outer Harbor Greenway and Grange Lakes corridor.	<div>✓</div> <div>✓</div> <div>✓</div> <div>✓</div> <div>✓</div> <div>✓</div>	<ul style="list-style-type: none"> Grange Greenway - Shared use path (SUP) constructed on the West side of Tapleys Hill Road, between Trimmer Parade and Meakin Terrace and along Meakin Terrace adjacent Royal Adelaide Golf Course. RTLP – Commenced major upgrade from South Road Underpass up to River Street along Hindmarsh Cemetery. Grange Lakes Corridor Shared Use Path Stage 4A South Road Underpass Renewal & Hindmarsh Cemetery path Upgrade – due for completion 2021/22 Renewal of RTLP path between CCS/WTCC boundary and Findon Road Renewal of RTLP path and lighting at Breakout Creek – due for completion June 2022

OUR LIVEABILITY A LIVEABLE CITY OF GREAT PLACES

Key Priority	Status	Comments
Supporting the completion of major developments, including WEST, St Clair, Bowden, Seaton and ROSAS (Renewing Our Streets and Suburbs)	✓	Council staff meet with developers and RSA on a regular basis to assist in the completion of major projects. The Technical Working Group provides technical advice to developers to assist in ensuring that engineering, stormwater, landscaping and planning requirements are met.
	✓	West development now well advanced with approximately 2 years until project completion. Brebner Drive has now been closed and Troubridge Avenue opened, and the remaining stages of the development are being assessed by council staff in consultation with C&G.
	✓	The St Clair development undertaken by AV Jennings has now been completed. The development site adjacent to Woodville Railway Station owned by RSA is currently out to tender for proposed residential development.
	✓	The RSA Bowden team are currently tendering for interest in the old gasworks site. Other residential apartment buildings are now planned adjacent the railway station.
	✓	A pilot residential development is being undertaken by Housing SA at Seaton, with a master plan to be developed for future stages.

STRATEGIES & PERFORMANCE | CORPORATE INDICATORS

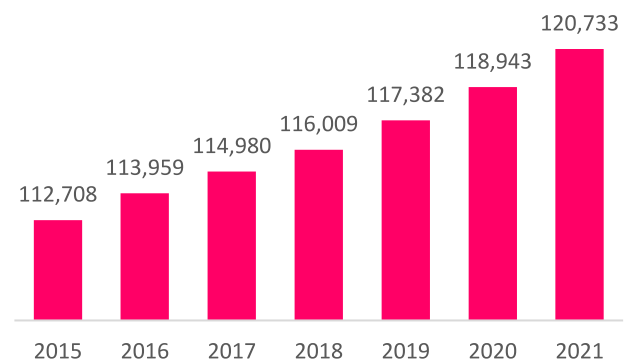
Indicator 1 – Our City is meeting the needs of a changing community.

We will know this by:

- ✓ Monitoring our City's population growth
- ✓ The number of new dwellings that deliver housing choice in the City.
- ✓ Number of (%increase/decrease) development applications lodged.

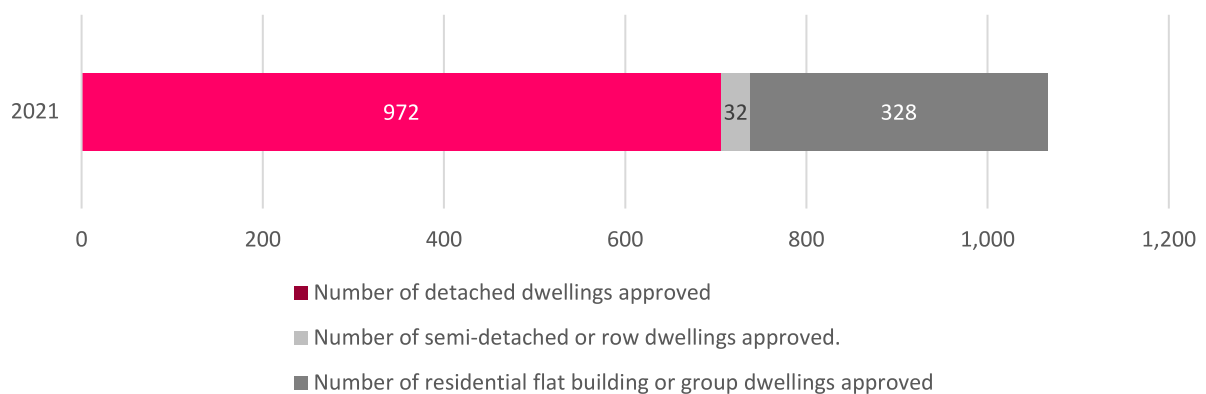
Monitoring our City's population growth

Our population has continued to grow over the past 12 months with the current estimated resident population being **120,733 (per Census data)**. The chart below shows the growth in our City's population in the past 7 years, increasing in that time by 8,025 people.



Housing choice

Our City is supporting and facilitating residential development that delivers housing choice and affordability. **In 2021, we approved 1,332** new residential dwellings. The chart below shows the number of approvals by dwelling type.



The total **number of development applications lodged was 3,609** and 3,235 applications were approved.

STRATEGIES & PERFORMANCE | CORPORATE INDICATORS

Indicator 2 – Our asset renewal is in line with Asset Management Plans and community needs.

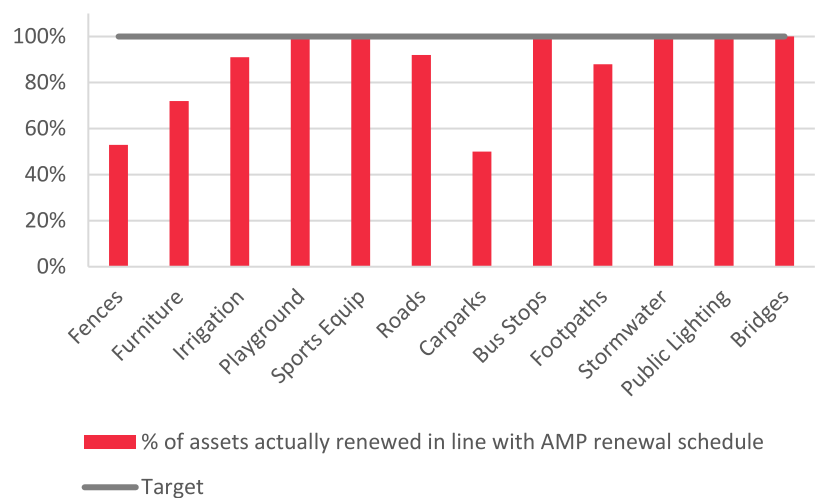
We will know this by:

- ◆ Our asset sustainability ratio*
- ◆ % of assets actually renewed in line with AMP renewal schedule

* Asset sustainability ratio is reported on in the Finances and Accountability section of this report.

% of assets actually renewed in line with AMP renewal schedule

Asset renewal remains a priority for Charles Sturt. This year we renewed 86% of the assets identified for renewal in asset management plans.



Indicator 3 - Our City comprises vibrant and unique precincts.

We will know this by:

- ◆ Number of collaborative partners involved in delivering events funded by the Strategic Events Partnership budget.
- ◆ Average participation in business association meetings.
- ◆ Designated place community satisfaction survey.

	2021	2020	2019	Trend
Number of collaborative partners involved in delivering events funded by the Strategic Events Partnership budget	15	5	3	↑
Participation in Henley business association meetings	6	6	0	↑

Designated place community satisfaction survey

This has not been completed. Measurement of place metrics continues to be investigated.

STRATEGIES & PERFORMANCE | CORPORATE INDICATORS

Motor vehicles per household

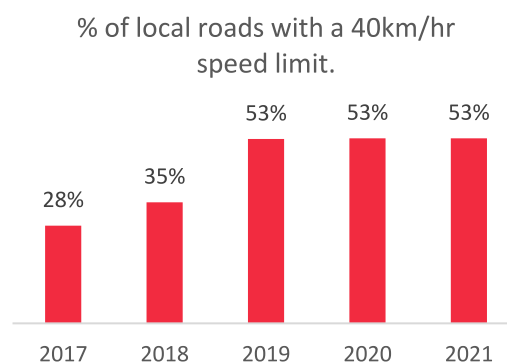
Car ownership in Charles Sturt is increasing. According to the 2016 ABS Census, in Charles Sturt the proportion of households with one or more motor vehicles has grown, 84.3% in 2016, compared to 83.6% in 2011. There are more households with two or three plus motor vehicles, whilst the number of households with just one motor vehicle is in decline.

Census data collected on 10 August 2021 will be made available in 2022.

ABS Census Data	2016	2011	Trend
% of households with one motor vehicle	36.7%	38.5%	↓
% of households with two motor vehicles	33.3%	32.5%	↑
% of households with three or more motor vehicles	14.3%	12.6%	↑
% of households with no motor vehicles	9.2%	10.8%	↓
Overall % of households with 1 or more motor vehicles	84.3%	83.6%	↑

40km/hr speed limit and road crashes

We are making our local roads safer and working towards reducing crashes through reduced speeds. In 2019/20, a review of recently installed 40km/h Area Speed Limits was undertaken to understand impacts of the speed limit change and to inform future decision making. **The total percentage of eligible local streets with 40km/h limits remains at 53%.**



Crash statistics for 2021 recorded 250 crashes resulting in a casualty/fatality on roads in our City, 47 of those crashes being on Council owned local roads. **This is a reduction of 53 crashes compared to 2020, where there were 303 crashes in total (232 non-local, 71 local).**

Council is currently awaiting the development of the new Road Safety Strategy for SA prior to making decisions about implementing further 40km/h Area Speed Limits.

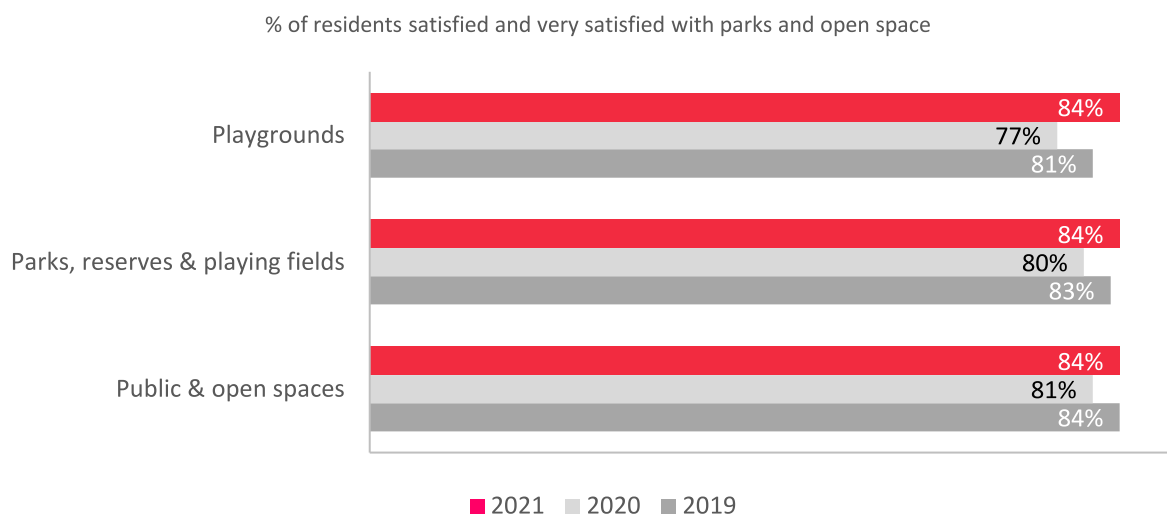
STRATEGIES & PERFORMANCE | CORPORATE INDICATORS

Indicator 5 - Our public and open spaces are well maintained and utilised.

We will know this by:

- ◆ % of surveyed residents positively rating their satisfaction with our public spaces.
- ◆ % of residents that live within 300m of quality open space.
- ◆ % programmed tree pruning completed.
- ◆ % programmed reserve mowing completed.

We surveyed our community and asked them how satisfied they were with our public and open spaces. A performance rating scores out of 10 for playgrounds, parks, reserves, playing fields, open spaces and beaches was requested with results indicating a mean score of 8.4 achieved.



STRATEGIES & PERFORMANCE | CORPORATE INDICATORS

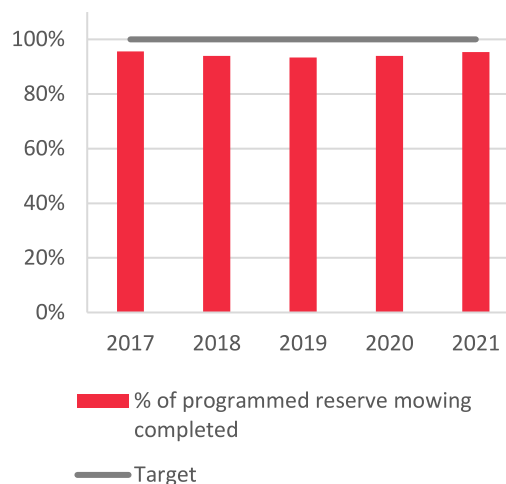
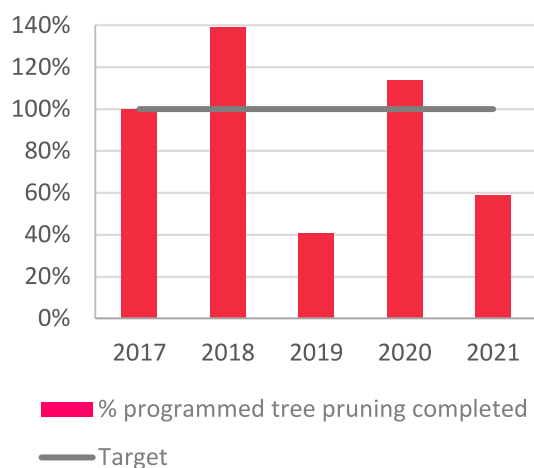
% of residents that live within 300m of open space

Open spaces are important as they provide areas for recreation, exercise, and socialising. Central to the use of open space is accessibility. As an indicator of accessibility, we have measured the proportion of residential properties that are within 300m of an open space. Accessibility as you would walk via the road network shows that **the percentage of residential properties within 300m of an open space is 85%**. 300m is a short distance for most people, being approximately a 5 minute walk.



Programmed maintenance for trees and mowing

Keeping our City well maintained and looking great is a vital role of our field operations. The resultant amenity is a key contributor to our City's liveability. Mowing and pruning are 2 major areas of our field operations and the outputs from these are shown in the following charts.



Our Environment - An environmentally responsible and sustainable City.

We set ourselves some key priorities that when delivered will further develop our resilience to the impacts of a changing climate and enhance our City's natural environment and biodiversity. These priorities are 4 year goals and each project is at varying stages of development and completion. Here's how we progressed in 2021:

OUR ENVIRONMENT AN ENVIRONMENTALLY RESPONSIBLE & SUSTAINABLE CITY		
Key Priority	Status	Comments
Completing the Port Road Drainage project.	✓	Stages 3 and 4 of the Port Road Drainage and Landscaping project significantly completed in 2019/20 with only minor landscaping and ancillary works were completed in 20/21.
Implementation of AdaptWest.	✓	A 3 year action plan named 'AdaptWest in Action' was adopted by all 3 participating Councils in August 2019 and implementation is ongoing.
Integration of climate change considerations into Asset Management Plans and projects.	✓	Climate change considerations are incorporated into Asset Management Plans and projects where relevant as they are reviewed.
	✓	Tree Canopy Improvement Strategy developed.
Undertaking the i-Tree Canopy benchmark assessment.	✓	The i-tree canopy study was completed in 2016 to provide a baseline figure. This information is being used to drive the tree canopy improvements.

OUR ENVIRONMENT AN ENVIRONMENTALLY RESPONSIBLE & SUSTAINABLE CITY		
Key Priority	Status	Comments
Implementing the Biodiversity Action Plan	✓	Baseline biodiversity surveys and report completed in 2019. The report represents the first time that the City of Charles Sturt has sought to identify and score biodiversity across its council area and builds on the City's Biodiversity Action Plan (BAP) developed in 2017.
Completing the Urban Island Heat project	✓	Completed August 2019.
Management strategy for West Beach developed and implemented.	✓	City of Charles Sturt commenced advocating to the Coast Protection Board in June 2016 to investigate options for sand management at West Beach. SA Government has committed \$48.4m funding for sand management.
	✓	West Beach coastal process modelling – Assessment of Coastal Management Options report completed March 2019.
	✓	West Beach rock wall reconstruction commenced in 2019 and is now complete.
Redevelopment of the Beverley Recycling and Waste Centre.	✓	The Upgrade of the Beverley Recycling and Waste Centre to comply with EPA guidelines; improve facility safety and improve recycling opportunities has been completed.

STRATEGIES & PERFORMANCE | CORPORATE INDICATORS

Indicator 1 - Our adaption and resilience projects are progressing

We will know this by:

- ◆ The Urban Heat Island project stage 1 is complete.
- ◆ Integration of climate change considerations into Asset Management Plans.
- ◆ Stage 3 Adapt West is complete and adaption pathways considered.

The Urban Heat Island project stage 1 is complete

The Urban Heat Island project is complete. The project provides insight into how urban design, green infrastructure and different materials may affect temperatures at the local scale. The final report, endorsed by Council in November 2017, and the heat mapping is helping to inform key decisions, strategies and operations across Council, as well as to raise community awareness about urban heat and climate change adaptation.

As examples of its use, Council has used this information to increase greening in streetscapes in areas of high heat and located a trial of a 'cooling' road treatment in selected roads in one of council's hottest suburbs.

Integration of climate change considerations into Asset Management Plans

As Asset Management Plans come up for review, climate change considerations are being considered for inclusion.

Stage 3 Adapt West is complete and adaption pathways considered

Stage 3 of the AdaptWest program was completed in 2016, upon adoption of the final Western Adelaide (AdaptWest) Regional Climate Change Adaptation Plan.

The project entered into the implementation phase (AdaptWest in Action) in 2017/18. With support from the State Government and AdaptWest partners (Cities of Port Adelaide Enfield and West Torrens), an AdaptWest Regional Coordinator commenced in April 2018 and continued this role throughout 2020/21.

Regional initiatives delivered to date include:

- The establishment of a new website to showcase the work of the regional program (www.adaptwest.com.au)
- Trials considering the use of irrigation for urban cooling in Council reserves
- Research into the cooling effects of garden treatments (based on previous Urban Heat Island study)
- Research into service delivery/funding models to improve climate change preparedness in homes of disadvantaged and vulnerable residents
- Climate change risk and governance assessment undertaken across the 3 AdaptWest partner councils
- Community engagement – delivery of the Red Cross Climate Ready Communities program across the region

STRATEGIES & PERFORMANCE | CORPORATE INDICATORS

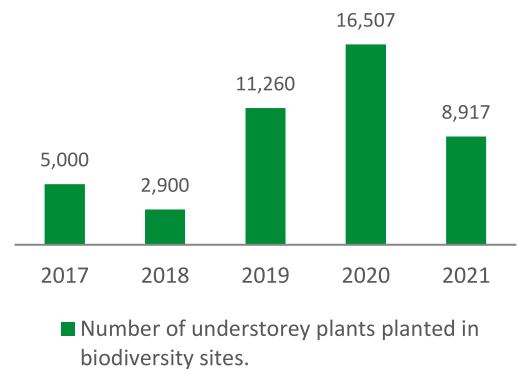
Indicator 2 – Our biodiversity & tree canopy cover are improving

We will know this by:

- ◆ Number of understorey plants planted in biodiversity sites.
- ◆ % of tree canopy cover

Number of understorey plants planted in biodiversity sites

In 2021 8,917 understory plants were planted in biodiversity sites (including the coastal dunes).



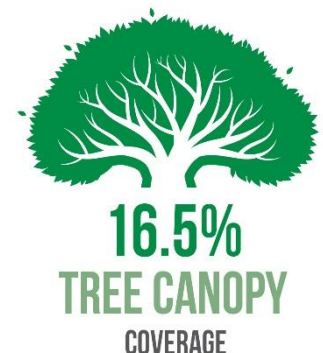
Tree canopy cover

Our i-tree canopy study measures trends in changes to tree canopy cover, plantable space cover and impervious surface cover across the City. The study was first completed in 2016 and recently updated to measure the 2020 canopy cover.

The study revealed that City-wide (public and private land combined) canopy coverage is 13.84% with public land (Council owned/managed) measuring 16.5% and private land measuring 12.79%.

We use the findings of these analyses to inform our planting programs, specifically planting programs for local parks and street tree planting.

These studies have been integral to the development of our Tree Canopy Improvement Strategy which is being used to drive an extended and intensive tree planting program to reach a City-wide canopy target of 25% by 2045.



STRATEGIES & PERFORMANCE | CORPORATE INDICATORS

Indicator 3 - Our environmental management & efficiency is improving

We will know this by:

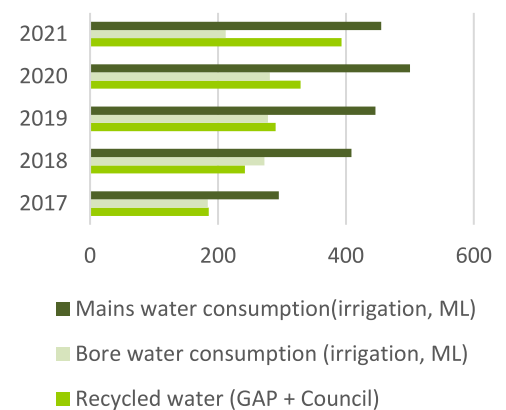
- Decrease in reliance of potable water.
- Decrease in waste sent to landfill.
- Stability or a reduction in our Greenhouse Gas emissions.

Reliance on potable water

Extreme heat conditions experienced during the year continued to result in a longer watering season of 254 days, but this was an increase of 61 watering days compared to 2020.

