



NOTICE

of

STRATEGIC PLANNING COMMITTEE MEETING

*Pursuant to the provisions of Section 84(1) of the
Local Government Act 1999*

TO BE HELD IN

**COUNCIL CHAMBERS
PLAYFORD CIVIC CENTRE
10 PLAYFORD BOULEVARD, ELIZABETH**

MEMBERS MAY PARTICIPATE BY ELECTRONIC MEANS

ON

TUESDAY, 10 NOVEMBER 2020 AT 7:00PM

THIS MEETING WILL ALSO BE VIEWABLE AT
<https://www.youtube.com/user/CityOfPlayford>

**SAM GREEN
CHIEF EXECUTIVE OFFICER**

Issue Date: Thursday, 5 November 2020

MEMBERSHIP

PRESIDING MEMBER - CR PETER RENTOULIS

Mayor Glenn Docherty	Cr Akram Arifi	Cr Marilyn Baker
Cr Stephen Coppins	Cr Andrew Craig	Cr Veronica Gossink
Cr Shirley Halls	Cr David Kerrison	Cr Clint Marsh
Cr Misty Norris	Cr Jane Onuzans	Cr Dennis Ryan
Cr Gay Smallwood-Smith	Cr Katrina Stroet	Cr Cathy-Jo Tame

**City of Playford
Strategic Planning Committee Meeting**

AGENDA

TUESDAY, 10 NOVEMBER 2020 AT 7:00PM

1 ATTENDANCE RECORD

- 1.1 Present
- 1.2 Apologies
- 1.3 Not Present

2 CONFIRMATION OF MINUTES

RECOMMENDATION

The Minutes of the Strategic Planning Committee Meeting held 13 October 2020 be confirmed as a true and accurate record of proceedings.

3 DECLARATIONS OF INTEREST

4 DEPUTATION / REPRESENTATIONS

Nil

5 STAFF REPORTS

Matters to be considered by the Committee and referred to Council

Matters which cannot be delegated to a Committee or Staff.

- 5.1 Adoption of the City of Playford Annual Report 2019/20 (Attachments)6

Matters to be considered by the Committee Only

Matters for Information.

- 5.2 Strategic Plan Update November 2020 (Attachment)225
- 5.3 Advocacy Update235

6 INFORMAL DISCUSSION

Nil

7 INFORMAL ACTIONS

8 CONFIDENTIAL MATTERS

Nil

9 CLOSURE

STAFF REPORTS

MATTERS TO BE CONSIDERED BY THE COMMITTEE AND REFERRED TO COUNCIL

***Matters which cannot be
delegated to a Committee or
Staff.***

5.1 ADOPTION OF THE CITY OF PLAYFORD ANNUAL REPORT 2019/20

Responsible Executive Manager : Mr Barry Porter

Report Author : Ms Megan Howard

Delegated Authority : Matters which cannot be delegated to a Committee or Staff.

Attachments :

- 1 [↓](#). City of Playford Annual Report 2019/20
- 2 [↓](#). City of Playford General Purpose Financial Statements for the year ended 30 June 2020
- 3 [↓](#). Gawler River Floodplain Management Authority Annual Report 2019/20
- 4 [↓](#). Northern Adelaide Waste Management Authority 2019/20 Annual Report

PURPOSE

To seek Council's adoption of the Annual Report 2019/20.

STAFF RECOMMENDATION

Council adopts the Annual Report 2019/20 and authorises the CEO to make further minor amendments that do not alter the intent of the Annual Report, prior to submitting the Report to both Houses of Parliament and making it available to the general public.

EXECUTIVE SUMMARY

The Annual Report 2019/20 provides a record of Council's performance during the 2019/20 financial year. The Quarterly Organisational Performance Reports have been the main source of information in compiling this Annual Report.

The Report includes key information about Council, a summary of our achievements during the year and how we are tracking against our performance measures.

1. BACKGROUND

The *Local Government Act 1999* requires councils to prepare and adopt an annual report relating to the operations of the council for the financial year ending on the preceding 30 June.

The legislation specifies a number of requirements that Council must meet in developing its Annual Report; however this report also provides additional information as outlined in the Local Government Association (LGA) Annual Report Guidelines.