Our total area of irrigated open space has increased to 192.1 hectares but our consumption of water for irrigation has remained steady with a decrease of 5%. Our use of water from recycled sources was marginally higher at 37% up from 29.7% in 2020. **Mains consumption as a percentage was marginally lower at 43% compared to 45% in 2020.**

Irrigation water consumption by source



Waste sent to landfill

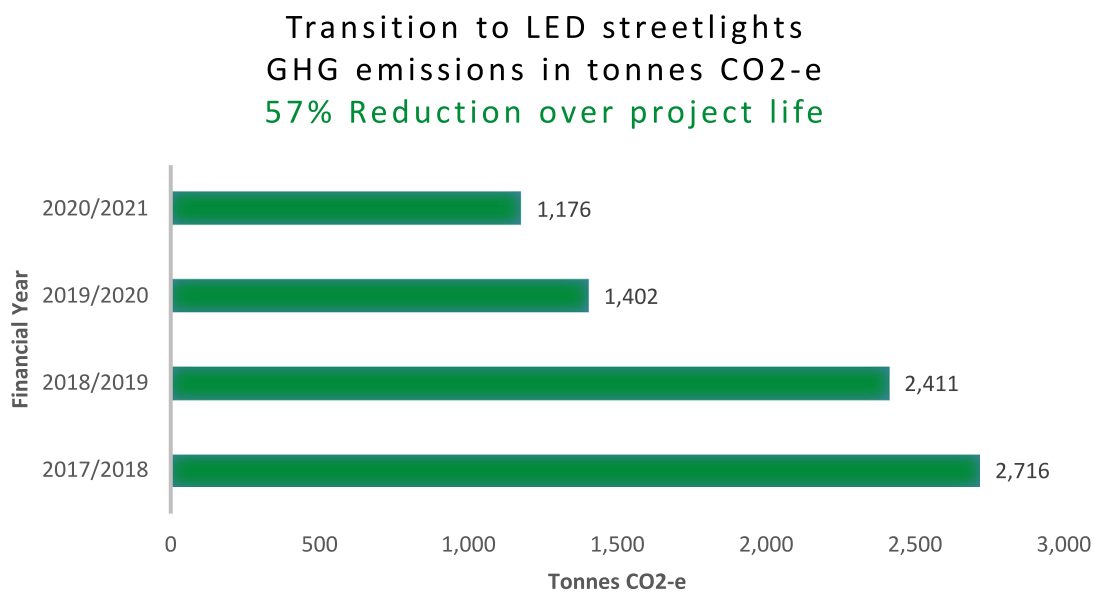
The City of Charles Sturt collected **64,685** tonnes of waste in 2021. **55%** of this waste, namely compostable waste, recyclables and E-waste, was diverted from landfill. **51,599** tonnes of waste was collected from the kerbside collection, with an average of **0.92** tonnes produced/collected per serviced rateable property.

	2021	2020	2019	2018	Trend
Number of tonnes of waste collected City wide	64,685	64,739	61,792	61,830	↓
City wide collection diversion from landfill rate	55.05	54.2%	53.9%	51.8%	↑
Number of tonnes collected via kerbside collection	51,599	50,103	48,228	48,529	↑
Kerbside collection diversion from landfill rate	53.5%	54.2%	53.9%	51.8%	↑

STRATEGIES & PERFORMANCE | CORPORATE INDICATORS

Greenhouse Gas Emission Reductions Highlight – LED Streetlight Project

The LED energy efficient streetlight project has replaced 10,018 streetlights (approx. 70%) across the City of Charles Sturt with LEDs and has significantly reduced greenhouse gas (GHG) emissions by 57% over the life of the project. This project will continue to see GHG reductions with an additional 300 streetlights to be replaced with LED over the next 2-3 years.



Climate Change matters to our community

Our community has a good understanding of climate change and recognises it as important to them personally. 79% of survey respondents believe local councils play an important role in reducing the effects of climate change.

Our Economy – An economically thriving City

We set ourselves some key priorities that will continue to influence economic expansion and prosperity in western Adelaide. These priorities are 4 year goals and each project is at varying stages of development and completion. Here's how we progressed in 2021:

OUR ECONOMY AN ECONOMICALLY THRIVING CITY		
Key Priority	Status	Comments
Implement the Western Adelaide Tourism Destination Action Plan	🔄	Visitor Sector Roundtable facilitated at end of June 20 to identify how to best assist tourism businesses in the recovery from pandemic. Action plan has been developed and is currently being implemented.
Key Priority	Status	Comments
Implement the Economic Development Strategy 2020-2022	✓	Strategy endorsed November 2020.
	🔄	Implementation has commenced on the high priority recovery actions. A new round of Business Support Grants have been released for 2021/22.
Promote Charles Sturt as 'Open for Business'	✓	The Economic Stimulus Package has proved highly successful in delivering value to business and demonstrating Council's commitment to support our local business.
	✓	62 Small business grants were distributed during the 2020/21 financial year.

STRATEGIES & PERFORMANCE | CORPORATE INDICATORS

Indicator 1 – Our strategic alliances are supporting the growth of our economy.

We will know this by:

- 5% increase per annum of business participation in the Western Region business development events.
- Increase in gross regional product for the Western Region.
- Increase in tourism visitation and expenditure*.

* Tourism visitation numbers and expenditure are no longer readily available. The number of tourism jobs and tourism sector output is being monitored and reported instead.

	2021	2020	2019	Trend
Number of businesses participating in Western Region business development events.	923	1,691	2,352	↓
Gross Regional Product – Western Region business	\$24.34 billion	\$24.13 billion	\$23.72 billion	↑
Number of tourism jobs (City of Charles Sturt)	2,431	2,473	2,347	↓
Tourism sector output (City of Charles Sturt)	\$428 million	\$436 million	\$407 million	↓

Indicator 2 – Our local businesses are growing

We will know this by:

- Increase in gross regional product for Charles Sturt.
- Increase in the number of businesses in Charles Sturt.
- An increase in employment/output in identified growth sectors.
- Growth in annual employment numbers.
- % of surveyed businesses satisfied with Council support for business.*
- Net increase in the annual number of business start ups.

*Surveying of businesses is under review. No surveying was completed in 2018-2019.

	2021	2020	2019	Trend
Gross Regional Product – Charles Sturt	\$5.749 billion	\$5.752 billion	\$5.654 billion	↓
Number of businesses in Charles Sturt	11,399	9,206	9,011	↑
*Employment in growth sectors (number of jobs):				
• Health care & social assistance	7,813	7,813	7,813	-
• Construction	4,647	4,647	4,647	-
• Professional, Scientific & Tech services	1,619	1,619	1,619	-
*Number of local jobs (in City of Charles Sturt)	42,162	42,162	42,162	-
Number of business start ups	785	635	707	↑
Net increase/decrease in business start ups	150	-72	-81	↑

* 2016 ABS Census data, next update will be available following the 2021 Census.

STRATEGIES & PERFORMANCE | CORPORATE INDICATORS

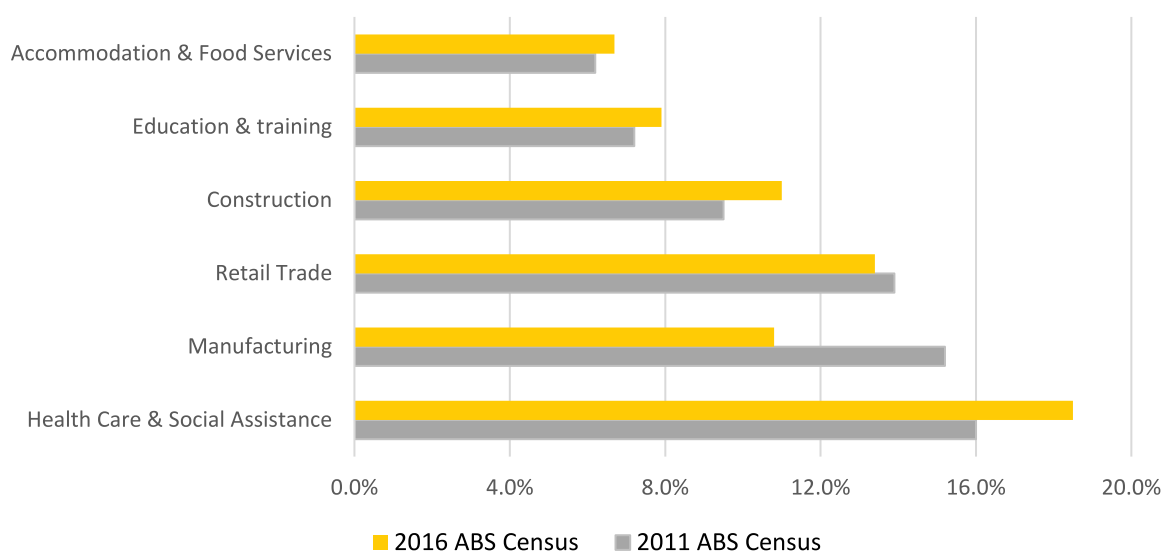
Indicator 3 – Our industry sectors are diversifying

We will know this by:

- % of employment in a range of sectors in Charles Sturt
- Growth in annual development application value by sector.

Employment in top 6 employment sectors

The chart shows our top 6 employment sectors and the percentage of employment in each sector in the last two Census periods, 2011 and 2016. This data is monitoring change, growth and diversification of our key industry sectors.



Health Care and Social Assistance is our biggest employer. It is projected that there will be further increases in employment in the health care and social assistance and professional, scientific and tech services sectors and construction in the next four years in Western Adelaide. It is anticipated that there may be further decline in employment in the manufacturing and mining sectors.

Value of development applications

Monitoring the value of development applications provides an understanding of the mix of development as well as the stability of each sector.

	2021	2020	2019	Trend
Value of development application - Commercial	\$45,723,308	\$58,708,555	\$46,166,285	↓
Value of development application - Industrial	\$14,783,566	\$10,577,386	\$31,158,609	↑
Value of development application - Public	\$81,764,484	\$74,313,012	\$12,107,876	↑
Value of development application – Residential	\$422,006,159	\$556,019,316	\$542,713,279	↓
Total value of all development applications lodged	\$564,277,517	\$699,618,269	\$632,146,049	↓

STRATEGIES & PERFORMANCE | CORPORATE INDICATORS

Our Leadership

We set ourselves some key priorities that will build on our reputation as a forward thinking and high performing organisation. These priorities are 4 year goals and each project is at varying stages of development and completion. Here's how we progressed in 2021:

OUR LEADERSHIP A LEADING & TRANSFORMATIONAL LOCAL GOVERNMENT ORGANISATION		
Key Priority	Status	Comments
Developing the Smart Cities and e-commerce projects	✓	Work has commenced on establishing long term integrated precinct plans that will enable further consideration of deployment of smart tech to improve quality of life. Participation continues with the LGA's smart cities forum.
Customer Experience Program	✓	The Customer Experience Program has evolved to "Our Customer Experience Strategy 2018-2020". A range of actions, in accordance with the Strategy, have been implemented.
	✓	Work has commenced to develop our Customer Experience Strategy 2020-2025.
Developing the organisation's ability to innovate.	✓	Brand and Values -The external brand rollout continues across the city.
	✓	Utilities Management – working with our collaboration partners City of Marion and City of Port Adelaide Enfield to proactively manage utilities (electricity, gas and water) using software to track by site the expenditure.
	✓	MRF – The joint Materials Recycling Facility between Charles Sturt and Port Adelaide Enfield via our regional subsidiary CAWRA is progressing well and will be operational late 2021.
	✓	Strategic Procurement – continues to focus on reviewing and aligning procurement policies and procedures across the Cities of Charles Sturt, Port Adelaide and Marion focusing on local jobs and economic development opportunities at a time when many markets appear overheated.

<h2>OUR LEADERSHIP</h2> <h3>A LEADING & TRANSFORMATIONAL LOCAL GOVERNMENT ORGANISATION</h3>		
Key Priority	Status	Comments
Improving mobile device technology	✓	<p>The Digital Workplace initiative was established in 2018 and implemented in 2020 with the final year completing:</p> <ul style="list-style-type: none"> • New 2-in-1 mobile devices enabling seamless connectivity anywhere, anytime. • Migration to Office 365 and Exchange Online, enabling staff to work anywhere, anytime.
Precinct Planning	✓	<p>Work is complete on identifying pilot areas, project technical working and steering groups aimed at integrating infrastructure and growth, Local and State Government agencies and Non-Government Organisations.</p>

STRATEGIES & PERFORMANCE | CORPORATE INDICATORS

Indicator 1 - Our organisation is innovative and achieves business excellence

We will know this by:

- ◆ Customer service satisfaction.
- ◆ Smart City Gains.
- ◆ Identified reductions in Council Business processes.
- ◆ We are achieving our key priorities.

We are delivering Customer Experience for our community

The Voice of the Customer (VOC) survey program is utilised to gauge the Net Promoter and the overall Customer Satisfaction scores. The VOC survey was implemented in May 2021 and therefore the results captured for the 2020/21 are only representative of a small number of areas of the organisation, including post customer request closure surveys, post telephone calls to the Contact Centre and transfer of calls to internal departments, post environmental health food premises inspections and post attendance to the St Clair Immunisation Clinic. Representation of VOC survey data will be expanded throughout 2021/22 to have broader representation across the organisation.

NPS – 10.1

Net Promoter Score (NPS), measures customer loyalty and is measured on scale of -100 to 100

CSAT – 56%

Customer Satisfaction (CSAT) is measured on scale of 0 – 100%

STRATEGIES & PERFORMANCE | CORPORATE INDICATORS

Smart City Gains

The City of Charles Sturt is keen to see our City continue to grow and develop to be the best it can be. We are implementing our new strategy; Smart City Plan 2018-2025 which defines what Smart City means for Charles Sturt and identifies objectives and actions that will be implemented. Here's some of our progress and projects in 2020/21:

- Commenced delivery of a joint strategy with City of Port Adelaide Enfield for migration to TechnologyOne Ci Anywhere
- Collaboratively prepared a business case with City of Port Adelaide Enfield to implement a Customer Relationship Management solution
- 50 LED (light emitting diode) lights have been installed along the Outer Harbor Greenway walking and cycling path in St Clair (between Woodville and St Clair train stations) featuring smart lighting technology. The new LED lights are able to be remotely managed which will not only help us to effectively maintain the lights, but also enables the use of motion activation to increase or decrease light output depending on usage.
- 13 of the 50 light poles located at the entry and exit points to the path have been fitted with passive infrared (PIR) sensors which increase adjacent path lighting when activated by a pedestrian or bike rider. The lights are turned on to 100% at sunset. From 10pm to 4am, the lighting dims to 25% unless the motion sensors detect the presence of a pedestrian or bike rider at which time it will increase to full lighting ahead. When no motion has been detected for at least ten minutes, the lights will dim back to 25%.

STRATEGIES & PERFORMANCE | CORPORATE INDICATORS

Identified reductions in Council Business processes

Here's some of the business improvements for 2021, each aiming to achieve business excellence and great customer service:

City of Charles Sturt Cross Council Collaboration

Recognised as having developed a Leading Benchmarking and Performance Improvement methodology in conjunction with the Cities of Port Adelaide Enfield and Marion, as highlighted in the Productivity Commissions assessment of Local Government's Performance.

Collaborative services were provided in areas of:

- Fleet Management - Optimisation in management and procurement.
- Establishment of Joint Council Utilities Management Team.
- Utilities Management - First phase bill and service management
- Internal Audit and insurance Management across two councils
- Information Services Joint Project Delivery & System Architecture alignment
- Procurement Services – deliveries across three councils
- Irrigation Services – installation and maintenance

In addition to the above, the following Information Services projects were also delivered:

- Online Recruitment Solutions – 'erecruitment'.
- Replace and upgraded our digital Asset Management Solution
- Replaced and upgraded our Online Event Management Solution including room hire and facilities booking solution
- New version of 'inMailx' was delivered
- Commenced our CRM – single view of customer project

Planning and Development

- Ongoing improvement and implementation of internal processes for assessing development applications in the new DAP system in the State Government portal.
- Development and implementation of processes for Building Notifications and Inspections in the DAP system.
- Implementing internal processes for public notifications in the DAP system.
- Rework of Consistency Checking process for development approval in the DAP system to include a triaging system.
- Updating of all proforma templates required under the PDI Act.
- Setting up new event processes for enforcement notices under the PDI Act.
- Setting up event processes and updating templates for the Section 7 Notices.

STRATEGIES & PERFORMANCE | CORPORATE INDICATORS

Asset Management

In 2021, the Asset Management Planning Team continued to deliver a number of key projects. These include:

- Major review, refinement and revision of Water infrastructure AMP
- Major review, refinement and revision of the Lighting Assets AMP
- Completed audit and revaluation of all Water Infrastructure Assets.
- Commenced visual inspection and condition audit of all Open Space Furniture Assets
- Commenced visual inspection and condition audit of all Open Space Sporting Accessory Assets
- Commenced visual inspection and condition audit of all Open Space Fences, Walls & Bollard Assets
- Commenced visual inspection and condition audit of all Coastal Assets
- Commenced review & development of operational service level standards for key infrastructure assets & maintenance activities
- Continued development of ALM dashboards for Field Service & Fleet Services maintenance activities
- Continued asset data transition & migration to the One Council data structure
- Completed EAM CIA migration & training for Administration Staff
- Completed Integration of Field Service maintenance scheduling & programming functions into Asset Management planning Team
- Supported & assisted major review and reorganisation of Street Litter Bin Collection function
- Completed review & restructure of Asset Management Planning Team functions, roles & responsibilities.

Waste and Sustainability

- The circular procurement project has seen almost 2,075 tonnes of recycled materials purchased across a range of projects.
- These purchases demonstrate Council's commitment to 'buying it back' and to supporting the development of the circular economy.
- Materials Recycling Facility – The MRF Project is near completion and is currently in the final testing and commissioning phase. It is anticipated that the facility will begin processing recyclable materials from the yellow bins of our residents in November 2021 (this year).
- Solar Compacting Bins – The solar compacting bins at Plant 4 Bowden have been in trial now for 2 years and have been performing well. A review of the trial will be undertaken to determine their long term viability.
- New Waste Contract – The new kerbside waste and recycling contract with Cleanaway commenced in May 2021. The new contracts gave Council the opportunity to improve operational efficiency with an optimised collection route. This helped reduce truck hours, lowering cost to ratepayers and reducing our carbon footprint while maintaining the same services and customer experience.

STRATEGIES & PERFORMANCE | CORPORATE INDICATORS

- Continued implementation of the AdaptWest in Action 2019-22 plan. Achievements in 2020/21 include undertaking a climate change risk and governance assessment across the 3 AdaptWest partner councils (Cities of Charles Sturt, Port Adelaide Enfield and West Torrens) and the delivery of the Red Cross Climate Ready Communities program to residents across the region.
- Net Zero - Our map to Net Zero corporate emissions 2020-2025 was endorsed in August 2020 and has enabled continued greenhouse gas (GHG) emission reductions across council. These reductions are largely due to programs such as the transition to LED streetlights, increase in the number of hybrid vehicles in council's fleet, and addition of solar to numerous Council facilities.

We are achieving our key priorities

Achievement towards our key priorities has been reported at the beginning of each theme reporting section. These key priorities are for the 4 year period of the City of Charles Sturt Corporate Plan 2016-2020 and progress will be tracked and reported for the duration.

STRATEGIES & PERFORMANCE | CORPORATE INDICATORS

Indicator 2 - Our finances are sustainable.

We will know this by:

- ◆ Operating surplus ratio is >0% and <15%.*
- ◆ Net financial liabilities ratio is >100%.*
- ◆ Asset sustainability ratio is >80%.*
- ◆ \$ value of grants and co-funding received.
- ◆ Resident acceptance of Council rates as value for money.

* These indicators are reported on in the Finances and Accountability section of this report – refer Appendix 1.

Grants and co-funding received

It is our desire to ensure that the City's finances are well managed and that our ratepayers are receiving good value for their rates. We are vigorously pursuing grant and co-funding opportunities to help fund projects in our City. This year, [we successfully obtained \\$17,526,775 in grants and co-funding.](#)

Value for money

We asked our residents to indicate how satisfied they are that their rates provide value for money. [70.2% of residents indicated that they were satisfied that they received value for money in exchange for their rates.](#) This is an increase from previous years.

Indicator 3 - Our Organisational culture is collaborative, agile and high performing

We will know this by:

- ◆ [% of our Portfolios demonstrating the benchmark level of constructive culture.](#)

Charles Sturt is continuing to build a constructive culture in our workforce, supported by our Values of Caring, Progressive, Courageous and Passionate. We aspire to be a high performing organisation of passionate people who work with resilience and confidence in responding to and adapting to our community's needs. Our next cultural survey is due in February 2022. To complement the work, we do with our Culture Survey (OCI), in 2020 we launched our Teamgage pulse survey tool. These surveys enable us to take a pulse of our organisation by providing our employees with a channel to provide their feedback on a monthly basis, leaders can access the results in real time, and identify areas for improvement which can be made at both an organisational and team level.

STRATEGIES & PERFORMANCE | CORPORATE INDICATORS

Indicator 4 - Our organisation is transparent and accountable.

We will know this by:

% of Council and Committee items considered in confidence*.

- ◆ Number of website visits and interactions via our social media platforms.
- ◆ S270 review of decisions undertaken.
- ◆ Biannual review of marketing and communications benchmarking survey.**

Our website remains an important medium for communicating with our residents. We continue to experience strong growth across our online channels including our website and social media platforms.

	2021	2020	2019	2018	2017	Trend
Number of website visits	619,818	549,485	636,954	601,559	581,585	↑
Number of Facebook fans	11,212	9,224	7,855	6,681	5,200	↑
Number of Instagram followers	3,072	2,534	3,876	1,735	1,473	↑
Number of Twitter followers	3,907	3,890	2,145	3,806	3,630	↑
S270 review of decisions undertaken	4	2	9	4	3	↑

Finances & Accountability

Section 270 Local Government Act

The City of Charles Sturt is committed to delivering the highest level of customer service to the community and strives to achieve service excellence that is delivered in a professional, coordinated and timely manner. As part of this commitment Council recognises the importance of complaints, requests for service increase, compliments and all requests received are dealt with in a prompt, impartial and fair manner. The requests received provide the opportunity to gather information which may assist in the improvement of Council's services and operations.

Council has a corporate system where all requests are logged and managed and the tables below detail the 1,402 requests which fall within section 270 of the Local Government Act 1999 for the last financial year to June 2021.

Internal Review of Council Decision	4
Complaints	674
Service Increase/Change	330
Compliments	314
New Service	80
	1,402

FINANCES & ACCOUNTABILITY

Internal Review of Council Decisions

Council's Internal Review of Council Decision Policy and Procedure provide clarity and definition on what constitutes a Council decision. This is important to understand when assessing requests received for an internal review of a Council decision.

Council received 4 formal requests for internal review of a Council decision for the 2020/21 period and the table below provides details of the subject matter and outcome of this request.

Applicants are always advised of their right to also make a complaint directly to the Ombudsman.

Subject Matter	Outcome
Request 1 - requested a review of the decision made by Council in relation to a Council report of 10/8/20 Item 6.48 Review of Applications – Unreasonable Complaint Procedures – Mr Carlo Meschino.	A determination was made to decline the request in accordance with restrictions in place under Council's Unreasonable Requests for Service, Information and Complaints Policy
Request 2 – requested a review of the decision not to provide copies of planning condition approvals	A determination was made to decline the request as it was deemed frivolous under Council's Internal Review of Council Decision Policy
Request 3 – requested a review on the refusal to action a noise complaint	<p>A determination was made to decline the request as it was deemed frivolous under Council's Internal Review of Council Decision Policy.</p> <p>Further information was provided by the application and the noise complaint was subsequently actioned.</p>
Request 4 – Review of the decision made by Council in relation to a Council report of 14/12/20 Item 6.121 Code of Conduct Complaint – Cr Wasylenko	A determination was made to decline the request in accordance with restrictions in place under Council's Unreasonable Requests for Service, Information and Complaints Policy

FINANCES & ACCOUNTABILITY

Complaints

During 2020/2021, 663 complaints were received, with 60% of these (397) referred to Council's Contracted Services team for action. A majority of the complaints received related to the verge maintenance program, predominately the quality and frequency of the verge maintenance cuts, the waste collection service and the quality and cleanliness of public toilets.



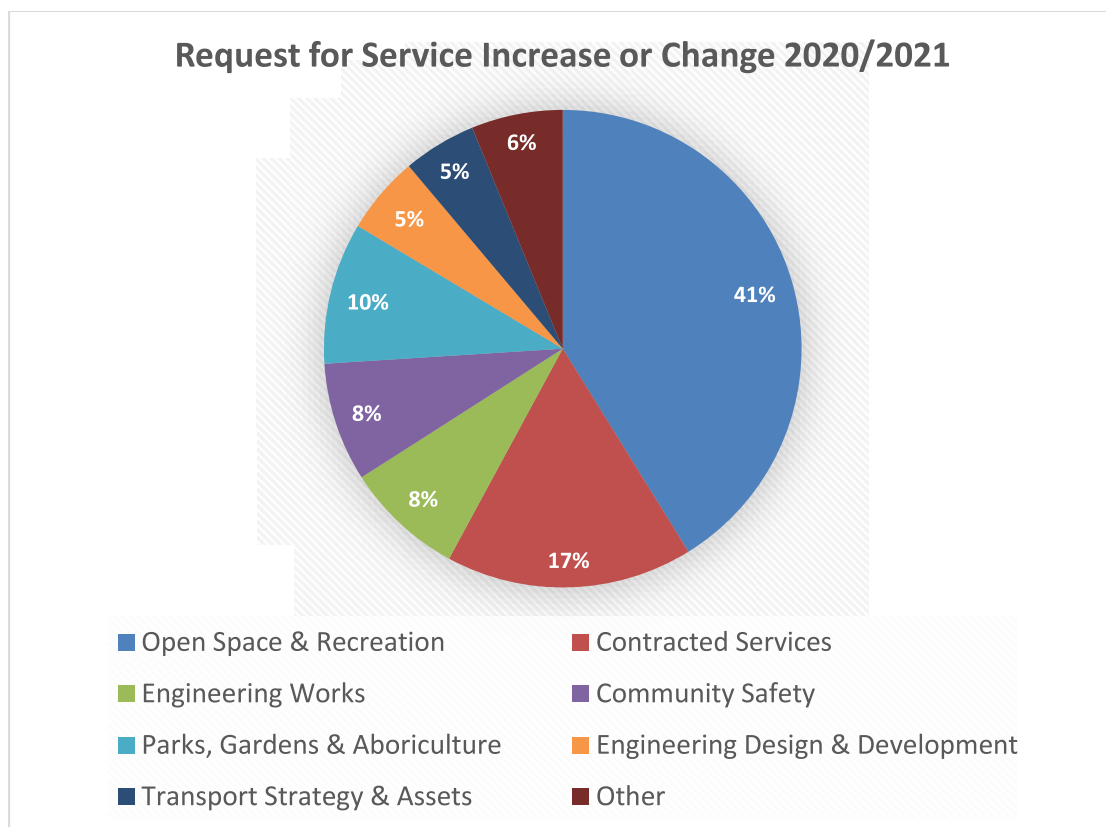
Note: The chart above provides a visual of complaints received by the 8 highest categories only.

FINANCES & ACCOUNTABILITY

Service Increase or Change, Compliments and New Services

During 2020/2021, we received feedback from 712 customers requesting that we increase or change a service we currently offer (322 requests), that we provide a new service not currently offered (78 requests) or to provide a compliment to Council on a staff member or service we currently offer (312 requests).

Open Space, Recreation and Property team received 41% (133) of requests for Service Increase or Change, followed by Contracted Services who received 17% (54) of requests, and our Parks, Gardens and Arboriculture Teams who received 10% (31) of requests.



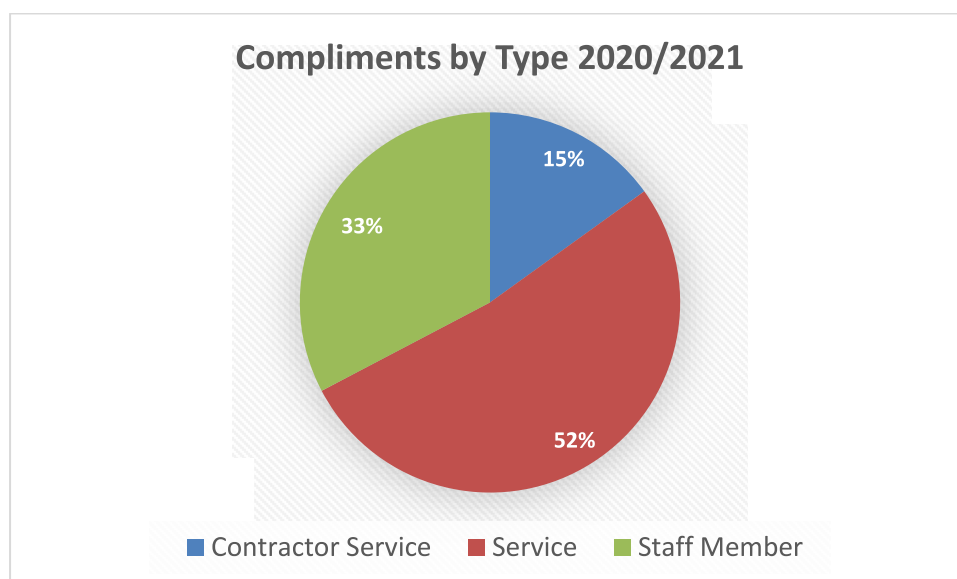
Note: The chart above provides a visual of complaints received by the 7 highest categories only.

FINANCES & ACCOUNTABILITY

Our Open Space, Recreation and Property team actioned the most requests for new services during 2020/2021 with 50 (64%) of the 78 received. The ideas received from our customers ranged from:

- Installation of additional drinking fountains, play equipment, community gardens, exercise equipment and bins at reserves and playgrounds
- Road improvements, such as new kerb ramps
- Requests for CCTV and measures to address anti-social behaviour

Of the 312 compliments we received, 163 related to a service the Council provides, 102 related to a staff member and 47 related to a contractor or contracted service Council provides. Both our Community Care and Engineering Works teams received 45 compliments each, reflecting the high level of service they provide through community programs such as Home Assist, as well as the high quality of work delivered to address matters such as footpath hazards and the commitment by all staff to deliver exceptional customer service.



FINANCES & ACCOUNTABILITY

The following table shows the number of items considered by Council and its various Committees during 2020/21, compared with figures from the previous four years.

Committee	Number of items considered				
	2020/21	2019/20	2018/19	2017/18	2016/17
Council ⁽¹⁾	140	111	147	168	161
Asset Management	84	112	88	75	119
City Services Committee	34	53	81	86	80
Audit Committee	33	28	31	26	21
Development Assessment Panel ⁽²⁾	-	-	1	11	79
Council Assessment Panel ⁽²⁾	46	64	69	46	
Corporate Services Committee ⁽²⁾	52	49	42	56	53
Total	389	417	458	468	513

Notes:

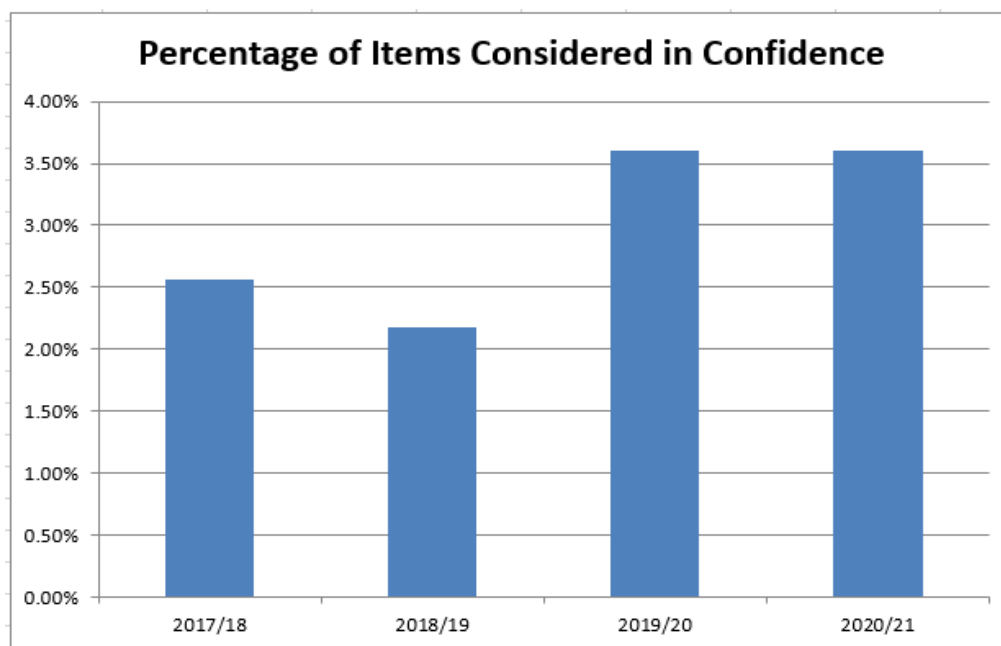
- (1) This does not include the consideration and adoption of the reports and minutes of Council's standing committees, Deputations, Petitions, Notices of Motion/ Motions without Notice or Questions on/without Notice.
- (2) Under changes to the Development Act 1993 and introduction of Planning, Development and Infrastructure Act 2016 the Development Assessment Panel ceased to exist as of September 2017 and was replaced by the Council Assessment Panel.

Confidentiality Summary

Use of Confidential Provisions

Council and Committee meetings are generally conducted in a public environment; however, there are some circumstances where it may be necessary or appropriate for specific items from a meeting to be considered in confidence. Section 90 of the Local Government Act 1999 and section 56A of the Development Act 1993, sets out the specific circumstances where this may occur.

Of the 389 items considered in 2020/21, 14 (3.6%) were treated as confidential items under section 90 of the Local Government Act 1999 and section 56A of the Development Act 1993. This compares with 417 items considered in 2019/20 of which 15 (3.6%) were treated under the confidential provisions in the previous year.



FINANCES & ACCOUNTABILITY

The following table shows the number of occasions each of the confidential provisions of the Act were used during 2020/21, categorised by the section of the Act relied upon.

Section of the Local Government Act 1999	No of Occasions used
Section 90(3)(a) ... unreasonable disclosure of information concerning the personal affairs of any person (living or dead)	2
Section 90(3)(b) ... prejudice the commercial position of Council or be contrary to the public interest	5
Section 90(3)(c) ... would reveal a trade secret	-
Section 90(3)(d) commercial information ...prejudice the commercial position ... or a commercial advantage on a third party and be contrary to the public interest	5
Section 90(3)(e) matters affecting the security of the council, members or employees of the council, or council property, or the safety of any person	-
Section 90(3)(f) ... prejudice the maintenance of the law prevention, detection or investigation of criminal offence, or right to a fair trial	-
Section 90(3)(g) ... not breach any law	-
Section 90(3)(h) legal advice	1
Section 90(3)(i) information relating to actual litigation, or litigation that the council or council committee believe on reasonable grounds will take place ...	1
Section 90(3)(j) ...divulge information provided on a confidential basis by or to a Minister of the Crown, or public authority ... be contrary to the public interest	-
Section 90(3)(k) tenders for the supply of goods, the provision of services or the carrying out of works	3

FINANCES & ACCOUNTABILITY

Section 90(3)(m) information relating to a proposed amendment to a Development plan under the Development Act 1993 before a Plan Amendment Report relating to the amendment is released for public consultation under that Act	-
Section 90(3)(n) information relevant to the review of a determination of council under the Freedom of Information Act 1991.	-
Section of the Development Act 1993	
Section 56A(12) information relating to actual litigation	-
Total Confidential Items	14
Total Confidential Orders made under Section 90(3)	14

Summary of Confidential Items as at 30 June 2021

A high level summary of confidential orders for 2020/21 is provided below:

Total orders made under Section 91(7) in 2020/21	14
Total orders that expired, ceased to apply, revoked or partial released during 2020/21 (Including orders remaining in confidence from previous financial years)	19
Total orders remaining operative as at 30 June 2021	8

FINANCES & ACCOUNTABILITY

The table below is an extract of Council's Register of Confidential Items for all documents covered by confidentiality orders during 2020/21 (pursuant to section 91 of the Local Government Act 1999 and section 56A of the Development Act 1993), with their status as at 30 June 2021.

Council / Committee	Date	Item No.	Report Title	Reason / Section No.	Confidentiality Order Duration	Status at 30 June 2020
Council	14/06/2016	11.1	Waste and Recycling Contracts - Update and Strategic Direction	90(3)(k)	That the report and the Minutes of this item be kept confidential until waste and recycling contracts established under the Council Solutions Waste Project process have been executed by all participating Councils.	Report and Minutes are released.
Council	13/08/2018	11.6	St Clair Recreation Centre Facility Management	90(3)(d)(i)(ii) and 90(3)(k)	That the report, appendices and/or the minutes of this item be kept confidential until the end of the first term of the Management Agreement with the YMCA being 2 years.	Report, Appendices and Minutes are released.
Council	11/02/2019	11.01	Public Consultation Policy Judicial Review	90(3)(h) 90(3)(i)	That the report and appendices of this item be kept confidential until the conclusion of the judicial review process.	Report and Appendices are released.
Council	8/04/2019	11.02	Local Response to Chinese National Sword	90(3)(b)(i)(ii)	That the report, appendices and the minutes of this item be kept confidential until Council's position has been determined and all associated contracts and arrangements executed.	Remains in Confidence

FINANCES & ACCOUNTABILITY

Council	12/08/2019	11.06	Council Solutions Waste Services Tenders	90(3)(b)(i)(ii) 90(3)(k)	That the report, Appendices and/or the minutes of this item be kept confidential until all contracts across all services have been signed and executed by all participating Councils.	Report, Appendices and Minutes are released.
Council	26/08/2019	11.09	Local Response to Chinese National Sword	90(3)(b)(i)(ii) 90(3)(k)	That the report and the appendices of this item be kept confidential for a period of five years due to the commercially sensitive information contained within, noting confidentiality reviews are undertaken quarterly. And that the minutes remain in confidence until such time as the City of Port Adelaide Enfield has made its decision, that if the decision varies from City of Charles Sturt's, a further report to be presented to Council to enable an alternative to be put in place.	Report and Appendices remain in confidence. Minutes released on 30 August 2019 in line with resolution.
Council	23/09/2019	11.10	Request for Contract Variation	90(3)(b)(i)(ii)	That the report, appendices and/or the minutes of this item be kept confidential until May 2021.	Report, Appendices and Minutes are released.

FINANCES & ACCOUNTABILITY

Council	11/11/2019	11.11	Update - Request for Contract Variation	90(3)(d)(i)(ii)	That the report, appendices and/or the minutes of this item be kept confidential until May 2021.	Report, Appendices and Minutes are released.
Council	25/11/2019	11.12	Public Consultation Policy Legal Appeal and Coast Park Mediation	90(3)(i)	That the report, appendices and minutes of this item be kept confidential until the conclusion of the Judicial Review process.	Report, Appendices and Minutes are released.
Council	9/12/2019	11.14	South Road and Hindmarsh Cemetery River Torrens Linear Park Path Bridge Construction	90(3)(d)(i)(ii)	That the report, appendices and/or the minutes of this item be kept confidential until final completion of the future construction contract is awarded.	Remains in confidence
Council	10/02/2020	11.01	Materials Recovery Facility - Project Update	90(3)(b)(i)(ii) 90(3)(k)	That the report of this item be kept confidential until the contract for the design and construction of the MRF has been executed as it contains commercially sensitive information and procurement strategies. And that the minutes be released concurrently with the City of Port Adelaide Enfield's release of their minutes relating to these matters.	Report and Minutes are released.

FINANCES & ACCOUNTABILITY

Audit	30/03/2020	9.01	Materials Recovery Facility - Project Update	90(3)(b)(i)(ii) 90(3)(k)	That the report of this item be kept confidential until the contract for the design and construction of the MRF has been executed as it contains commercially sensitive information and procurement strategies. And that the minutes be released concurrently with the City of Port Adelaide Enfield's release of their minutes relating to these matters.	Report and Minutes are released.
Council	22/06/2020	11.03	St Clair Recreation Centre Facility Management - Renewal of Management Agreement	90(3)(d)(i)(ii)	That the report, appendices and/or minutes of this item be kept confidential until the Management Agreement between the YMCA SA and Council for the remaining three (3) years is executed.	Report, Appendices and Minutes are released.
Council	9/06/2020	11.02	Central Adelaide Waste and Recycling Authority and Materials Recovery Facility Update	90(3)(b)(i)(ii) 90(3)(d)(i)(ii)	That the report be released on completion of the construction of the MRF, Appendix A be released on completion of the construction of the MRF; Appendix B be released in 3 years time as requested by the CAWRA Board; Appendix C be released in 12	Partly Released - Appendix C released. Report, Appendix A, Appendix B and Minutes remain in confidence.

FINANCES & ACCOUNTABILITY

					months time as requested by the CAWRA Board and the minutes be released once the MRF commences operation.	
Council	13/07/2020	11.04	Materials Recovery Facility - Prudential Report and Grant Funding Update	90(3)(b)(i)(ii) 90(3)(k)	That the report, minutes and Appendix B be kept confidential until such time as the MRF becomes operational and Appendix A be kept confidential for a period of five years due to the commercially sensitive information contained within, noting confidentiality reviews are undertaken quarterly. And that in any event, the item remain in confidence until such time as the City of Port Adelaide Enfield has made its decision and that if the decision varies from the City of Charles Sturt, a further report to be presented to Council to enable an alternative to be put in place.	Remains in confidence.

FINANCES & ACCOUNTABILITY

Council	10/08/2020	11.05	Agent Engagement and Income Estimates Regarding Disposal of 318 Seaview Road, Henley Beach	90(3)(d)(i)(ii)	That the report, minutes and Appendix A, be kept confidential until such time as the property is settled following sale.	Remains in confidence.
Council	10/08/2020	11.06	Chief Executive Officer Presentation for Performance Review 2019/20	90(3)(a)	That the report and minutes be kept confidential until after the final review report is brought back to Council at the last meeting in September 2020.	Report and Minutes are released.
Council	14/09/2020	11.07	Chief Executive Officer Performance Review 2019/20	90(3)(a)	That the report, Appendices and/or the minutes of this item be kept confidential until the contract of employment documents had been updated and signed by the mayor and CEO.	Report, Appendices and Minutes are released.
Council	28/09/2020	11.08	Cities Power Partnership - Request for Feedback Relating to a Sustainable Economic Recovery	90(3)(b)(i)(ii)	That the report and minutes be kept confidential until the Cities Power Partnership issue the principles and signatories to national media - expected to occur in early October 2020.	Report and Minutes are released.

FINANCES & ACCOUNTABILITY

Audit	27/10/2020	9.02	Presentation - Public Litter Bin Service Review	90(3)(d)(i)(ii)	That the report, appendix and minutes of this item be kept confidential until Council has made a decision on the Council Litter Bin Service and that any contract negotiations have ceased.	Report, Appendix and Minutes are released.
Council	23/11/2020	11.09	Public Litter Bin Service	90(3)(d)(i)(ii)	That the report, appendix and minutes of this item be kept confidential until Council has made a decision on the Council Litter Bin Service and that any contract negotiations have ceased.	Report, Appendix and Minutes are released.
Council	23/11/2020	11.10	Offer to Settle CEPG vs CCS - Public Consultation Policy	90(3)(h) and (i)	That the report, appendices and the minutes of this item be kept confidential until the conclusion of the judicial review process.	Report, Appendices and Minutes are released.
Audit	17/02/2021	9.1	External Audit Contract	90(3)(b)(i)(ii) 90(3)(k)	That the report, appendices and the minutes of this item be kept confidential until such time as the contract has been executed.	Report, Appendices and Minutes are released.

FINANCES & ACCOUNTABILITY

Council	24/05/2021	11.01	Proposal for Sale - Portion of 111A Woodville Road, St Clair	90(3)(b)(i)(ii)	That the report, appendices and the minutes of this item be kept confidential until all conveyancing transactions to transfer ownership have been finalised and new ownership title issued.	Remains in confidence.
Corporate Services	7/06/2021	9.01	CAWRA - Draft Annual Budget 2021/22	90(2)3(b)(i)(ii)	That the report, appendices and the minutes of this item be kept confidential until June 2024 at the request of the CAWRA Board as it contains commercially sensitive information.	Remains in confidence.

Code of Practice

A 'Code of Practice for Public Access to Council and Committee Meetings and Associated Documents' was initially adopted by Council in November 2000 following the required public consultation process, and most recently reaffirmed at its meeting on 14 April 2020.

The principles and practices of the Code have been adhered to since it was adopted and have achieved the desired outcomes via: *"The City of Charles Sturt will conduct all formal Council and Council Committee meetings in public and will provide public access to all documents considered at these meetings except where the Council or Committee meeting is clearly satisfied that the need for confidentiality outweighs the principle of open decision making."*

FINANCES & ACCOUNTABILITY

Purchasing and Tendering

The City of Charles Sturt is committed to ensuring an efficient, effective and ethical use of resources and accountable and transparent processes of goods and services. Our Procurement Policy aims to deliver best value services to the community.

When considering the most appropriate form of service delivery the following factors are considered:

- Council's strategic directions;
- A need to control specific services;
- Risks in adopting the various options;
- Number of competitors in the marketplace;
- Current service delivery arrangements;
- Existing skills and resources of Council's staff;
- Relevant industrial awards and Enterprise Bargaining Agreements;
- Benefits associated with entering into a commercial activity or project.

In fulfilling Council's procurement role, the following principles apply:

- Transparency and accountability in purchasing procedures and practices to ensure responsibilities are clearly defined and decisions are made in a transparent manner;
- Open and fair competition to ensure that potential suppliers are given reasonable opportunity to bid for the required goods and services;
- Compliance with statutory and other obligations;
- The highest standard of professionalism and probity by making decisions in an ethical and impartial manner;
- Opportunities to enter into joint procurement initiatives;
- Risk management practices and procedures in place to effectively manage risk exposure to Council with allocation of risk to the party best able to manage that risk;
- Adopt practices that are consistent with the principles of ecological sustainability, to the greatest extent that is practicable; and
- Encourage economic development through longer term contracts.

If all factors are equal when evaluating quotes and tender bids, preference will be given to local business.

Council also has a commitment to maximising the skills, development and employment opportunities available in the City. Consideration may be given, where practicable and appropriate, to incorporate strategies in the procurement process that support local employment and training, which may include Contractors engaging apprentices, trainees and cadets in their work practices.

The appropriate method of purchase is determined by the levels of expenditure established within the Procurement Policy. In 2020/21 a total of 25 tenders were called.

FINANCES & ACCOUNTABILITY

CAWRA – Central Adelaide Waste and Recycling Authority (for further information please refer to Appendix 2)

The Central Adelaide Waste and Recycling Authority (CAWRA) is a Local Government Regional Subsidiary established by the Cities of Charles Sturt and Port Adelaide Enfield.

CAWRA was established by the Cities of Charles Sturt (CCS) and Port Adelaide Enfield (PAE). Its Charter was endorsed by both Councils in late 2019 and gazetted by the Minister for Local Government in early 2020.

CAWRA is overseeing the construction and operation of a new, state-of-the-art Material Recovery Facility (MRF), located in Kilburn. The MRF is scheduled to be operational in late 2021. The MRF will process our community's recyclables, from their yellow lid kerbside bins, using a combination of advanced optical sorting technology and manual sorting methods. MRF plant and equipment includes state of the art optical sorting equipment for both the paper and containers lines, and a recirculation system for materials remaining at the end of the sorting process to re-enter the optical sorter for a second time allowing any containers not originally picked up to be captured. This feature, along with others included in the MRF design, helps to minimise any unnecessary landfill disposal of otherwise recyclable material.

CAWRA has incorporated an education facility and elevated viewing platform within the building. This will allow safe and direct viewing of the MRF while in operation, providing the best possible education experience, with full disability access.

The project value is \$23 million with the majority funding through CAWRA. Grants were received from the founding Councils, Cities of Charles Sturt and Port Adelaide Enfield and to assist with the plant and equipment grant funding of \$4.11 million has been received from the Australian Government through the Recycling Modernisation Fund and additional funding provided by Green Industries SA.

FINANCES & ACCOUNTABILITY

National Competition Policy

It is an obligation under the Clause 7 statement on the Application of Competition Principles to Local Government and under the Competition Principles Agreement for each Council to include in its annual report certain relevant information as follows:

- Council has determined it has no significant business activities as defined in the Clause 7 statement.
- Where Council has submitted a tender as part of a tender process it has applied cost effective pricing to ensure it complies with competitive neutrality.
- No complaints were received during 2020/21

Bylaws Currently Gazetted

The City of Charles Sturt's By-laws were made by Council on 11 August 2014 and published in the SA Government Gazette on 21 August 2014 and these came into effect on 1 January 2015.

Council's by-laws are:

1. Permits and penalties
2. Moveable signs
3. Local Government Land
4. Roads
5. Dogs and Cats
6. Domestic Livestock Management

These by-laws expire on 23 October 2021.

FINANCES & ACCOUNTABILITY

Council Member Code of Conduct Policy

Council members in South Australia have a commitment to serve the best interests of the people within the community they represent and to discharge their duties conscientiously, to the best of their ability, and for public, not private, benefit at all times.

Council members will work together constructively as a Council and will uphold the values of honesty, integrity, accountability and transparency, and in turn, foster community confidence and trust in Local Government.

As representatives of open, responsive and accountable government, Council members are committed to considering all relevant information and opinions, giving each due weight, in line with the Council's community consultation obligations.

In the performance of their role, Council members will take account of the diverse current and future needs of the local community in decision-making, provide leadership and promote the interests of the Council.

Council members will make every endeavour to ensure that they have current knowledge of both statutory requirements and best practice relevant to their position. All Councils are expected to provide training and education opportunities that will assist members to meet their responsibilities under the Local Government Act 1999.

During 2020/21 – There were 7 Code of Conduct Complaints considered.

Complaint 1 – Cr Wasylenko	It was determined that no investigation was warranted. Refer Council Meeting 14/12/20
Complaint 2 – Mayor Evans	It was determined that no investigation was warranted. Refer Council Meeting 22/2/21
Complaint 3 – Cr Turelli	An investigation was undertaken and a partial breach was determined Refer Council Meeting 22/3/21
Complaint 4 – Cr Ghent	An investigation was undertaken and a breach was determined Refer Council Meeting 10/5/21
Complaint 5, 6, 7 - Cr Ferrao	An investigation was undertaken and a breach was determined Refer Council Meeting 12/7/21

FINANCES & ACCOUNTABILITY

Freedom of Information Requests

There were 57 requests for information from 1 July 2020 to 30 June 2021 made under the Freedom of Information Act.

In summary,

2020/21

Number of FOI Applications:	51
Number of Internal Review Applications	6
Access granted in full:	14 (2 view only)
Access granted in part:	24
Access refused:	1 (partial access provided following external review)
No documents in scope	3
Applications Transferred:	0
Applications Refused:	1
Applications Cancelled/Withdrawn:	8
Undetermined at 30 June:	2

Enquiries or requests for information under the Act, should be forwarded to:

Freedom of Information

City of Charles Sturt

PO BOX 1

WOODVILLE SA 5011

APPENDICES

Appendix 1

City of Charles Sturt – Year End Audited Financial Statements 2020/21

City of Charles Sturt

GENERAL PURPOSE FINANCIAL STATEMENTS for the year ended 30 June 2021



General Purpose Financial Statements

for the year ended 30 June 2021

Contents	Page
Council Certificate	3
Principal Financial Statements	
Statement of Comprehensive Income	4
Statement of Financial Position	5
Statement of Changes in Equity	6
Statement of Cash Flows	7
Notes to and forming part of the Principal Financial Statements	8
Independent Auditor's Report – Financial Statements	47
Independent Auditor's Report – Internal Controls	48
Certificates of Audit Independence	
Council Certificate of Audit Independence	49
Audit Certificate of Audit Independence	50

City of Charles Sturt

General Purpose Financial Statements

for the year ended 30 June 2021

Council Certificate

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.



Paul Sutton
Chief Executive Officer

08 November 2021



Angela Evans
Mayor

08 November 2021

Statement of Comprehensive Income

for the year ended 30 June 2021

\$ '000	Notes	2021	2020
Income			
Rates	2a	112,324	109,730
Statutory Charges	2b	4,316	3,973
User Charges	2c	3,588	3,552
Grants, Subsidies and Contributions	2g	11,275	8,436
Investment Income	2d	65	62
Reimbursements	2e	2,987	3,088
Other income	2f	118	122
Net Gain - Equity Accounted Council Businesses	19(a)	804	—
Total Income		135,477	128,963
Expenses			
Employee costs	3a	44,099	44,170
Materials, Contracts and Other Expenses	3b	47,293	50,127
Depreciation, Amortisation and Impairment	3c	32,171	30,118
Finance Costs	3d	1,161	1,179
Net loss - Equity Accounted Council Businesses	19(a)	—	131
Total Expenses		124,724	125,725
Operating Surplus / (Deficit)		10,753	3,238
Physical Resources Received Free of Charge	2i	2,505	11,431
Asset Disposal & Fair Value Adjustments	4	(1,543)	(7,631)
Amounts Received Specifically for New or Upgraded Assets	2g	1,828	5,447
Net Surplus / (Deficit)		13,543	12,485
Other Comprehensive Income			
Amounts which will not be reclassified subsequently to operating result			
Changes in Revaluation Surplus - I,PP&E	9	69,334	56,297
Total Amounts which will not be reclassified subsequently to operating result		69,334	56,297
Total Other Comprehensive Income		69,334	56,297
Total Comprehensive Income		82,877	68,782

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	1,304	3,512
Trade & Other Receivables	5b	4,773	6,496
Inventories	5c	162	160
Total current assets		6,239	10,168
Non-current assets			
Equity Accounted Investments in Council Businesses	6a	1,985	—
Other Non-Current Assets	6b	23,823	36,075
Infrastructure, Property, Plant & Equipment	7a(i)	1,356,448	1,277,343
Total non-current assets		1,382,256	1,313,418
TOTAL ASSETS		1,388,495	1,323,586
LIABILITIES			
Current Liabilities			
Trade & Other Payables	8a	18,281	22,044
Borrowings	8b	1,892	2,188
Provisions	8c	9,475	8,965
Total Current Liabilities		29,648	33,197
Non-Current Liabilities			
Borrowings	8b	34,513	48,612
Provisions	8c	1,639	1,843
Liability - Equity Accounted Council Businesses	8d	—	116
Total Non-Current Liabilities		36,152	50,571
TOTAL LIABILITIES		65,800	83,768
Net Assets		1,322,695	1,239,818
EQUITY			
Accumulated surplus		512,668	499,125
Asset revaluation reserves	9	810,027	740,693
Total Council Equity		1,322,695	1,239,818
Total Equity		1,322,695	1,239,818

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	Total equity
2021				
Balance at the end of previous reporting period		499,125	740,693	1,239,818
Net Surplus / (Deficit) for Year		13,543	–	13,543
Other Comprehensive Income				
- Gain (Loss) on Revaluation of I,PP&E	7a	–	69,334	69,334
Other comprehensive income		–	69,334	69,334
Total comprehensive income		13,543	69,334	82,877
Balance at the end of period		512,668	810,027	1,322,695
2020				
Balance at the end of previous reporting period		486,640	684,396	1,171,036
Net Surplus / (Deficit) for Year		12,485	–	12,485
Other Comprehensive Income				
- Gain (Loss) on Revaluation of I,PP&E	7a	–	56,297	56,297
Other comprehensive income		–	56,297	56,297
Total comprehensive income		12,485	56,297	68,782
Balance at the end of period		499,125	740,693	1,239,818

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>			
Operating Receipts		139,707	128,880
Investment Receipts		65	62
<u>Payments</u>			
Operating Payments to Suppliers and Employees		(96,949)	(95,774)
Finance Payments		(1,175)	(1,179)
Net cash provided by (or used in) Operating Activities	11b	<u>41,648</u>	<u>31,989</u>
Cash flows from investing activities			
Amounts Received Specifically for New/Upgraded Assets		1,828	5,447
Sale of Replaced Assets		946	753
Sale of Surplus Assets		3,292	–
Distributions Received from Equity Accounted Council Businesses		–	254
<u>Payments</u>			
Expenditure on Renewal/Replacement of Assets		(21,724)	(26,872)
Expenditure on New/Upgraded Assets		(11,243)	(31,135)
Capital contributed to Equity Accounted Council Businesses		(1,297)	(131)
Net cash provided (or used in) investing activities		<u>(28,198)</u>	<u>(51,684)</u>
Cash flows from financing activities			
<u>Receipts</u>			
Proceeds from Borrowings		–	21,771
Proceeds from Bonds & Deposits		–	200
<u>Payments</u>			
Repayments of Borrowings		(13,751)	–
Repayment of Finance Lease Liabilities		(643)	(3,159)
Repayment of Bonds & Deposits		(779)	–
Repayment of Aged Care Facility Deposits		(485)	(221)
Net Cash provided by (or used in) Financing Activities		<u>(15,658)</u>	<u>18,591</u>
Net Increase (Decrease) in Cash Held		<u>(2,208)</u>	<u>(1,104)</u>
plus: Cash & Cash Equivalents at beginning of period		3,512	4,616
Cash and cash equivalents held at end of period	11a	<u>1,304</u>	<u>3,512</u>
Additional Information:			
Total Cash, Cash Equivalents & Investments		<u>1,304</u>	<u>3,512</u>

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

Contents of the Notes accompanying the General Purpose Financial Statements

Note	Details	Page
1	Summary of Significant Accounting Policies	9
2	Income	17
3	Expenses	20
4	Asset Disposal & Fair Value Adjustments	21
5	Current Assets	22
6	Non-Current Assets	23
7	Infrastructure, Property, Plant & Equipment	24
8	Liabilities	29
9	Reserves	30
10	Assets Subject to Restrictions	30
11	Reconciliation to Statement of Cash Flows	31
12(a)	Functions	32
12(b)	Components of Functions	33
13	Financial Instruments	34
14	Capital Expenditure and Investment Property Commitments	37
15	Financial Indicators	38
16	Uniform Presentation of Finances	41
17	Leases	42
18	Superannuation	43
19	Interests in Other Entities	44
20	Non-Current Assets Held for Sale & Discontinued Operations	44
21	Contingencies & Assets/Liabilities Not Recognised in the Balance Sheet	45
22	Events after the Balance Sheet Date	45
23	Related Party Transactions	46

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* dated 08 November 2021.

1.2 Critical Accounting Estimates

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

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

1.3 Estimates and assumptions

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

Examples include

- Food Inspections fees waived to support business,
- Reduction in Parking Income
- Reduction in commercial hire income for council properties

COVID-19 is not expected to have a significant financial impact on Council operations with the Council able to reschedule work packages or withstand revenue impacts for the short term.. It is expected further financial impacts could flow into the 2021/22 financial year but these have been largely taken into account during the development of the budget process for 2021/22. The budget assumptions for 2021/22 and the Long Term Financial Plan (LTFP) 2021-2030 assume that no further restrictions are put in place by the government. However, Council has determined that there is no material uncertainty that casts doubt on Council's ability to continue as a going concern.

1.4 Rounding

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

(2) The Local Government Reporting Entity

City of Charles Sturt is incorporated under the South Australian Local Government Act 1999 and has its principal place of business at 72 Woodville Road, Woodville. These financial statements include the Council's direct operations and all entities through which Council controls resources to carry on its functions. In the process of reporting on the Council as a single unit, all transactions and balances between activity areas and controlled entities have been eliminated.

Other entities in which Council has an interest but does not control are reported in Note 19

Trust monies and property held by Council but subject to the control of other persons have been excluded from these reports. Funds held at 30 June 2021 \$236,809 (2020: \$223,035).

(3) Income Recognition

Notes to the Financial Statements

for the year ended 30 June 2021

Note 1. Summary of Significant Accounting Policies (continued)

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

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

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

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	\$5,507,999	\$4,247,466	+ \$1,260,533
2019/20	\$3,824,239	\$4,335,061	- \$510,822
2020/21	\$3,972,481	\$3,791,665	+ \$180,816

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.

In 2020/21 \$2,194,045 was received and recognised as income, as part of the Local Road and Community Infrastructure (LRCI) funding program for which works will be undertaken in 2021/22.

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

Construction Contracts

Construction works undertaken by Council for third parties are generally on an agency basis where the third party reimburses Council for actual costs incurred, and usually do not extend beyond the reporting period. Reimbursements not received are recognised as receivables and reimbursements received in advance are recognised as "payments received in advance".

For works undertaken on a fixed price contract basis, revenues are recognised over time using the input method, with costs incurred compared to total expected costs used as a measure of progress. When it is probable that total contract costs will exceed total contract revenue, the expected loss is recognised as an expense immediately.

(4) Cash, Cash Equivalents and other Financial Instruments

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

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

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

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

Notes to the Financial Statements

for the year ended 30 June 2021

Note 1. Summary of Significant Accounting Policies (continued)

(5) Inventories

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

5.1 Real Estate Assets Developments

Real Estate Assets developments have been classified as Inventory in accordance with AASB 102 and are valued at the lower of cost or net realisable value. Cost includes the costs of acquisition, development, borrowing and other costs incurred on financing of that acquisition and up to the time of sale. Any amount by which cost exceeds the net realisable value has been recognised as an expense.

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

Properties not acquired for development, but which Council has decided to sell as surplus to requirements, are recognised at the carrying value at the time of that decision.

5.2 Other Real Estate Held for Resale

Properties not acquired for development, but which Council has decided to sell as surplus to requirements, are recognised at the carrying value at the time of that decision.

Certain properties, auctioned for non-payment of rates in accordance with the Local Government Act but which failed to meet the reserve set by Council and are available for sale by private treaty, are recorded at the lower of the unpaid rates and charges at the time of auction or the reserve set by Council. Holding costs in relation to these properties are recognised as an expense when incurred.

(6) Infrastructure, Property, Plant & Equipment

6.1 Initial Recognition

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

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

6.2 Materiality

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

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

Land	\$5,000
Buildings	\$5,000
Computer Equipment	\$1,000
Office Furniture and Fittings	\$1,000
Roads	\$5,000
Stormwater	\$5,000
Recycled Water	\$5,000
Bridges	\$5,000
Footpaths	\$5,000
Plant and Equipment	\$1,000
Vehicles	\$5,000

Notes to the Financial Statements

for the year ended 30 June 2021

Note 1. Summary of Significant Accounting Policies (continued)

6.3 Subsequent Recognition

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

6.4 Depreciation of Non-Current Assets

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

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

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

<i>Plant, Furniture & Equipment</i>	2 to 10 years
---	---------------

<i>Furniture and Fittings including IT equipment</i>	2 to 10 years
--	---------------

Building & Other Structures

Building – Fittings	5 to 105 years
Buildings - Superstructure	25 to 125 years
Buildings - Substructure	25 to 125 years
Building - Services	20 to 110 years
Building - Finishes	8 to 100 years
Playgrounds, Park furniture and Park Structures etc.	10 to 80 years

Infrastructure

Bridges - Superstructure	25 to 100 years
Bridges – Substructure	25 to 125 years
Bridges – Decking surface	10 to 100 years
Bridges – Guardrails parapets	25 to 100 years
Roads - Base	60 to 120 years
Roads - Kerbing	50 to 150 years
Roads - Seal	33 to 90 years
Roads – Sub base	80 to 200 years
Paving & Footpaths, Kerb & Gutter	15 to 60 years
Stormwater - Recycled water	60 to 125 years
Stormwater - Drains	60 to 175 years
Stormwater - Pits	50 to 190 years
Traffic Controls	5 to 90 years
Right-of-Use Assets	2 to 13 years

6.5 Impairment

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

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

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.

6.6 Borrowing Costs

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

(7) Payables

7.1 Goods & Services

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

7.2 Payments Received in Advance & Deposits

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

(8) Borrowings

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

Borrowings are carried at their principal amounts which represent the present value of future cash flows associated with servicing the debt. Interest is accrued over the period to which it relates, and is recorded as part of "Payables". Interest free loans are carried at their nominal amounts; interest revenues foregone by the lender effectively being a reduction of interest expense in the period to which it relates.

(9) Employee Benefits

9.1 Salaries, Wages & Compensated Absences

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

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

Annual Leave:

Weighted avg. discount rate 0.1% (2020, 1.0%)

Weighted avg. settlement period 1.12 years (2020, 1.2 years)

LSL:

Weighted avg. discount rate 0.2% (2020, 0.6%)

Weighted avg. settlement period 1.19 years (2020, 2.0 years)

No accrual is made for sick leave as Council experience indicates that, on average, sick leave taken in each reporting period is less than the entitlement accruing in that period, and this experience is expected to recur in future reporting periods. Council does not make payment for untaken sick leave.

Notes to the Financial Statements

for the year ended 30 June 2021

Note 1. Summary of Significant Accounting Policies (continued)

9.2 Superannuation

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

(10) Provisions for Reinstatement, Restoration and Rehabilitation

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

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

(11) Leases

Accounting policy applicable from 01 July 2019

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

11.1 Council as a lessee

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

i) Right-of-Use-Assets

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

Building Accommodation 3 to 12 years

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

ii) Lease Liabilities

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

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

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

(12) Equity Accounted Council Businesses

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

Notes to the Financial Statements

for the year ended 30 June 2021

Note 1. Summary of Significant Accounting Policies (continued)

(13) GST Implications

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

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

(14) Non Interest Bearing Liabilities

Accommodation Bonds and Aged Care Facility Deposits are amounts payable under the Aged Care Act 1997 and the SA Retirement Villages Act 1987 and are controlled by legislation and individual contracts. Funds received from the occupants entering Council's aged complexes are shown as liabilities except for those who pay an entry contribution where those amounts are treated as revenue. Revenue is brought to account as it accrues. These complexes are included in non-current assets as land and buildings. The repayment of the loan balances is required within a short period of time of the resident leaving the retirement unit. To recognise this requirement all accommodation bonds are recorded as a current liability as per AASB101: Presentation of Financial Statements even historical experience indicates the bonds may not be repaid within one year.

(15) New accounting standards and UIG interpretations

New and amended standards and interpretations

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

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 AASs - 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 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 the Group.

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.

Notes to the Financial Statements

for the year ended 30 June 2021

Note 1. Summary of Significant Accounting Policies (continued)

The Council has not included in this note new and amended accounting standards that are not applicable to local government entities.

(16) Comparative Figures

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

(17) 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	111,937	109,909
Less: Mandatory Rebates	(2,746)	(2,653)
Less: Discretionary Rebates, Remissions & Write Offs	(357)	(879)
Total General Rates	108,834	106,377
Other Rates (Including Service Charges)		
Regional Landscape Levy	3,092	2,940
Total Other Rates (Including Service Charges)	3,092	2,940
Other Charges		
Penalties for Late Payment	290	260
Legal & Other Costs Recovered	108	153
Total Other Charges	398	413
Total Rates	112,324	109,730
(b) Statutory Charges		
Development Act Fees	1,657	1,260
Health & Septic Tank Inspection Fees	1	12
Animal Registration Fees & Fines	813	790
Parking Fines / Expiation Fees	1,522	1,313
Environmental Control Fines	–	1
Other Registration Fees	152	294
Other Licences, Fees & Fines	171	303
Total Statutory Charges	4,316	3,973
(c) User Charges		
Commercial Activity Revenue	227	306
Aged Facilities Rental	412	392
Hall & Equipment Hire	1,032	1,128
Waste Management Fees	1,007	774
Facilities & Equipment Hire	48	49
Other	862	903
Total User Charges	3,588	3,552

Notes to the Financial Statements

for the year ended 30 June 2021

Note 2. Income (continued)

\$ '000	2021	2020
(d) Investment Income		
Interest on Investments		
- Local Government Finance Authority	42	33
- Banks & Other	23	29
Total Investment Income	65	62

(e) Reimbursements

Private Works	4	16
Joint Undertakings	1,010	858
General	1,973	1,307
Infrastructure Works	—	907
Total Reimbursements	2,987	3,088

(f) Other income

Insurance & Other Recoupments - Infrastructure, IPP&E	83	91
Sundry	19	29
Other	16	2
Total Other income	118	122

(g) Grants, Subsidies, Contributions

Amounts Received Specifically for New or Upgraded Assets	1,828	5,447
Total Amounts Received Specifically for New or Upgraded Assets	1,828	5,447
Other Grants, Subsidies and Contributions	11,275	8,436
Total Other Grants, Subsidies and Contributions	11,275	8,436
Total Grants, Subsidies, Contributions	13,103	13,883

The functions to which these grants relate are shown in Note 12.

(i) Sources of grants

Commonwealth Government	5,456	10,405
State Government	6,564	2,794
Other	1,083	684
Total	13,103	13,883

(ii) Individually Significant Items

Grant Commission - General Purpose Grants	3,972	2,078
Roads to Recovery Funding	1,215	1,215
Local Roads and Community Infrastructure LRCI Grants	2,644	—

Notes to the Financial Statements

for the year ended 30 June 2021

Note 2. Income (continued)

\$ '000	2021	2020
---------	------	------

(h) Conditions over Grants & Contributions

Grants and contributions which were obtained on the condition that they be expended for specified purposes or in a future period, but which are not yet expended in accordance with those conditions, are as follows:

Unexpended at the close of the previous reporting period	2,077	3,188
Less:		
<i>Expended during the current period from revenues recognised in previous reporting periods</i>		
Roads Infrastructure	(797)	(1,957)
General Purpose	(1,281)	(1,231)
Subtotal	(2,078)	(3,188)
Plus:		
<i>Amounts recognised as revenues in this reporting period but not yet expended in accordance with the conditions</i>		
Roads Infrastructure	790	796
Open Space Infrastructure	3,067	–
General Purpose	1,285	1,281
Subtotal	5,142	2,077
Unexpended at the close of this reporting period	5,141	2,077
Net increase (decrease) in assets subject to conditions in the current reporting period	3,064	(1,111)

(i) Physical Resources Received Free of Charge

Roads, Bridges & Footpaths	2,505	11,431
Total Physical Resources Received Free of Charge	2,505	11,431

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		39,903	40,008
Employee Leave Expense		892	1,143
Superannuation - Defined Benefit and Accumulation Fund Contributions	18	3,829	4,020
Workers' Compensation Insurance		1,338	1,073
Other Employee Related Costs		69	54
Less: Capitalised and Distributed Costs		(1,932)	(2,128)
Total Operating Employee Costs		44,099	44,170
Total Number of Employees (full time equivalent at end of reporting period)		455	474
(b) Materials, Contracts and Other Expenses			
(i) Prescribed Expenses			
Auditor's Remuneration			
- Auditing the Financial Reports		30	29
- Other Services		—	8
Bad and Doubtful Debts		242	208
Elected Members' Expenses		516	506
Operating Lease Rentals - Cancellable Leases		29	62
Operating Lease Rentals - Non-Cancellable Leases	17		
- Minimum Lease Payments		169	142
Subtotal - Prescribed Expenses		986	955
(ii) Other Materials, Contracts and Expenses			
Contractors		9,907	10,151
Energy		1,913	2,324
Maintenance		3,647	2,756
Legal Expenses		705	678
Levies Paid to Government incl Regional Landscape Levy		3,676	3,502
Levies - Other		471	411
Parts, Accessories, Consumables & Supplies		4,011	3,640
Professional Services		483	477
Sundry		1,397	2,031
Infrastructure Works		725	4,761
Advertising / Promotional		458	492
Agency Staff		1,801	1,728
Communication		654	708
Consultants		766	920
Donations/Contributions		895	634
Insurance		1,431	1,470
Training / Seminars & Conferences		348	384
Waste Costs		10,744	9,642
Water		1,851	2,228
Other		424	235
Subtotal - Other Material, Contracts & Expenses		46,307	49,172
Total Materials, Contracts and Other Expenses		47,293	50,127

Notes to the Financial Statements

for the year ended 30 June 2021

Note 3. Expenses (continued)

\$ '000	2021	2020
(c) Depreciation, Amortisation and Impairment		
(i) Depreciation and Amortisation		
Buildings & Other Structures - Specialised	8,086	7,635
Stormwater	6,671	5,102
Roads	8,207	8,051
Footpaths	4,819	4,735
Bridges	503	505
Right-of-use Assets	451	451
Plant & Equipment	2,631	2,797
Furniture & Fittings	803	842
Subtotal	32,171	30,118
Total Depreciation, Amortisation and Impairment	32,171	30,118

(d) Finance Costs

Interest on Overdraft and Short-Term Drawdown	200	85
Interest on Loans	961	1,094
Total Finance Costs	1,161	1,179

Note 4. Asset Disposal & Fair Value Adjustments

\$ '000	2021	2020
Infrastructure, Property, Plant & Equipment		
(i) Assets Renewed or Directly Replaced		
Proceeds from Disposal	946	753
Less: Carrying Amount of Assets Sold	(5,323)	(8,066)
Gain (Loss) on Disposal	(4,377)	(7,313)
(ii) Assets Surplus to Requirements		
Proceeds from Disposal	3,292	—
Less: Carrying Amount of Assets Sold	(458)	(318)
Gain (Loss) on Disposal	2,834	(318)
Net Gain (Loss) on Disposal or Revaluation of Assets	(1,543)	(7,631)

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	1,082	3,512
Deposits at Call	222	—
<u>Total Cash & Cash Equivalent Assets</u>	<u>1,304</u>	<u>3,512</u>
(b) Trade & Other Receivables		
Rates - General & Other	2,246	3,178
Council Rates Postponement Scheme	68	64
Accrued Revenues	440	455
Debtors - General	2,058	2,358
GST Recoupment	354	560
Prepayments	436	406
Sundry	22	101
<u>Subtotal</u>	<u>5,624</u>	<u>7,122</u>
Less: Allowance for Doubtful Debts	(851)	(626)
<u>Total Trade & Other Receivables</u>	<u>4,773</u>	<u>6,496</u>
(c) Inventories		
Stores & Materials	162	160
<u>Total Inventories</u>	<u>162</u>	<u>160</u>

Notes to the Financial Statements

for the year ended 30 June 2021

Note 6. Non-Current Assets

\$ '000	2021	2020
(a) Equity Accounted Investments in Council Businesses		
Central Adelaide Waste Recycling Authority (CAWRA)	1,985	—
<u>Total Equity Accounted Investments in Council Businesses</u>	<u>1,985</u>	<u>—</u>
(b) Other Non-Current Assets		
Other		
Capital Works-in-Progress	23,823	36,075
<u>Total Other</u>	<u>23,823</u>	<u>36,075</u>
<u>Total Other Non-Current Assets</u>	<u>23,823</u>	<u>36,075</u>

Notes to the Financial Statements

for the year ended 30 June 2021

Note 7. Infrastructure, Property, Plant & Equipment

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

		as at 30/06/20					Asset movements during the reporting period										as at 30/06/21				
	Fair Value Level	\$ '000	At Fair Value	At Cost	Accumulated Depreciation	Accumulated Impairment	Carrying amount	Transition adjustment - AASB 16	Asset Additions New / Upgrade	Asset Additions Renewals	WDV of Asset Disposals	Depreciation Expense (Note 3c)	Adjustments & Transfers	Reversal of prior period Revaluation Decrements	Revaluation Increments to Equity (ARR) (Note 9)	At Fair Value	At Cost	Accumulated Depreciation	Accumulated Impairment	Carrying amount	
	2		314,308	-	-	-	314,308	-	2,313	80	-	-	(297)	-	-	-	314,012	2,393	-	-	316,405
	2																				
	2		60,405	-	(39,397)	-	21,008	-	17	52	-	(1,008)	-	-	-	-	49,786	10,688	(40,406)	-	20,068
	3		231,646	-	(100,799)	-	130,847	-	8,151	2,467	(1,942)	(7,078)	-	-	-	-	237,550	-	(105,105)	-	132,445
	3		389,982	-	(162,241)	(214)	227,527	-	11,636	1,500	(404)	(6,671)	297	214	69,334	492,675	13,136	(202,377)	-	303,434	
	3		642,864	-	(251,015)	-	391,849	-	3,402	9,008	(3,136)	(8,207)	(16)	-	-	636,412	12,410	(255,922)	-	392,900	
	3		224,645	-	(65,813)	-	158,832	-	1,951	2,996	(240)	(4,819)	16	-	-	224,017	4,947	(70,229)	-	158,735	
	3		27,756	-	(8,596)	-	19,160	-	-	2,164	(165)	(503)	-	-	-	26,570	2,164	(8,079)	-	20,655	
			3,768	-	(451)	-	3,317	-	-	-	-	(451)	-	-	-	2,865	-	-	-	2,865	
				20,718	(12,416)	-	8,302	-	-	1,581	(81)	(2,631)	-	-	-	-	20,521	(13,349)	-	7,172	
				15,370	(13,177)	-	2,193	-	148	253	(22)	(803)	-	-	-	-	15,518	(13,749)	-	1,769	
			1,895,374	36,088	(653,905)	(214)	1,277,343	-	27,618	20,101	(5,990)	(32,171)	-	214	69,334	1,983,887	81,777	(709,216)	-	1,356,448	
			1,852,924	39,108	(685,952)	(214)	1,205,866	3,768	12,686	26,610	8,156	30,118	32	-	56,297	1,895,374	36,088	(653,905)	(214)	1,277,343	
													</								

Notes to the Financial Statements

for the year ended 30 June 2021

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

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

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

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. 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.

Notes to the Financial Statements

for the year ended 30 June 2021

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

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

A full revaluation of land assets was completed by Kate Tynan Senior Valuer B Bus Property (Valuation) AAPI Certified Practising Valuer at JLL Infrastructure Advisory, Pty Ltd, Property Consultants and Valuers as at 1 July 2018.

The valuation of all excluded/revoked land has been undertaken using the market approach, more specifically the direct comparison method of valuation and by reference to comparable market data. Each of council's land assets are considered with reference to full range of attributes inclusive of location, land area, development potential and general market appeal using market research as evidence from which to draw conclusions regarding market value.

Community land has been undertaken using the market approach, more specifically the direct comparison method of valuation by reference to comparable market data and subsequently adjusting to reflect the community use of the asset and the likelihood of alienating the land to make it available for disposal.

All land and land improvements are classified as level 2 under the market based direct comparison method. Community land is classified as level 3 inputs.

Buildings & Other Structures

A full revaluation of building assets was completed by Kate Tynan Senior Valuer B Bus Property (Valuation) AAPI Certified Practising Valuer at JLL Infrastructure Advisory, Pty Ltd, Property Consultants and Valuers as at 1 July 2018.

Buildings have been valued using the market or cost approach. The factors in selecting the appropriate valuation technique include whether the underlying land is designated community land or excluded/revoked from community land status, together with other factors which determine whether observable market inputs exist.

Building assets situated on excluded/revoked land and which do not exhibit any particular degree of specialisation have been valued with reference to the market approach.

Non specialised buildings are classified as level 2 under the market based direct comparison method.

Building assets situated on community land have been valued using the cost approach on basis that community land cannot be traded on the open market.

For Council specialised buildings and other structures, depreciated replacement cost is used. Depreciated replacement cost is the cost of replacing the asset with its modern equivalent using market observations by the independent Valuer with regard to current costs and depreciation rates. Specialised buildings contain significant unobservable adjustments, therefore these assets are classified as level 3 fair value measurements.

All acquisitions made after the respective dates of valuation are recorded at cost.

Infrastructure

Roads, Footpaths

Roads and Footpaths are valued using the depreciated replacement cost method.

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 based on recent experience of this Council.

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

Notes to the Financial Statements

for the year ended 30 June 2021

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

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

Fair value assessments have been performed as at June 2021 which demonstrated fair value was materially similar to carrying value, therefore a full revaluation was not required this year.

A full revaluation of road assets was completed by Jeff Roorda and Associates (JRA) as at June 2017.

The valuation was based on depreciated replacement cost and involved the determination of the cost to construct the asset (or its modern equivalent) using a methodology that utilises observable rates and cost information from sources such as Rawlinsons Australian handbook and where a Rawlinson rate was not available, Councils' engineering staff provided a best estimate rate based on experience, recent quotations and tenders and past projects.

A full revaluation of footpaths including access ramps and bus stops was completed by Technology One (JRA) as at 1 July 2019. The valuation was based on depreciated replacement cost and involved the determination of the cost to construct the asset (or its modern equivalent) using a methodology that utilises observable rates from current tender and contract rates or Council's engineering staff based on experience, recent quotations and tenders and past projects. As a result of the revaluation process, Council has conducted significant data improvement in the review of unit rates associated with assets within the individual asset register valued by the unit rate method.

Roads and Footpaths contain significant unobservable inputs, therefore these assets are classified as level 3.

Irrigation assets are valued at written down replacements cost. A revaluation was undertaken by council officers as at 1 July 2018 based on depreciated replacement cost rates using rates from actual costs incurred during the reporting period ended 30 June 2018 from Council's external contract providers.

Stormwater Drainage

A full revaluation of Stormwater assets was undertaken in August 2020 with the valuation dated 01 July 2020, using the depreciated replacement cost method. The valuer disaggregated the asset into different components to aid with asset management planning. The components were further split into the short-life and long-life parts representing the estimated cost of renewal and the balance of the component. The value of each part was determined based on the inter-relationship between a range of factors. These include asset condition, legal and commercial obsolescence and the determination of key depreciation related assumptions such as residual value and useful life. Stormwater assets depreciated replacement cost was revalued upwards by \$69.3m.

The key valuation inputs used to determine the Cost approach were –

- Replacement Cost (based on actual dimensions and unit rates derived from market evidence)
- Residual Value (based on estimated proceeds from disposal at the end of the useful life – typically assessed as nil)
- Split between short-life and long-life part (based on consideration of likely future asset management treatments)
- Valuation Profile (based on how market participants perceive the relationship between asset condition, cost to renew the asset and the associated value).
- Consumption score (based on physical characteristics as well as potential impact of changes in functionality, capacity, obsolescence and legal and other limits)
- Dates of acquisition and decommissioning

Inputs to the valuation include the design and construction, average cost of construction, condition and consumption score for each component as well as the dates of acquisition and decommissioning. As these are supported by observable evidence obtained via inspection and market evidence they have been classified as Level 2 inputs.

The unobservable inputs (such the relationship between condition and the assessed level of remaining service potential of the depreciable amount required extensive professional judgement and impacted significantly on the final determination of fair value. As such these assets were classified as having been valued using level 3 valuation inputs.

Stormwater assets contain significant unobservable inputs, therefore these assets are classified as Level 3.

Bridges

Bridges are valued using the depreciated replacement cost method.

Notes to the Financial Statements

for the year ended 30 June 2021

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

Fair value assessments have been performed as at June 2021 which demonstrated fair value was materially similar to carrying value, therefore a full revaluation was not required this year.

A full revaluation of bridge assets was completed Guilio Altamura, G-Force Building and Consulting Pty Ltd, subcontract to Ryder Levett Bucknall, certified by The Australian Institute of Quantity Surveyors. Valuations have been undertaken as at 1 July 2018.

This method involves the determination of the cost to replace the asset with its modern equivalent less deductions for physical deterioration and relevant forms of obsolescence.

As Bridges contain significant unobservable inputs, these assets are classified as level 3.

Plant & Equipment

Plant and Equipment is carried at cost, less any accumulated depreciation and impairment losses.

Furniture & Fittings

Furniture and Fittings which includes IT equipment is carried at cost, less any accumulated depreciation and impairment losses.

Notes to the Financial Statements

for the year ended 30 June 2021

Note 8. Liabilities

\$ '000	Notes	2021 Current	2021 Non Current	2020 Current	2020 Non Current
(a) Trade and Other Payables					
Goods & Services		3,777	—	3,866	—
Payments Received in Advance		5,602	—	5,778	—
Accrued Expenses - Employee Entitlements		544	—	984	—
Accrued Expenses - Other		2,944	—	4,738	—
Aged Care Facility Deposits		5,351	—	5,836	—
Deposits, Retentions & Bonds		63	—	842	—
<u>TOTAL Trade and Other Payables</u>		<u>18,281</u>	<u>—</u>	<u>22,044</u>	<u>—</u>

(b) Borrowings

Loans		1,429	32,461	1,505	46,136
Present Value of Lease Liabilities	17b	463	2,052	683	2,476
<u>TOTAL Borrowings</u>		<u>1,892</u>	<u>34,513</u>	<u>2,188</u>	<u>48,612</u>

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

(c) Provisions

Employee Entitlements (including oncosts)		9,416	1,639	8,908	1,843
Independent Living Unit Maintenance		59	—	57	—
<u>TOTAL Provisions</u>		<u>9,475</u>	<u>1,639</u>	<u>8,965</u>	<u>1,843</u>

\$ '000	Notes	2021 Current	2021 Non Current	2020 Current	2020 Non Current
(d) Liability Accounted Investments in Council Businesses					
Central Adelaide Waste Recycling Authority	19	—	—	—	116
<u>TOTAL Liability Accounted Investments in Council Businesses</u>		<u>—</u>	<u>—</u>	<u>—</u>	<u>116</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
Asset Revaluation Reserve					
Land	28,089	—	—	—	28,089
Buildings & Other Structures - Specialised	1,930	—	—	—	1,930
Infrastructure	619,105	—	—	—	619,105
Stormwater	172	69,334	—	—	69,506
Roads	24,050	—	—	—	24,050
Footpaths	56,297	—	—	—	56,297
Bridges	11,050	—	—	—	11,050
Total Asset Revaluation Reserve	740,693	69,334	—	—	810,027
Comparatives	684,396	56,297	—	—	740,693

PURPOSES OF RESERVES

Asset Revaluation Reserves

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

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 & Financial Assets

Contribution to Specific Work Programmes	23	23
Hindmarsh Town Mission	61	61
Total Cash & Financial Assets	84	84
Total Assets Subject to Externally Imposed Restrictions	84	84

Notes to the Financial Statements

for the year ended 30 June 2021

Note 11. Reconciliation to Statement of Cash Flows

\$ '000	Notes	2021	2020
---------	-------	------	------

(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	1,304	3,512
Balances per Statement of Cash Flows		1,304	3,512

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

Net Surplus/(Deficit)		13,543	12,485
Non-Cash Items in Income Statements			
Depreciation, Amortisation & Impairment		32,171	30,118
Equity Movements in Equity Accounted Investments (Increase)/Decrease		(804)	131
Non-Cash Asset Acquisitions		(2,505)	(11,431)
Grants for capital acquisitions treated as Investing Activity		(1,828)	(5,447)
Net (Gain) Loss on Disposals		1,543	7,631
		42,120	33,487
Add (Less): Changes in Net Current Assets			
Net (Increase)/Decrease in Receivables		1,498	(1,393)
Change in Allowances for Under-Recovery of Receivables		(225)	(191)
Net (Increase)/Decrease in Inventories		(2)	(25)
Net (Increase)/Decrease in Other Assets		450	382
Net Increase/(Decrease) in Trade & Other Payables		(2,499)	(1,224)
Net Increase/(Decrease) in Unpaid Employee Benefits		304	965
Net Increase/(Decrease) in Other Provisions		2	(12)
Net Cash provided by (or used in) operations		41,648	31,989

\$ '000	Notes	2021	2020
---------	-------	------	------

(c) Non-Cash Financing and Investing Activities

Acquisition of assets by means of:

Physical Resources Received Free of Charge	2i	2,505	11,431
Total Non-Cash Financing and Investing Activities		2,505	11,431

(d) Financing Arrangements

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

Corporate Credit Cards	200	200
LGFA Cash Advance Debenture Facility	88,500	94,500

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

Notes to the Financial Statements

for the year ended 30 June 2021

Note 12(a). Functions

Income, Expenses and Assets have been directly attributed to the following Functions / Activities. Details of these Functions/Activities are provided in Note 12(b).											
\$ '000	INCOME		EXPENSES		OPERATING SURPLUS (DEFICIT)		GRANTS INCLUDED IN INCOME		TOTAL ASSETS HELD (CURRENT & NON-CURRENT)		
	2021	2020	2021	2020	2021	2020	2021	2020	2021	2020	
Functions/Activities											
Business Undertakings	804	—	—	131	804	(131)	—	—	1,986	—	
Community Services	1,890	1,908	3,451	3,565	(1,561)	(1,657)	1,657	1,655	—	—	
Contracted Services	1,646	1,463	15,823	15,271	(14,177)	(13,808)	—	—	—	—	
Customer Relations	—	2	2,294	2,234	(2,294)	(2,232)	—	—	—	—	
Engineering and Construction	7,377	3,879	35,580	36,871	(28,203)	(32,992)	5,263	7,143	899,709	858,166	
Libraries	949	920	5,141	5,130	(4,192)	(4,210)	889	863	2,865	6,855	
Open Space and Recreation	542	470	13,875	14,181	(13,333)	(13,711)	445	1,103	316,405	320,281	
Planning and Development	1,703	1,317	4,409	4,161	(2,706)	(2,844)	—	—	—	—	
Property Mgt & Maint	1,592	1,773	11,527	12,190	(9,935)	(10,417)	—	—	152,514	128,400	
Public Health and Safety	3,270	2,958	4,192	4,239	(922)	(1,281)	506	144	—	—	
Urban Projects	171	243	1,605	1,722	(1,434)	(1,479)	10	317	—	—	
Council Administration	604	282	19,353	19,182	(18,749)	(18,900)	10	—	12,703	6,830	
Governance and Risk	110	5	7,474	6,848	(7,364)	(6,843)	—	—	—	—	
Unallocated (incl. Rates Income)	114,819	113,743	—	—	114,819	113,743	2,495	1,974	2,313	3,054	
Total Functions/Activities	135,477	128,963	124,724	125,725	10,753	3,238	11,275	13,199	1,388,495	1,323,586	

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

Notes to the Financial Statements

for the year ended 30 June 2021

Note 12(b). Components of Functions

The activities relating to Council functions are as follows:

COMMUNITY SERVICES

Services provided to the elderly and disabled through community centres and other government funded community programs. It also includes programs to support youth, sporting clubs and crime prevention programs.

CONTRACTED SERVICES

Management and supervision of contracts for public toilets, verge mowing and waste management services.

COUNCIL ADMINISTRATION

Includes Information Systems, Records, Financial Services, Fleet and Rates Administration.

CUSTOMER RELATIONS

Management of the relationship between Council and the community via Council's internal and external communication activities and community events. It also includes management of Council call centres.

ENGINEERING AND CONSTRUCTION

Maintenance and construction of Council's Infrastructure which includes Council's roads, footpaths, pedestrian/cycle paths, stormwater drainage systems and bridges. Includes cost of Council's waste transfer station.

GOVERNANCE

Administrative of governance activities including elected members allowances, elections.

LIBRARIES

Provision of 5 libraries and mobile library services.

OPEN SPACE AND RECREATION

Maintenance and development of Council's parks, reserves, trees and to foster the development of an aesthetically pleasing environment development throughout the City.

PLANNING AND DEVELOPMENT

Council is responsible for development and control of urban planning, thereby ensuring a successful blend of lifestyle and economic development throughout the City. Provision of regulatory activities under the Development Act.

PROPERTY MANAGEMENT AND MAINTENANCE

Management and maintenance of Council's commercial, community and residential properties. The handling of customer requests to make roads and footpaths safe and the maintenance of bus shelters, aged care accommodation and sporting facilities.

PUBLIC HEALTH AND SAFETY

Monitoring and control of Council's By-Laws, including dog and parking control. Protection and promotion of the health and wellbeing of Council's residents through programs designed to provide awareness, and through the provision of immunisation services, public health and pest control.

URBAN PROJECTS

Facilitates council's response to major urban development projects and drives the City's strategic land use and development policies. Encourages future economic development initiatives that will seek to generate positive local investment and employment outcomes.

UNALLOCATED

Where cost allocations cannot be reliably and consistently determined no allocation of cost has been made.

Notes to the Financial Statements

for the year ended 30 June 2021

Note 13. Financial Instruments

Recognised Financial Instruments

Bank, Deposits at Call, Short Term Deposits

Accounting Policy:

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

Terms & Conditions:

Deposits are returning fixed interest rates between 0.30% and 0.60% (2020: 0.45% and 0.75%). Short term deposits are invested in the Local Government Finance Authority or in at call NAB bank accounts depending on the interest rate at time of investment.

Carrying Amount:

Approximates fair value due to the short term to maturity.

Receivables - Rates & Associated Charges

Accounting Policy:

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

Terms & Conditions:

Secured over the subject land, arrears attract interest of 5.2% (2020: 5.2%). Council is not materially exposed to any individual debtor, credit risk exposure is concentrated within the Council's boundaries in the State.

Carrying Amount:

Approximates fair value (after deduction of any allowance).

Receivables - Fees & Other Charges

Accounting Policy:

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

Terms & Conditions:

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

Carrying Amount:

Approximates fair value (after deduction of any allowance).

Receivables - Other Levels of Government

Accounting Policy:

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

Terms & Conditions:

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

Carrying Amount:

Approximates fair value.

Notes to the Financial Statements

for the year ended 30 June 2021

Note 13. Financial Instruments (continued)

Receivables - Retirement Home Contributions

Accounting Policy:

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

Terms & Conditions:

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

Carrying Amount:

Approximates fair value (after deduction of any allowance).

Liabilities - Creditors and Accruals

Accounting Policy:

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

Terms & Conditions:

Liabilities are normally settled on 30 day terms.

Carrying Amount:

Approximates fair value.

Liabilities - Retirement Home Contributions

Accounting Policy:

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

Terms & Conditions:

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

Carrying Amount:

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

Liabilities - Interest Bearing Borrowings

Accounting Policy:

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

Terms & Conditions:

Secured over future revenues, borrowings are repayable by periodic instalments of principal and interest. Fixed Interest rates are 3.85% (2020: 3.85% and variable rates were 2.05% (2020 2.25%))

Carrying Amount:

Approximates fair value.

Liabilities - Leases

Accounting Policy:

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

Notes to the Financial Statements

for the year ended 30 June 2021

Note 13. Financial Instruments (continued)

\$ '000	Due < 1 year	Due > 1 year & ≤ 5 years	Due > 5 years	Total Contractual Cash Flows	Carrying Values
Financial Assets					
2021					
Cash & Cash Equivalents	1,304	—	—	1,304	1,304
Receivables	4,337	—	—	4,337	4,337
Total Financial Assets	5,641	—	—	5,641	5,641
Financial Liabilities					
Payables	12,135	—	—	12,135	12,135
Current Borrowings	1,429	—	—	1,429	1,429
Non-Current Borrowings	—	17,457	15,600	33,057	32,461
Total Financial Liabilities	13,564	17,457	15,600	46,621	46,025
2020					
Cash & Cash Equivalents	3,512	—	—	3,512	3,512
Receivables	6,090	—	—	6,090	6,090
Total Financial Assets	9,602	—	—	9,602	9,602
Financial Liabilities					
Payables	12,895	—	—	12,895	16,266
Current Borrowings	4,664	—	—	4,664	2,113
Non-Current Borrowings	—	42,977	5,360	48,337	45,528
Leases	683	1,546	1,538	3,767	3,159
Total Financial Liabilities	18,242	44,523	6,898	69,663	67,066

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
Other Variable Rates	2.05%	31,432	2.25%	41,674
Fixed Interest Rates	3.85%	4,973	3.85%	5,967
		36,405		47,641

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
---------	------	------

Capital Commitments

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

Buildings	2,912	5,516
Infrastructure	10,902	11,632
Furniture and Fittings including IT assets	—	523
Plant & Equipment	1,722	—
Open Space	973	—
	<u>16,509</u>	<u>17,671</u>

These expenditures are payable:

Not later than one year	16,509	17,671
	<u>16,509</u>	<u>17,671</u>

Notes to the Financial Statements

for the year ended 30 June 2021

Note 15. Financial Indicators

\$ '000	Amounts 2021	Indicator 2021	Indicators 2020	Indicators 2019
Financial Indicators overview				
These Financial Indicators have been calculated in accordance with Information paper 9 - Local Government Financial Indicators prepared as part of the LGA Financial Sustainability Program for the Local Government Association of South Australia.				
1. Operating Surplus Ratio				
Operating Surplus	10,753	7.9%	2.5%	5.4%
Total Operating Income	135,477			
This ratio expresses the operating surplus as a percentage of total operating revenue.				
2. Net Financial Liabilities Ratio				
Net Financial Liabilities	59,723	44%	57%	44%
Total Operating Income	135,477			
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.				
Adjusted Operating Surplus Ratio				
Operating Surplus	6,484	4.9%	0.9%	2.9%
Total Operating Income	131,208			
Adjusted Net Financial Liabilities Ratio				
Net Financial Liabilities	59,723	46%	57%	44%
Total Operating Income	131,208			
3. Asset Renewal Funding Ratio				
Net Asset Renewals	21,724	84%	101%	80%
Infrastructure & Asset Management Plan required expenditure	25,894			

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.

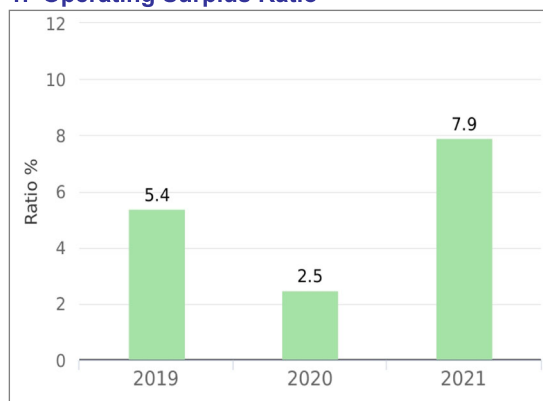
Notes to the Financial Statements

for the year ended 30 June 2021

Note 15. Financial Indicators (continued)

Financial Indicators - Graphs

1. Operating Surplus Ratio



Purpose of operating surplus ratio

This indicator is to determine the percentage the operating revenue varies from operating expenditure

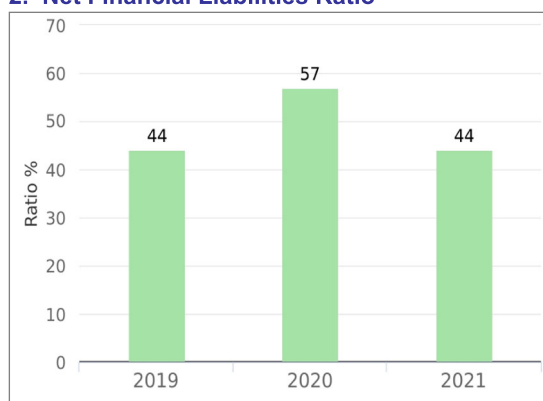
Commentary on 2020/21 result

2020/21 ratio 7.9%

Council's Long Term Financial Plan objective is to generate a sustainable operating surplus ratio between 0% - 10%. In this range, each generation is paying for the assets and services that it consumes. A positive ratio shows the %age of operating income available to fund new capital expenditure or repay debt.

This ratio has been impacted by the recognition of General Purpose Grants \$3,972k and Local Roads & Community Infrastructure (LRCI) grants \$2,644k.

2. Net Financial Liabilities Ratio



Purpose of net financial liabilities ratio

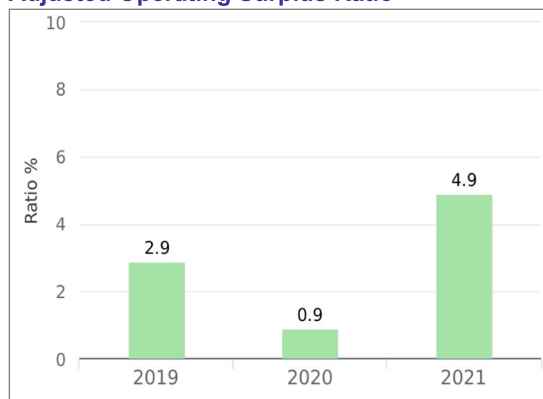
This indicator shows the significance of the net amount owed to others, compared to operating revenue

Commentary on 2020/21 result

2020/21 ratio 44%

Council has determined that a Net Financial Liabilities (NFL) ratio of between 0% and 100% is an acceptable range. The result shows Council's ability to meet financial obligations, including borrowings, employee leave provisions from operating revenue.

Adjusted Operating Surplus Ratio



Purpose of adjusted operating surplus ratio

This indicator is to determine the percentage the operating revenue (adjusted for timing differences in the Financial Assistance Grant) varies from operating expenditure

Commentary on 2020/21 result

2020/21 ratio 4.9%

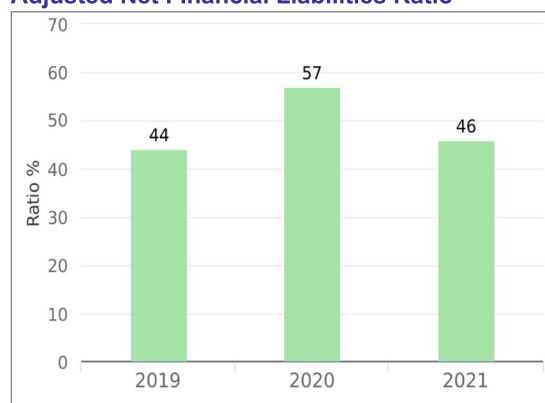
The Adjusted Operating Surplus ratio includes the impact of General Purpose grant and Local Roads and Community Infrastructure (LRCI) grant funding expected in 2021/22 but was received in advance in June 2021.

Notes to the Financial Statements

for the year ended 30 June 2021

Note 15. Financial Indicators (continued)

Adjusted Net Financial Liabilities Ratio



Purpose of adjusted net financial liabilities ratio

This indicator is to determine the percentage the operating revenue (adjusted for timing differences in the Financial Assistance Grant) varies from operating expenditure

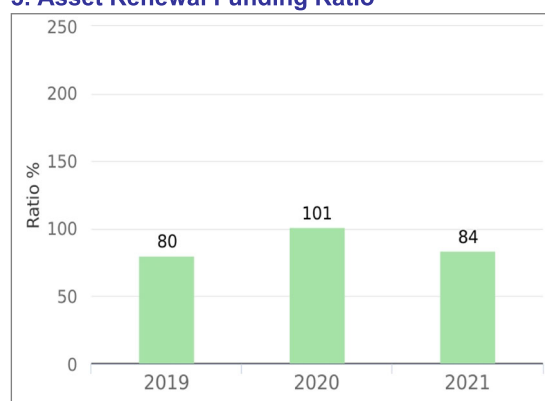
Commentary on 2020/21 result

2020/21 ratio 46%

The Adjusted Net Financial Liabilities ratio includes the effect of the general purpose and Local Roads and Community Infrastructure (LRCI) grant funding originally budgeted for 2021/22 that was received in June 2021.

The cash surplus has been used to reduce borrowings required.

3. Asset Renewal Funding Ratio



Purpose of asset renewal funding ratio

This indicator aims to determine if assets are being renewed and replaced in an optimal way

Commentary on 2020/21 result

2020/21 ratio 84%

Council has set a target of 80% on capital renewals as compared to the adopted Asset Management Plans (AMP) require. Although the target in the LTTP is 100%, there is often an impact caused by timing of completion of renewal projects due to inclement weather or contractor delays.

Notes to the Financial Statements

for the year ended 30 June 2021

Note 16. Uniform Presentation of Finances

\$ '000	2021	2020
<p>The following is a high level summary of both operating and capital investment activities of the Council prepared on a simplified Uniform Presentation Framework basis.</p> <p>All Councils in South Australia have agreed to summarise annual budgets and long-term financial plans on the same basis.</p> <p>The arrangements ensure that all Councils provide a common 'core' of financial information, which enables meaningful comparisons of each Council's finances.</p>		
Income	135,477	128,963
less Expenses	(124,724)	(125,725)
Operating Surplus / (Deficit)	10,753	3,238
Net Outlays on Existing Assets		
Capital Expenditure on Renewal and Replacement of Existing Assets	(21,724)	(26,872)
add back Depreciation, Amortisation and Impairment	32,171	30,118
add back Proceeds from Sale of Replaced Assets	946	753
	11,393	3,999
Net Outlays on New and Upgraded Assets		
Capital Expenditure on New and Upgraded Assets (including Investment Property & Real Estate Developments)	(11,243)	(31,135)
add back Amounts Received Specifically for New and Upgraded Assets	1,828	5,447
add back Proceeds from Sale of Surplus Assets (including investment property, real estate developments & non-current assets held for resale)	3,292	–
	(6,123)	(25,688)
Net Lending / (Borrowing) for Financial Year	16,023	(18,451)

Notes to the Financial Statements

for the year ended 30 June 2021

Note 17. Leases

(i) Council as a lessee

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

(a) Right of use assets

\$ '000	Library Buildings	Total
2021		
Opening balance	3,316	3,316
Depreciation charge	(451)	(451)
Balance at 30 June	2,865	2,865
2020		
Opening balance	3,767	3,767
Depreciation charge	(451)	(451)
Balance at 30 June	3,316	3,316

(b) Lease liabilities

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

\$ '000	2021	2020
Balance at 1 July	3,159	3,767
Accretion of interest	65	85
Payments	(709)	(693)
Balance at 30 June	2,515	3,159
Classified as:		
Current	463	683
Non Current	2,052	2,476

Notes to the Financial Statements

for the year ended 30 June 2021

Note 18. Superannuation

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

Accumulation only Members

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

Salarylink (Defined Benefit Fund) Members

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

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

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

The most recent actuarial investigation was conducted by the Fund's actuary, Louise Campbell, FIAA, of Willis Towers Watson as at 30 June 2021. The Trustee has determined that the current funding arrangements are adequate for the expected Salarylink liabilities. However, future financial and economic circumstances may require changes to Council's contribution rates at some future time.

Contributions to Other Superannuation Schemes

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

Notes to the Financial Statements

for the year ended 30 June 2021

Note 19. Interests in Other Entities

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

\$ '000	Council's Share of Net Income		Council's Share of Net Assets	
	2021	2020	2021	2020
Council's Share of Net Income				
Joint Ventures	804	(131)	1,985	(116)
Total Council's Share of Net Income	804	(131)	1,985	(116)

((a)i) Joint Ventures, Associates and Joint Operations

(a) Carrying Amounts

\$ '000	Principal Activity		
		2021	2020
Central Adelaide Waste Recycling Authority	Recycling	1,985	(116)
Total Carrying Amounts - Joint Ventures & Associates		1,985	(116)

Central Adelaide Waste Recycling Authority

Central Adelaide Waste Recycling Authority was established to process recyclable waste, and is owned 50% by the City of Charles Sturt and 50% by City of Port Adelaide Enfield.

(b) Relevant Interests

	Interest in Operating Result		Ownership Share of Equity		Proportion of Voting Power	
	2021	2020	2021	2020	2021	2020
Central Adelaide Waste Recycling Authority	50.00%	50.00%	50.00%	50.00%	50.00%	50.00%

(c) Movement in Investment in Joint Venture or Associate

\$ '000	Council Solutions		Central Adelaide Waste Recycling Authority	
	2021	2020	2021	2020
Opening Balance	—	138	(116)	—
Share in Operating Result	—	(138)	2,101	(116)
Council's Equity Share in the Joint Venture or Associate	—	—	1,985	(116)

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 **607** km of road reserves of average width **7.6** 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. BANK GUARANTEES

Council has guaranteed certain loans and other banking facilities advanced to community organisations and sporting bodies, amounting to **\$23,694,724** (2020: **\$80,432**) at reporting date.

In September 2020, Central Adelaide Waste Recycling Authority (CAWRA) successfully established a \$22,901,000 Cash Advance Debenture (CAD) facility through the Local Government Financing Authority (LFGA). CAWRA is a Joint Venture and is owned by City of Charles Sturt (50%) and City of Port Adelaide (50%). Both councils have agreed to guarantee the loan, so are jointly and severally liable in the event of default.

Additionally, in May 2021 Council resolved to guarantee \$720,000 for West Beach Surf Life Saving Club (WBSLC) to secure a loan to fund the proposed clubroom redevelopment.

Council does not expect to incur any loss arising from these guarantees.

4. 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 one appeal 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.

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.

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, CEO and Leadership Team prescribed under section 112 of the Local Government Act 1999. In all, 17 Councillors and 20 Professional Staff were paid the following total compensation:

\$ '000	2021	2020
The compensation paid to Key Management Personnel comprises:		
Short-Term Employee Benefits	5,188	4,499
Long-Term Benefits	95	69
Total	5,283	4,568

Sundry amounts paid as direct reimbursement of expenses incurred as a result of undertaking professional duties have not been included above.

Elected Members are members of the management committees of the following organisations:

Australian Centre for Asian Business Advisory Board; Adelaide Airport Consultative Committee; Charles Sturt Lions Club; Cheerio Netball Club; Grange Lawn Tennis Club; Grange Surf Life Savings Club; Gym West; Henley Sailing Club Inc; Local Government Metropolitan Board; Rowing South Australia Inc; Seaside Tennis Club Inc; Woodville Community Dog Training Centre; Woodville Hockey Club; Lion's Club of Charles Sturt; Local Government Financing Authority (LGFA); Local Government Metropolitan Board; Softball SA; Orion Woodville Tennis Club; Strata Corporation - Woodville South, Neighbourhood Watch Hendon, Maltese Community Council of SA Inc., Henley Primary and Henley High School, Parents and Friends Our Lady Mount Carmel College, Findon Skid Kids, Woodville High School Governing Council, Vietnamese Community in Australia SA chapter, Cypriot Community of SA Inc., West Lakes Sports Club, Italian Historical Association of South Australia, Woodville High School Governing Council; Korea & South East Asia Forces Association; Nazareth Catholic College teaching staff, Fort Glanville Historical Association, Delfin Island Neighbourhood Watch, West Beach Trust, Neighbourhood Watch Hendon, Western Adelaide Coastal Residents Association, Henley High School Council, Grange Primary School, Charles Sturt museum Trust, Allenby Gardens Primary School Governing Council, ALP Croydon Sub branch, Central Adelaide Waste Recycling Authority (CAWRA).

In accordance with the Local Government Act SA 1999, these persons declare a conflict of interest and leave the meeting environs when any matter affecting their Club/Association/Organisation is discussed or voted upon.

Many of the above-mentioned organisations use facilities maintained by Council for which there is no available arms length market pricing: these facilities are also used by other not-for-profit organisations and the general public.

Council received \$550,682 from the above organisations and \$4,554 was due at 30 June 2021.

Council paid \$1,364,014 to the above organisations and \$0 was payable at 30 June 2021.

Employees are members of the following organisation's Boards/Management Committees:

Local Government Financing Authority (LGFA), Unley Council Audit Committee, South Australian Local Government Financial Management Group (SALGFMG), Resthaven Inc., Institute of Public Works Engineering Australasia (IPWEA), Local Government Information Technology South Australia (LGITSA), Institute of Public Administration of Australia, Kingswood Tennis Club, Australian Institute of Company Directors member (AICD), Central Adelaide Waste Recycling Authority (CAWRA).

In accordance with the Local Government Act SA 1999, these persons declare a conflict of interest and leave the meeting environs when any matter affecting their Club/Association/Organisation is discussed or voted upon.

Any transactions between South Australian Local Government Financial Management Group and Council were incurred in the normal course of undertaking training and development. Any transactions between Local Government Finance Authority and Council were incurred in the the normal course of undertaking Council endorsed Treasury Functions/ Processes.

General Purpose Financial Statements

for the year ended 30 June 2021

Independent Auditor's Report - Financial Statements

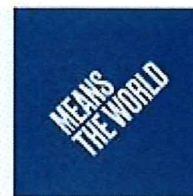
You have not selected a PDF for printing.

General Purpose Financial Statements

for the year ended 30 June 2021

Independent Auditor's Report - Internal Controls

You have not selected a PDF for printing.



Certification of Auditor Independence

To the best of our knowledge and belief, we confirm that, for the purpose of the audit of City of Charles Sturt for the year ended 30 June 2021, the Council's Auditor, Galpins Accountants Auditors and Business Consultants has maintained its independence in accordance with the requirements of the *Local Government Act 1999* and the *Local Government (Financial Management) Regulations 2011* made under that Act.

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

Paul Sutton
Chief Executive Officer

Cr Oanh Nguyen
Acting Presiding Member, Audit Committee

26 October 2021

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



CHARTERED ACCOUNTANTS™
AUSTRALIA • NEW ZEALAND

Mount Gambier

233 Commercial Street West
PO Box 246, Mount Gambier SA 5290
P: (08) 8725 3068
F: (08) 8724 9553
E: admin@galpins.com.au

Stirling

Unit 4, 3-5 Mount Barker Road
PO Box 727, Stirling SA 5152
P: (08) 8339 1255
F: (08) 8339 1266
E: stirling@galpins.com.au

Norwood

3 Kensington Road, Norwood SA 5067
PO Box 4067, Norwood South SA 5067
P: (08) 8332 3433
E: norwood@galpins.com.au

W: www.galpins.com.au

ABN: 30 630 511 757

Liability limited by a scheme approved
under Professional Standards Legislation

CITY OF CHARLES STURT

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 City of Charles Sturt 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

18 October 2021

APPENDICES

Appendix 2

CAWRA (Central Adelaide Waste and Recycling Authority) – Year End Audited Financial Statements 2020/21

Central Adelaide Waste &
Recycling Authority
Annual Report
2020 - 2021

Contents
CAWRA Annual Report 2020 – 21

Introducing Central Adelaide Waste and Recycling Authority	3
Charter	3
Legislation	3
Report for the Independent Chairperson's.....	4
Report from the Executive Officer.....	5
Governance	6
CAWRA Board.....	6
Functions of the Board.....	6
CAWRA Board.....	6
Executive Officer	9
Audit Committee	10
External Auditor	10
2020 / 21 Achievements	10
Design and Construction	10
Operations.....	11
CAWRA Board and Audit Committee	11
CAWRA Team	11
CAWRA Brand Establishment.....	12
Commodities and supporting the Circular Economy	12
CAWRA Funding	12

We acknowledge and pay respect to the Kaurna people, the traditional custodians whose ancestral lands we gather on. We acknowledge the deep feelings of attachment and relationship of the Kaurna people to country and we respect and value their past, present and ongoing connection to the land and cultural beliefs.

Introducing Central Adelaide Waste and Recycling Authority

Central Adelaide Waste and Recycling Authority (CAWRA) is a Local Government Regional Subsidiary established to oversee the construction and operation of a new, state of the art Material Recovery Facility (MRF), located in Kilburn.

CAWRA's new MRF has been designed with the latest in optical sorting technology to produce clean commodities ideal for developing local markets. Its design future-proofs South Australia's kerbside recycling sector, while reducing fire risk. Centrally-located, it will be a 'destination of choice' for tours and school visits. A dedicated education room and elongated viewing platform allows for safe first-hand observation of the entire recycling process. CAWRA is partnering with a private operator, will grow the Circular Economy and take back control of our recyclables. From now on, we'll know where our recyclables go, and can direct it locally creating jobs in South Australia's recycling sector.

Charter

CAWRA's Charter governs the affairs of the Board by setting out its purpose, function and powers, including governance provisions of Schedule 2 of the Local Government Act. It also provides the Constituent Councils with a legally enforceable agreement specifying their rights and obligations in achieving common interest.

Legislation

Legislation relating to Central Adelaide Waste and recycling Authority and the powers and responsibilities of interested parties are contained in the Local Government Act 1999 (Central Adelaide Waste and Recycling Authority – Charter 2019 Cities of Port Adelaide Enfield and Charles Sturt).

CAWRA was established as a Regional Subsidiary pursuant to Section 43 of and Schedule 2 to the Local Government Act 1999. Section 43 allows two or more councils to form a separately incorporated entity ('Regional Subsidiary') to provide specified services and/or activities, subject to obtaining Ministerial approval. The provision relevant to a Regional Subsidiary are set out in Schedule 2 of the Act.

Report for the Independent Chairperson's

We're rethinking recycling.

CAWRA aims to restore confidence in kerbside recycling for residents by enabling councils to work more effectively with local recycling businesses, to recycle more of our materials here in South Australia. We want to increase transparency and reporting of the processing, and further support the circular economy through the sale of commodities and purchasing decisions.

2020-21 has been a busy year for Central Adelaide Waste and Recycling Authority (CAWRA) with the regional subsidiary in the establishment phase and construction of the Material Recovery Facility (MRF) well underway.

All members of the CAWRA Board and the CAWRA Audit Committee have been appointed. This level of governance will assist CAWRA during these initial stages and ongoing throughout the operations of the facility.

CAWRA's significant investment in new plant and equipment for the MRF incorporates high-end optical sorting technology to ensure maximum capture and purity rates are achieved for each recyclable commodity streams. CAWRA received grant funding from the two constituent Councils and \$4.11 million from the Australian Government and Green Industries SA through the *Recycling*

Modernisation Fund and additional funding from Green Industries SA to support this new technology with the remaining project funded by CAWRA.

2021-2022 will be a significant year for CAWRA with the Material Recovery Facility scheduled to be operational in late 2021. I look forward to the next 12 months as CAWRA moves into the operational phase of processing kerbside recyclables and supporting and encouraging the growth of the local circular economy.

I would like to take this opportunity to thank the CAWRA Board, Audit Committee, Constituent Councils (the City of Charles Sturt and the City of Port Adelaide Enfield) and CAWRA team for the commitment to the establishment of the Central Adelaide Waste and Recycling Authority.



Catherine Cooper
Independent Chairperson
Central Adelaide Waste and
Recycling Authority



Report from the Executive Officer

CAWRA is not a business as usual option. We are transforming the way our recyclables are managed. Our focus is transparency, flexibility and a commitment to supporting the local circular economy.

CAWRA's new MRF will process the kerbside recyclables for the constituent Councils (City of Charles Sturt and City of Port Adelaide Enfield) using a combination of advanced optical sorting technology (for both paper and containers sorting) and manual sorting methods. The facility has been designed to process well beyond the 20,000 tonnes per annum provided by its two founding Councils, with the ability to accept and process 50,000 tonnes per annum if required.

It has taken adaptability, dedication, hard work and commitment from the Constituent Councils (City of Charles Sturt and City of Port Adelaide Enfield), CAWRA Board, Audit Committee, CAWRA team and contractors to be well progressed with the construction of the \$23 million state-of-the-art MRF.

Like all other industries CAWRA implemented measures to minimise potential risk and impacts from the Covid-19 pandemic on a local, national



and international level. Even with the impacts of Covid we have still managed to continue with the construction, arranging essential workers in SA, VIC and internationally to ensure the equipment and facility construction continues during the pandemic.

2020-21 has been filled with milestones and achievements. Tenders for the Design & Construct and the Operations were released. Local construction company Pascale Constructions were awarded the Design & Construct contract with equipment supplied by Wastech Engineering. At the end of this reporting period negotiations were underway to award a contract for the operations of the MRF.

The Development Application has been secured and construction is due for completion towards the end of 2021. CAWRA has taken a "beyond compliance" approach to the on-site fire safety systems.

The team have been busy with the development of priority programs including the Circular Economy Framework, kerbside auditing programs, the contamination protocol and education direction.

I look forward to the next 12 months which will see CAWRA enter an exciting new chapter of MRF operations.

Rebekah Schubert

Executive Officer

Central Adelaide Waste and Recycling Authority



Governance

CAWRA Board

CAWRA is governed by a Board of Management which is responsible for managing the business and other affairs of CAWRA and ensuring that CAWRA acts in accordance with this Charter and any delegations to it.

Functions of the Board

The Functions of the Board are to

- formulate plans and strategies aimed at improving the business of the Authority;
- provide professional input and policy direction to the Authority;
- monitor, oversee and measure the performance of the Executive Officer;
- assist in the development of the Business Plan;
- exercise the care, diligence and skill that a prudent person of business would exercise in managing the affairs of other persons; and
- ensure that the Constituent Councils are advised, as soon as practicable, of any material development that affects the financial or operating capacity of the Authority.

CAWRA Board

CAWRA has engaged with industry expertise to complement skillsets within the Board. This provides a balanced viewpoint – understanding the needs of local government and of the waste and recycling industry, and the commercial aspects of CAWRA’s business. In 2020-2021 the CAWRA Board had 12 Board meetings (including out of session):

- 27 July 2020
- 30 July 2020 (out of session)
- 14 August 2020 (out of session)
- 18 August 2020 (out of session)
- 31 August 2020
- 17 September 2020
- 20 October 2020 (out of session)
- 26 October 2020
- 1 December 2020
- 11 February 2021
- 20 April 2021
- 26 May 2021 (out of session)

**Catherine Cooper**

Independent Chair

Meeting Attendance: 4/4

Catherine is a highly experience Executive, with an extensive portfolio in excess of 50 Board positions over 20 years. In addition to Chairing the CAWRA Board, Catherine also Chairs the Environment Protection Agency of South Australia. After a professional career as a corporate lawyer, Catherine held a number of senior executive positions with large global companies including Fosters Brewing Group, Elders Australia Limited and Futuris Corporation. She has developed extensive knowledge and experience across a broad range of sectors such as agribusiness, food and health, energy and waste, and science and technology. Catherine's expertise in strategy, public policy, risk management, and corporate governance, combined with her ethical and strong solution orientated mindset, provides strong leadership for the CAWRA Board.

**Alf Ianniello**

Independent Member

Meeting Attendance: 4/4

Alf leads The Detmold Group, one of Australia's most established global manufacturing and sales packaging businesses, which manufacture paper and cardboard packaging products in Australia and Asia, with markets in 22 cities around the world. With extensive Board level experience, Alf can provide strong strategic and tactical direction on complex issues and strong stakeholder relationship skills that extend to key corporate customers, government and key packaging suppliers.

**David Spear**

Independent Member

Meeting Attendance: 4/4

David is an experienced professional Company Director and is currently a Director and Partner of VUCA, a national Governance Consulting firm. He is currently the Chair of Tyre Stewardship Australia, Independent Chairman of Office Brands Australia, Non-Executive Director of Unity Housing and Non-Executive Director of McLaren Vale Grape Wine & Tourism Association. A former State Director of the Australian Institute of Company Directors (AICD), David has a background in governance both in Australia and overseas and is an Alumni of Harvard University Business School where he completed their Governance program.

**Mayor Claire Boan**

Mayor Port Adelaide Enfield

Meeting Attendance: 3/4

Claire's involvement with Council committees spans 10 years and includes the Audit Committee, Development Assessment Panel/Council Assessment Panel, Grants and Sponsorship Committee, Aboriginal Advisory Panel as well as involvement with wider local government committees. She is committed to providing responsible governance, enhancing relationships and environmental sustainability whilst generating and influencing programs to connect individuals and community groups with one another.



Mayor Angela Evans

Mayor City of Charles Sturt

Meeting Attendance: 4/4

Angela's involvement with Council committees over 8 years includes participation in the Gender Matters Panel, SA Local Government Women's Association, Policy and Delegations, Strategic Development, and Audit and City Services. With experience in the business sector as a small business operator, Angela's key areas of interest include developing effective governance frameworks for Council, implementing long term financial stability, facilitating economic development, positioning Council as a leader by creating partnerships with other levels of government, the community and the private sector.



Mark Withers

CEO City of Port Adelaide Enfield

Meeting Attendance: 4/4

Mark is an experienced local government CEO, with tenures at the Cities of Unley, Charles Sturt and now Port Adelaide Enfield, and having spent the last 36 years working in this sector across nine Adelaide metropolitan councils. He served four terms on the board of Green Industries SA (formerly Zero Waste SA), and continues to serve on the board of the SA Environment Protection Authority, a role he has fulfilled continuously for the past seven years. Mark brings all of this experience and insight to the CAWRA Board, along with the strategic leadership required to effectively address South Australia's complex recycling challenges, while keeping CAWRA firmly grounded in the needs of councils and their communities. He is also a Board Member of LG Professionals SA, a past National President of LG Professionals Australia, and a current member of the CEO Advisory Group to the SA Local Government Association.



Paul Sutton

CEO City of Charles Sturt

Meeting Attendance: 4/4

Paul works collaboratively with the Elected Council and executive team to provide strategic leadership for the City. Paul has a passion for collaboration and working together across the Local Government sector to create a better South Australia. A past Governing Council member and Company Secretary of IPAA SA (Institute of Public Administration Australia SA) where he was a Board Member for 8 years, Paul was awarded a fellowship of IPAA in 2016.



Rebekah Schubert

Executive Officer

Meeting Attendance: 4/4

With over 15 years specialising in the Local Government sector, Rebekah worked as the Manager of Waste and Resource Recovery for the City of Port Adelaide Enfield before taking up the role of Executive Officer for CAWRA in August 2020.

Rebekah holds tertiary qualifications in science, environmental health and business, and for over 15 years has specialised in managing environmental health and community safety operations within Councils. This background combines with a keen professional interest provides the skill set required for CAWRA to pursue the circular economy and employment opportunities to the region. Her ideal blend of skills and experience ensures CAWRA is provided the highest quality of professional leadership and management capability throughout its critical establishment phase.

Rebekah has direct experience and an in-depth understanding of the needs and drivers of the local government waste and recycling service provision. She is focussed on establishing relationships of mutual benefit and transparency in her leadership of CAWRA, with both the founding Councils of CAWRA for the processing of their kerbside recyclables and the local recycling sector.

Audit Committee

Under the CAWRA Charter:

The Authority is required to establish an audit committee which will comprise of three members as follows:

- (a) a person, who will be the Chair, appointed by the Constituent Councils (acting jointly) and who is neither an officer or member of a Constituent Council and who is not a member of the Board; and
- (b) two persons being one person appointed by each Constituent Council who is not a member of the Board and who is considered to have experience relevant to the Functions of the Authority or, financial experience relevant to the functions of the audit committee.

In September 2020 the CAWRA Audit Committee was appointed. Nicolle Rantanen has been appointed as Audit Chair with the Audit Members consisting of Peter Brass and Melissa Oors-L'estrage.

In 2020 / 21 the Audit Committee had five committee meetings:

- 23 September 2020
- 2 December 2020
- 24 March 2021
- 25 May 2021 (out of session)
- 23 June 2021

Key Achievements include:

- Review of CAWRA 2019-2020 Audited Financial Statements
- Approval and endorsement of the Risk Policy and Procedure
- Endorsement by the board of the Audit Committee Terms of Reference
- Endorsement by the board of the Audit Committee Terms of reference (after May 2021 Review)
- Fire Risk Assessment Review
- Adoption of the draft Annual Budget 2021 - 2022

External Auditor

BDO have been appointed as CAWRA's external auditors. BDO have completed 2019 – 2020 external audit and interim 2020 – 2021 audit.

2020 / 21 Achievements

It has been a busy year for the CAWRA team working through the requirements to establish a regional subsidiary whilst delivering the design, construction and operations model of the new MRF.

During the start up phase there has been an evolution of the project team with the current structure of the project team consisting of 4 part time staff and an industry expert consultant.

Design and Construction

In early, 2020 an Expression of Interest for the Design & Construction of the CAWR MRF was released. The feedback received in addition to an interstate study tour of Australian MRF's informed the concept designs allowing for a formal Request for Proposal to be released.

The Design & Construct contract was awarded to the local construction company Pascale Constructions with Wastech Engineering supplying the plant and equipment. CAWRA engaged the services of Moto Projects to ensure professional project management and superintendents for MRF design and construction process.

CAWRA is here to stay. CAWRA own's its land and facility. CAWRA has been in negotiations for the purchase of land for the MRF with the settlement finalised in 2020 - 21.

The Development Application has been submitted and approved with approximately 70% of the MRF shed constructed.

The majority of equipment designed for the CAWRA MRF has been built in Victoria, as not all equipment can be locally sourced. The equipment has been arriving to site in preparation for installation and commissioning.

CAWRA incorporates recycled content wherever possible in the construction. To date, listed inclusions cover recycled rubble subgrade, recycled asphalt, and recycled plastic stormwater piping. Other items currently under assessment include recycled materials in the fit-out of internal spaces and offices.

CAWRA's education and administration facility have been designed to provide visitors with exceptional opportunities for direct observation of the MRF equipment while in operation, from unloading of the kerbside collection vehicles all the way through to baling of finished product.

Fire System Planning

CAWRA takes fire prevention planning very seriously and extensive planning to prevent and mitigate fire risk has been incorporated into the detailed design phase of the project. This has included the engagement of a fire systems design specialist to guide proposed upgrades to the MRF design to mitigate fire risk. Proposed upgrades to CAWRA's MRF reflect risk mitigation measures to reduce fire risk, with a focus on improving segregation of baled product (especially plastic), short-term storage of baled plastic external to the MRF building (rear storage block), automated water/foam cannons to the receival area (tip floor). This work continues and additional measures (both physical and operations) may be incorporated into the project as they identified and subject to risk assessment.

Operations

CAWRA has undertaken an extensive review of existing MRF operations around the country and developed a model that will deliver a high level of service. CAWRA released a tender for the operations of the CAWRA MRF. CAWRA is currently in the final stages of negotiations with the preferred operator.

While CAWRA will retain the ability to channel recyclable product to SA's recycling sector, this arrangement will ensure the day to day running of the MRF is undertaken by experience operators with specialist skills in MRF operations. The operators existing connections with recycling markets will also provide significant ongoing benefit to the project, and improved economies of scale.

CAWRA Board and Audit Committee

All members and the independent Chairperson have been appointed to the CAWRA Board. The Audit Committee was established and all positions have been filled. The Board and Audit Committee have worked with CAWRA staff to develop and endorse the annual budget and business plan, formalise the delegations, policies, procedures, frameworks.

CAWRA Team

To deliver the facility and establish CAWRA as its own entity a CAWRA team was established in 2021. The team consists of staff from the two constituent Councils and external consultancies specialising in the different areas.

Temporary appointments:

- Executive Officer – Rebekah Schubert (0.8 FTE)
- Manager Strategy and Programs – Fiona Jenkins (0.8 FTE)
- Project Management Leader – Michelle Arbon (0.4 FTE)
- Circular Procurement Project Officer – Amy Henshaw (0.4 FTE)

Outsourced Functions:

- Waste Industry Leader – Geoffrey Webster
- Finance – Nexia
- External Auditor - BDO

CAWRA Brand Establishment

Working with the communications teams at both Constituent Councils CAWRA has engaged a third party to develop our brand. CAWRA is actively using the selected logo and branding guidelines. The developed of the CAWRA Value Proposition highlights who CAWRA is and how we differ from a “Business as Usual” operation.

Commodities and supporting the Circular Economy

CAWRA was formed because its founding Councils wanted to take back control of recycling for their communities, reduce reliance on overseas commodity trading and grow the local Circular Economy. CAWRA is positioned to determine destinations of recyclables in collaboration with our private sector operators.

CAWRA is committed to supporting local reprocessing solutions that help our customers and the recycling industry develop a strong South Australian (and Australian) circular economy. CAWRA will prioritise local on-shore markets for our material in accordance with CAWRA’s circular economy hierarchy.

CAWRA Funding

The total project value is \$23 million and provides the latest in state-of-the-art MRF design of processing efficiency and safety. Majority funded through CAWRA on a 50:50 basis by the City of Charles Sturt and the City of Port Adelaide Enfield, establishment of the new MRF was also assisted by a \$4,110,000 grant from the Australian Government through its *Recycling Modernisation Fund* and additional grant funding has also been provided by Green Industries SA.

Audited Financial Statements

Central Adelaide Waste and Recycling Authority
General Purpose Financial Reports
for the year ended 30 June 2021

TABLE OF CONTENTS

	Page
Certification of Financial Statements	1
Principal Financial Statements	
Statement of Comprehensive Income	2
Statement of Financial Position	3
Statement of Changes in Equity	4
Statement of Cash Flows	5
Notes to, and forming part of, the Principal Financial Statements	
Note 1 - Significant Accounting Policies	6
Note 2 - Income	10
Note 3 - Expenses	11
Note 4 - Current Assets	12
Note 5 - Infrastructure, Property, Plant & Equipment & Investment Property	13
Note 6 - Other Current Assets	14
Note 7 - Liabilities	15
Note 8 - Reconciliation of Cash Flow Statement	16
Note 9 - Financial Instruments	17
Note 10 - Expenditure Commitments	20
Note 11 - Financial Indicators	21
Note 12 - Capital Contributions of Constituent Councils	22
Note 13 - Uniform Presentation of Finances	23
Note 14 - Related Party Transactions	24
Audit Report - Financial Statements	25
Authority Certificate of Audit Independence	27
Audit Certificate of Audit Independence	28

Central Adelaide Waste and Recycling Authority
Certification of Financial Statements
for the year ended 30 June 2021

I have been authorised by the Central Adelaide Waste Recycling Authority Board to certify the financial statements of the Central Adelaide Waste Recycling Authority in their final form.

In my 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 Central Adelaide Waste Recycling Authority's financial position at 30 June 2021 and the results of its operations and cash flows for the year ended 30 June 2021.
- 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 Central Adelaide Waste Recycling Authority's accounting and other records.



Ms Catherine Cooper
Chair of The Board

Dated: 9 September 2021

Central Adelaide Waste and Recycling Authority
Statement of Comprehensive Income
for the year ended 30 June 2021

	Notes	2021 \$	2020 \$
INCOME			
Investment income	2	8	-
Total Income		<u>8</u>	<u>-</u>
EXPENSES			
Materials, contracts & other expenses	3	392,012	232,690
Finance costs	3	45,841	-
Total Expenses		<u>437,853</u>	<u>232,690</u>
OPERATING SURPLUS / (DEFICIT)		<u>(437,845)</u>	<u>(232,690)</u>
Amounts received specifically for new or upgraded assets	2	2,045,000	-
NET SURPLUS / (DEFICIT) (transferred to Equity Statement)		<u>1,607,155</u>	<u>(232,690)</u>
Other Comprehensive Income			
Total Other Comprehensive Income		<u>-</u>	<u>-</u>
TOTAL COMPREHENSIVE INCOME		<u>1,607,155</u>	<u>(232,690)</u>

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

Central Adelaide Waste and Recycling Authority
Statement of Financial Position
as at 30 June 2021

		2021	2020
	Notes	\$	\$
ASSETS			
Current Assets			
Cash and cash equivalents	4	193,698	-
Trade & other receivables	4	3,129,672	-
Total Current Assets		3,323,370	-
Non-current Assets			
Infrastructure, property, plant & equipment	5	1,084,032	-
Other non-current assets	6	10,713,492	45,139
Total Non-current Assets		11,797,524	45,139
Total Assets		15,120,894	45,139
LIABILITIES			
Current Liabilities			
Trade & other payables	7	1,651,875	277,829
Total Current Liabilities		1,651,875	277,829
Non-current Liabilities			
Borrowings	7	9,500,000	-
Total Non-current Liabilities		9,500,000	-
Total Liabilities		11,151,875	277,829
NET ASSETS		3,969,019	(232,690)
EQUITY			
Accumulated Surplus		1,374,465	(232,690)
Capital Contributions of Councils		2,594,554	-
TOTAL EQUITY		3,969,019	(232,690)

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

Central Adelaide Waste and Recycling Authority
Statement of Changes in Equity
for the year ended 30 June 2021

		Accumulated Surplus	Capital Contributions of Councils	TOTAL EQUITY
2021	Notes	\$	\$	\$
Balance at end of previous reporting period		(232,690)	-	(232,690)
Capital Contributions of Councils		-	2,594,554	2,594,554
Net Surplus / (Deficit) for Year		1,607,155	-	1,607,155
Other Comprehensive Income		-	-	-
Balance at end of period		1,374,465	2,594,554	3,969,019

2020				
Net Surplus / (Deficit) for Year		(232,690)	-	(232,690)
Other Comprehensive Income		-	-	-
Balance at end of period		(232,690)	-	(232,690)

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

Central Adelaide Waste and Recycling Authority

Statement of Cash Flows

for the year ended 30 June 2021

		2021	2020
CASH FLOWS FROM OPERATING ACTIVITIES	Notes	\$	\$
Receipts:			
Other revenues		8	-
Payments:			
Materials, contracts & other expenses		(482,050)	-
Finance payments		(45,841)	-
Net Cash provided by (or used in) Operating Activities		(527,883)	-
CASH FLOWS FROM INVESTING ACTIVITIES			
Payments:			
Expenditure on new/upgraded assets		(11,372,974)	-
Net Cash provided by (or used in) Investing Activities		(11,372,974)	-
CASH FLOWS FROM FINANCING ACTIVITIES			
Receipts:			
Proceeds from borrowings		9,500,000	-
Contributions from Constituent Councils		2,594,554	-
Net Cash provided by (or used in) Financing Activities		12,094,554	-
Net Increase (Decrease) in cash held		193,698	-
Cash & cash equivalents at beginning of period	8	-	-
Cash & cash equivalents at end of period	8	193,698	-

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

Central Adelaide Waste and Recycling Authority
Notes to and forming part of the Financial Statements
for the year ended 30 June 2021

Note 1 - SIGNIFICANT ACCOUNTING POLICIES

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

1 Basis of Preparation

1.1 Compliance with Australian Accounting Standards

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

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

Central Adelaide Waste Recycling Authority is a Regional Subsidiary under Section 43 and Schedule 2 of the Local Government Act 1999. The Constituent Councils and their respective share of equity are as follows:

City of Charles Sturt 50%

City of Port Adelaide Enfield 50%

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.

1.2 Historical Cost Convention

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

1.3 Critical Accounting Estimates

The preparation of financial statements in conformity with Australian Accounting Standards requires the use of certain critical accounting estimates, and requires management to exercise its judgement in applying the Authority's accounting policies. The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the financial statements are specifically referred to in the relevant sections of this Note.

1.4 Rounding

All amounts in the financial statements have been rounded to the nearest dollar.

2 The Local Government Reporting Entity

The Central Adelaide Waste and Recycling Authority is incorporated under the SA Local Government Act 1999

and has its principal place of business at 72 Woodville Road, Woodville SA 5011.

These financial statements include the Authority's direct operations and all entities through which the Authority controls resources to carry on its functions. In the process of reporting on the Authority as a single unit, all transactions and balances between activity areas and controlled entities have been eliminated.

Central Adelaide Waste and Recycling Authority
Notes to and forming part of the Financial Statements
for the year ended 30 June 2021

Note 1 - SIGNIFICANT ACCOUNTING POLICIES

3 Income recognition

The Authority recognises revenue under AASB 1058 Income of Not-for-Profit Entities (AASB 1058) or AASB 15 Revenue from Contracts with Customers (AASB 15) when appropriate. In cases where there is an 'enforceable' contract with a customer with 'sufficiently specific' performance obligations, the transaction is accounted for under AASB 15 where income is recognised when (or as) the performance obligations are satisfied (i.e. when it transfers control of a product or service to a customer). Revenue is measured based on the consideration to which the Authority expects to be entitled in a contract with a customer. In other cases, AASB 1058 applies when a not-for-profit (NFP) entity enters into transactions where the consideration to acquire an asset is significantly less than the fair value of the asset principally to enable the entity to further its objectives. The excess of the asset recognised (at fair value) over any 'related amounts' is recognised as income immediately, except in the case where a financial asset has been received to enable the Authority to acquire or construct a recognisable non-financial asset that is to be controlled by the Authority. In this case, the Authority recognises the excess as a liability that is recognised over time in profit and loss when (or as) the entity satisfies its obligations under the transfer.

4 Cash and Cash Equivalents

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.

5 Other Financial Instruments

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.

6 Infrastructure, Property, Plant & Equipment

6.1 Initial Recognition

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

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

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.

Central Adelaide Waste and Recycling Authority
Notes to and forming part of the Financial Statements
for the year ended 30 June 2021
Note 1 - SIGNIFICANT ACCOUNTING POLICIES

6 Infrastructure, Property, Plant & Equipment (cont)

6.2 Materiality

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

6.3 Subsequent Recognition

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

6.4 Depreciation of Non-Current Assets

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

6.5 Impairment

Assets that have an indefinite useful life are not subject to depreciation and are reviewed annually for impairment. Assets carried at fair value whose future economic benefits are not dependent on the ability to generate cash flows, and where the future economic benefits would be replaced if the Authority were deprived thereof, are not assessed for impairment.

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 outflows or value in use).

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

Central Adelaide Waste and Recycling Authority
Notes to and forming part of the Financial Statements
for the year ended 30 June 2021
Note 1 - SIGNIFICANT ACCOUNTING POLICIES

7 Payables

7.1 Goods and 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.

8 Borrowings

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

9 GST Implications

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

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

10 Comparative figures

When required by Accounting Standards, comparative figures have been adjusted to conform to changes in presentation for the current year.

11 Critical Accounting Estimates and Judgements

The Authority evaluates estimates and judgements incorporated into the financial report based on historical knowledge and best available current information.

Estimates assume a reasonable expectation of future events and are based on current trends and economic data, obtained both externally and within the authority.

Accounts receivable are reviewed at each reporting date to establish the collectability.

Central Adelaide Waste and Recycling Authority
Notes to and forming part of the Financial Statements
for the year ended 30 June 2021

Note 2 - INCOME

		2021	2020
	Notes	\$	\$
INVESTMENT INCOME			
Interest on investments:			
Banks & other		8	-
		<u>8</u>	<u>-</u>
GRANTS, SUBSIDIES AND CONTRIBUTIONS			
Amounts received specifically for new or upgraded assets			
Amounts received specifically for new or upgraded assets		2,045,000	-
		<u>2,045,000</u>	<u>-</u>
Sources of grants			
State government		2,045,000	-
		<u>2,045,000</u>	<u>-</u>

Conditions over grants & contributions

Grants and contributions which were obtained on the condition that they be expended for specified purposes have been expended in accordance with these conditions.

Central Adelaide Waste and Recycling Authority
Notes to and forming part of the Financial Statements
for the year ended 30 June 2021

Note 3 - EXPENSE

	Notes	2021 \$	2020 \$
MATERIALS, CONTRACTS & OTHER EXPENSES			
<u>Prescribed Expenses</u>			
Auditor's Remuneration			
- Auditing the financial reports		9,081	5,000
Subtotal - Prescribed Expenses		<u>9,081</u>	<u>5,000</u>
<u>Other Materials, Contracts & Expenses</u>			
Contractors		181,678	92,356
Advertising		8,275	4,200
Consulting Fees		79,813	78,278
Maintenance		249	-
Legal Expenses		55,533	48,761
Sitting Fees		48,616	-
Sundry			
Bank Fees		64	
Employee Costs		1,073	
Entertainment		384	
Fees and Permit		3,034	
Insurance		1,034	
Office Expenses		321	
Travel - National		1,885	
Sundry Expenses		974	4,095
		<u>8,767</u>	<u>4,095</u>
Subtotal - Other Materials, Contracts & Expenses		<u>382,931</u>	<u>227,690</u>
		<u>392,012</u>	<u>232,690</u>
FINANCE COSTS			
Interest on Loans		45,841	-
		<u>45,841</u>	<u>-</u>

Central Adelaide Waste and Recycling Authority
Notes to and forming part of the Financial Statements
for the year ended 30 June 2021

Note 4 - CURRENT ASSETS

		2021	2020
CASH & EQUIVALENT ASSETS	Notes	\$	\$
Cash on Hand and at Bank		193,698	-
		<u>193,698</u>	<u>-</u>
TRADE & OTHER RECEIVABLES			
Other levels of Government - State government grants		2,249,500	-
GST Recoupment		880,172	-
		<u>3,129,672</u>	<u>-</u>
<i>Amounts included in receivables that are not expected to be received within 12 months of reporting date.</i>		-	-

Central Adelaide Waste and Recycling Authority

Notes to and forming part of the Financial Statements

for the year ended 30 June 2021

Note 5 - INFRASTRUCTURE, PROPERTY, PLANT & EQUIPMENT (IPP&E)

	2020				2021			
	\$'000				\$'000			
Fair Value Level	Fair Value	Cost	Acc' Dep'n	Carrying Amount	Fair Value	Cost	Acc' Dep'n	Carrying Amount
	-	-	-	-	-	1,084,032	-	1,084,032
	-	-	-	-	-	1,084,032	-	1,084,032

Land

Total IPP&E

Central Adelaide Waste and Recycling Authority
Notes to and forming part of the Financial Statements
for the year ended 30 June 2021

Note 6 - NON-CURRENT ASSETS

	Notes	2021 \$	2020 \$
OTHER NON-CURRENT ASSETS			
Capital Works-in-Progress		10,713,492	45,139
		<u>10,713,492</u>	<u>45,139</u>

Central Adelaide Waste and Recycling Authority
Notes to and forming part of the Financial Statements
for the year ended 30 June 2021

Note 7 - LIABILITIES

		2021		2020	
		\$		\$	
TRADE & OTHER PAYABLES	Notes	Current	Non-current	Current	Non-current
Accrued expenses - other					
Interest on Loans		32,182	-	-	-
Auditor's Remuneration		10,750	-	5,000	-
Capital Works-in-Progress		1,424,882	-	-	-
		<u>1,467,814</u>	<u>-</u>	<u>5,000</u>	<u>-</u>
Other Payables					
City of Port Adelaide Enfield		25,601	-	94,634	-
City of Charles Sturt		-	-	178,195	-
Kelley Jones		1,571	-	-	-
Local Government Association of South Australia		2,750	-	-	-
Local Government Risk Services		986	-	-	-
Maxima Tempskill		794	-	-	-
Melissa Oors-L'Estrange		750	-	-	-
Mellor Olsson Lawyers		7,234	-	-	-
Moto Projects		16,500	-	-	-
Nexia Edwards Marshall		23,085	-	-	-
Nicolle Rantanen		940	-	-	-
O'Loughlins Lawyers		18,218	-	-	-
Waste & Management Services		85,272	-	-	-
Waste Management & Resource Recovery Association		360	-	-	-
		<u>184,061</u>	<u>-</u>	<u>272,829</u>	<u>-</u>
		<u>1,651,875</u>	<u>-</u>	<u>277,829</u>	<u>-</u>
<i>Amounts included in trade & other payables that are not expected to be settled within 12 months of reporting date.</i>		-	-	-	-
BORROWINGS					
Loans		-	9,500,000	-	-
		<u>-</u>	<u>9,500,000</u>	<u>-</u>	<u>-</u>

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

Central Adelaide Waste and Recycling Authority
Notes to and forming part of the Financial Statements
for the year ended 30 June 2021

Note 8 - RECONCILIATION TO CASH FLOW STATEMENT

(a) Reconciliation of Cash

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

	Notes	2021 \$	2020 \$
Total cash & equivalent assets	4	193,698	-
Less: Short-term borrowings	7	-	-
Balances per Cash Flow Statement		<u>193,698</u>	<u>-</u>

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

Net Surplus (Deficit)	1,607,155	(232,690)
Non-cash items in Income Statement	-	-
	<u>1,607,155</u>	<u>(232,690)</u>
Add (Less): Changes in Net Current Assets		
Net (increase) decrease in receivables	(2,084,201)	-
Net increase (decrease) in trade & other payables	(50,836)	232,690
Net Cash provided by (or used in) operations	<u>(527,883)</u>	<u>-</u>

Central Adelaide Waste and Recycling Authority
Notes to and forming part of the Financial Statements
for the year ended 30 June 2021

Note 9 - FINANCIAL INSTRUMENTS

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

Accounting Policies - Recognised Financial Instruments

Bank, Deposits at Call, Short Term Deposits	<p>Accounting Policy: initially recognised at fair value and subsequently measured at amortised cost, interest is recognised when earned.</p> <p>Terms & conditions: Deposits are returning fixed interest rates between 0.01% and 0.05%.</p> <p>Carrying amount: approximates fair value due to short term maturity.</p>
Receivables - other levels of government	<p>Accounting Policy: Other receivables are initially recognised at fair value and subsequently measured at amortised cost. An impairment provision is recognised using the expected credit loss method.</p> <p>Terms & conditions: 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.</p> <p>Carrying amount: approximates fair value due to short term maturity.</p>
Liabilities - Creditors and Accruals	<p>Accounting Policy: Liabilities are recognised for amounts to be paid in the future for goods and services received, whether or not billed to the Authority.</p> <p>Terms & conditions: Liabilities are normally settled on 30 day terms.</p> <p>Carrying amount: approximates fair value.</p>
Liabilities - Interest Bearing Borrowings	<p>Accounting Policy: initially recognised at fair value and subsequently at amortised cost, interest is charged as an expense using the effective interest rate.</p> <p>Terms & conditions: secured over future revenues, borrowings are repayable in October 2030; interest is charged at fixed (or variable - describe) rates between 1% and 2%.</p> <p>Carrying amount: approximates fair value.</p>

Central Adelaide Waste and Recycling Authority
Notes to and forming part of the Financial Statements
for the year ended 30 June 2021

Note 9 - FINANCIAL INSTRUMENTS (con't)

Liquidity Analysis

2021	Due < 1 year	Due > 1 year ≤ 5 years	Due > 5 years	Total Contractual Cash Flows	Carrying Values
<u>Financial Assets</u>	\$	\$	\$	\$	\$
Cash & Equivalents	193,698	-	-	193,698	193,698
Receivables	3,129,672	-	-	3,129,672	3,129,672
Total	3,323,370	-	-	3,323,370	3,323,370
<u>Financial Liabilities</u>					
Payables	1,651,875	-	-	1,651,875	1,651,875
Non-Current Borrowings	-	-	9,500,000	9,500,000	9,500,000
Total	1,651,875	-	9,500,000	11,151,875	11,151,875

2020	Due < 1 year	Due > 1 year; ≤ 5 years	Due > 5 years	Total Contractual Cash Flows	Carrying Values
<u>Financial Liabilities</u>	\$	\$	\$	\$	\$
Payables	277,829	-	-	277,829	277,829
Total	277,829	-	-	277,829	277,829

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

	30 June 2021		30 June 2020	
	Weighted Average Interest Rate	Carrying Value	Weighted Average Interest Rate	Carrying Value
	%	\$	%	\$
Fixed Interest Rates	2.05%	9,500,000	0	-
		9,500,000		-

Central Adelaide Waste and Recycling Authority
Notes to and forming part of the Financial Statements
for the year ended 30 June 2021

Note 9 - FINANCIAL INSTRUMENTS (con't)

Net Fair Value

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

Risk Exposures:

Credit Risk represents the loss that would be recognised if counterparties fail to perform as contracted. The maximum credit risk on financial assets of the Authority is the carrying amount, net of any impairment. All Authority investments are made with the SA Local Government Finance Authority and are guaranteed by the SA Government. Except as detailed in Note 4 in relation to individual classes of receivables, exposure is concentrated within the Authority's boundaries, and there is no material exposure to any individual debtor.

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

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

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

Central Adelaide Waste and Recycling Authority
Notes to and forming part of the Financial Statements
for the year ended 30 June 2021

Note 10 - COMMITMENTS FOR EXPENDITURE

	2021	2020
Notes	\$	\$
Capital Commitments		
Capital expenditure committed for at the reporting date but not recognised in the financial statements as liabilities:		
Building project contract	8,629,454	-
	<u>8,629,454</u>	<u>-</u>

Central Adelaide Waste and Recycling Authority
Notes to and forming part of the Financial Statements
for the year ended 30 June 2021

Note 11 - FINANCIAL INDICATORS

	2021	2020
Operating Surplus Ratio		
<u>Operating Surplus</u>	0%	0%
Total Operating Income		

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

Net Financial Liabilities Ratio

<u>Net Financial Liabilities</u>	0%	0%
Total Operating Income		

Net Financial Liabilities are defined as total liabilities less financial assets. These are expressed as a percentage of total operating revenue.

The financial indicators will be relevant once the authority is fully operational.

Central Adelaide Waste and Recycling Authority
Notes to and forming part of the Financial Statements
for the year ended 30 June 2021

Note 12 - CAPITAL CONTRIBUTIONS OF CONSTITUENT COUNCILS

	Notes	2021 \$	2020 \$
Contribution by Owners			
City of Charles Sturt		1,297,277	-
City of Port Adelaide Enfield		1,297,277	-
Total Contributions by Owners		<u>2,594,554</u>	<u>-</u>
 City of Charles Sturt Movement Table			
Opening balance		-	-
Contributions		1,297,277	-
Closing Balance		<u>1,297,277</u>	<u>-</u>
 City of Port Adelaide Enfield Movement Table			
Opening balance		-	-
Contributions		1,297,277	-
Closing Balance		<u>1,297,277</u>	<u>-</u>

Central Adelaide Waste and Recycling Authority
Notes to and forming part of the Financial Statements
for the year ended 30 June 2021

Note 13 - UNIFORM PRESENTATION OF FINANCES

The following is a high level summary of both operating and capital investment activities of the Authority prepared on a simplified Uniform Presentation Framework basis.

All 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

	2021	2020
	\$	\$
Income	8	-
Expenses	(437,853)	(232,690)
Operating Surplus / (Deficit)	(437,845)	(232,690)
 Net Outlays on New and Upgraded Assets		
Capital Expenditure on New and Upgraded Assets <i>(including investment property & real estate developments)</i>	(11,372,974)	-
Amounts received specifically for New and Upgraded Assets	2,594,554	-
Proceeds from Borrowings	9,500,000	-
Net Lending / (Borrowing) for Financial Year	283,735	(232,690)

Central Adelaide Waste and Recycling Authority
Notes to and forming part of the Financial Statements
for the year ended 30 June 2021

Note 14 - RELATED PARTY DISCLOSURES

KEY MANAGEMENT PERSONNEL

The Key Management Personnel of the Authority include the Chair of the Board, the Board and the Executive Officer.

The Executive Officer of the Authority is employed by the City of Port Adelaide Enfield.
Payments were made during the year by the Authority to the City of Port Adelaide Enfield for the Executive Officer secondment costs.

The Authority also made payments during the year to directors for director fees.

Total payments to Key Management Personnel during the year ended 30 June 2021 were \$171,281 (2020: Nil)

CONSTITUENT COUNCILS

Amounts paid or payable to City of Charles Sturt during the year ended 30 June 2021 were \$490,898 (2020: \$178,000)

Amounts paid or payable to City of Port Adelaide Enfield during the year ended 30 June 2021 were Nil (2020: \$97,000)

Amounts received from the City of Charles Sturt during the year ended 30 June 2021 were \$1,297,000 (2020: Nil)

Amounts received from the City of Port Adelaide Enfield during the year ended 30 June 2021 were \$1,297,000 (2020: Nil)



Ms Catherine Cooper
Chair of The Board

Dated: 9 September 2021

APPENDICES

Appendix 3

List of Registers

The following are the registers Council keeps as required under the Local Government Act 1999 and the Local Government (Elections) Act 1999:

- Assessment Record
- By-Law Register
- Delegations Register
- Fees and Charges Register
- Policy Register
- Register of Allowances and Benefits (Elected Members)
- Register of Community Land
- Register of Interests (Council members)
- Register of Interests (Council officers)
- Register of Public Roads
- Register of Salaries and Wages
- Register of Campaign Donation Returns

List of Codes of Conduct or Practice

The following is a list of the Codes of Conduct or Practice that Council is required to keep under the Local Government Act 1999:

- Code of Conduct – Elected Members
- Code of Conduct – Employees
- Code of Practice – Public Access to Council and Committee Meetings and to associated documents
- Code of Practice for Meeting Procedures

APPENDICES

Appendix 4

Charles Sturt Building Fire Safety Committee Annual Report 2020/21

The Building Fire Safety Committee (BFSC) was established in accordance with the requirements of Section 157 (17) of the Planning, Development and Infrastructure Act 2016 (PDI ACT). The purpose of the Building Fire Safety Committee is to maintain proper levels of fire safety in all buildings within the Council area. The activities of the BFSC are additional and separate to the building inspections undertaken under Council's Building Inspection Policy.

The committee shall consist of three members with a quorum of the Committee being two members.

Membership of the Building Fire Safety Committee (BFSC) shall consist of:

The following staff being a person appointed by the Council and who holds prescribed qualifications in building surveying;

- Marija Vjestica;
- Danny Hardi;
- Tony Travaglione;
- Elio Calo; or
- Scott Shaw;

Only one staff member from this list will participate on the Committee at any one time.

Scott Druce or Jon Pearce as deputy, being an authorised officer under Part 3 Division 5 or Section 86 of the Fire and Emergency Services Act 2005, and having been approved by the Chief Officer of the South Australian Metropolitan Fire Service;

Only one person from this list will participate on the Committee at any one time.

Dennis Farrow and John Mazzarolo, being a person appointed by the Council as a person with expertise in the area of fire safety.

Only one staff member from this list will participate on the Committee at any one time.

- The nominee of the Chief Officer of the South Australian Metropolitan Fire Service;
- Council's Building Surveyor or Team Leader Building who will preside at the meetings when in attendance;
- One of the appointed staff members listed above as a person with prescribed Building Surveying qualifications attending on a rotational basis as determined by the Team Leader Building, Compliance and TAG or Manager Planning and Development.

APPENDICES

For the 2020/21 financial year the committee met 4 times and 1,649 properties were inspected this financial year.

Throughout the year Council Building Surveying officers reported back to the Building Fire Safety Committee about the progress of the fire safety upgrades of the 21 properties with BFSC actions.

4 properties have completed the required fire safety upgrades this financial year. There are currently 17 properties that are being monitored by Councils Building Surveying Officers for the BFSC that are currently having their Fire Safety Services upgraded or require upgrading.

APPENDICES

Appendix 5

Local Nuisance and Litter Control Act and Regulations

(a) the number of complaints of local nuisance or littering received by the council;

- Local Nuisance 576 requests broken down as:

Amenity	120
Amenity - Animal related nuisance	36
Dust	77
Litter	48
Noise	168
Odour	34
Other	23
Smoke	31
Excessive Vegetation	35
Vibration	4
- Illegal Dumping Non Safety Risk 2,272 requests
- Illegal Dumping Public Safety Risk 230 requests

(b) the number and nature of;

(i) offences under the Act that were expiated;

Causing local nuisance (Body Corporate)	LNLCA18-2-(a)	14
Causing local nuisance	LNLCA18-2(b)	0
Person must cease Local Nuisance if asked	LNLCA20	0
Dispose of Class A Hazardous Litter (natural person)	LNLCA22-1a	0
Dispose of Class A Hazardous Litter (Body Corporate)	LNLCA22-1a-1	0
Dispose Over 50l Class B Hazardous/General Litter (natural person)	LNLCA22-1b(ii)	18
Dispose Over 50l Class B Hazardous/General Litter (Body Corporate)	LNLCA22-1b(i)	12
Dispose up to 50 litres Class B Hazardous Litter	LNLCA22-1c	3
Dispose up to 50 litres General Litter	LNLCA22-1d	9
Bill Posting	LNLCA23-1	0
Failing to comply with a litter or nuisance abatement notice	LNLCA30-9	1

(ii) offences under the Act that were prosecuted;

Nil

APPENDICES

(iii) nuisance abatement notices or litter abatement notices issued;

8

(iv) civil penalties negotiated under section 34 of the Act;

Nil

Local Nuisance and Litter Control Act and Regulations

(v) applications by the council to the Court for orders for civil penalties under section 34 of the Act and the number of orders made by the Court on those applications; and

Nil

(c) any other functions performed by the council under the Act.

Nil