2. RELEVANCE TO STRATEGIC PLAN

1: Smart Service Delivery Program

Outcome 1.1 High quality services and amenities

Outcome 1.2 Improved service delivery

Outcome 1.3 Working smarter with our community

Outcome 1.4 Enhanced City presentation, community pride and reputation

2: Smart Living Program

Outcome 2.1 Smart development and urban renewal

Outcome 2.2 Enhanced City presentation, community pride and reputation

Outcome 2.3 Liveable neighbourhoods

3: Smart Jobs & Education Program

Outcome 3.1 Growth and diversification of local jobs matched with relevant education and training

Outcome 3.2 Commercial and industrial growth

Outcome 3.3 Sustainable economic transformation

Outcome 3.4 International market connections

4: Smart CBD Program

Outcome 4.1 Expanded range of local services

Outcome 4.2 Growth and diversification of local jobs in the CBD

Outcome 4.3 Greater housing choice

Outcome 4.4 Increased social connections

Outcome 4.5 Commercial Growth

5: Smart Sport Program

Outcome 5.1 Enhanced community pride and reputation

Outcome 5.2 Healthy and socially connected community

Outcome 5.3 Access to elite sporting facilities

6: Smart Health Program

Outcome 6.1 Access to quality, local health services

Outcome 6.2 Increased employment opportunities in health, disability and aged sectors

This report provides an update on the progress made in 2019/20 against all of Councils Smart Programs.

3. PUBLIC CONSULTATION

The Annual Report 2019/20 provides a record of Council's performance during the 2019/20 financial year. There is no legislative requirement to consult the community on the contents of the report.

4. DISCUSSION

4.1 As the City of Playford expends community funds it must be accountable and transparent about that expenditure to its residents, ratepayers and stakeholders. The Annual Report is therefore an important method and ultimately a significant historical record to communicate Council's activities and performance for the year.

4.2 The Annual Report 2019/20 is comprised of the following sections:

- Foreword
- Welcome
- About Playford
- Community Events
- Your Rates at Work

- Corporate Awards & Recognition
- Strategic Planning Framework
- Strategic Directions – Year in Review
- Measuring our Performance
- Financial Snapshot
- Your Council
- Our Workforce
- Looking Forward
- Legislative Checklist
- Appendices

These sections include the prescribed information as outlined in Section 131 and Schedule 4 of the *Local Government Act 1999*.

As per the *Local Government Act 1999* the Annual Report also incorporates the City of Playford's Audited Financial Statements and the annual reports of Council's subsidiaries:

- Gawler River Floodplain Management Authority (GRFMA)
- Northern Adelaide Waste Management Authority (NAWMA)

4.3 The Annual Report 2019/20 will also be provided by memo to the Corporate Governance Committee for their information.

5. OPTIONS

Recommendation

Council adopts the Annual Report 2019/20 and authorises the CEO to make further minor amendments that do not alter the intent of the Annual Report, prior to submitting the Report to both Houses of Parliament and making it available to the general public.

Option 2

Council adopts the Annual Report 2019/20 with the following amendments and authorises the CEO to make further minor amendments that do not alter the intent of the Annual Report prior to submitting the Report to both Houses of Parliament and making it available to the general public:

1. _____
2. _____
3. _____

6. ANALYSIS OF OPTIONS

6.1 Recommendation Analysis

6.1.1 Analysis & Implications of the Recommendation

The information contained within the Annual Report reflects Council's performance throughout the year and every effort has been made to ensure its appropriateness and accuracy. The Quarterly Organisational Performance Reports have been the main source of information in compiling this Annual Report.

6.1.2 Financial Implications

There are no financial or resource implications.

6.2 Option 2 Analysis

6.2.1 Analysis & Implications of Option 2

Council Members may suggest amendments to the Annual Report which can be incorporated prior to the legislative requirement to adopt the report by 30 November 2020.

6.2.2 Financial Implications

There are no financial or resource implications.



ANNUAL REPORT 2019/20



Title	Annual Report 2019/20	Produced by City of Playford Contact us Address: City of Playford 12 Bishopstone Road, Davoren Park, SA 5113 Phone: (08) 8256 0333 Website: www.playford.sa.gov.au © Images and content. City of Playford 
Author	Strategy and Corporate Business Unit	
Team/ Area/Etc.	City and Corporate Planning	
Document Classification		
Link to other Documents	Annual Business Plan 2019/20 Asset Management Plans Long Term Financial Plan Strategic Plan 2016-2020	
Endorsed by	Ordinary Council	
Endorsement date	24 Nov 2020	

About this Report

This Report fulfils our obligations under the *Local Government Act 1999* which requires that a council must, on or before 30 November each year, prepare and adopt an annual report relating to the operations of the council for the financial year ending on the preceding 30 June.

The legislation requires Councils to provide prescribed information; however this report also provides additional information as outlined in the LGA Annual Report Guidelines¹.

A copy of this report can also be found on Council's website at www.playford.sa.gov.au

Disclaimer

Every effort has been made to ensure the information in the Annual Report is accurate. No responsibility or liability can be accepted by the City of Playford or the publishers to any inaccuracies or omissions. Please advise the City of Playford of any corrections on 8256 0333 or via email playford@playford.sa.gov.au

¹. The Annual Report Guidelines have been developed by the Local Government Association (LGA) for the guidance of and use by member Councils. The LGA is the statutory peak body for Local Government in South Australia, representing all 68 Councils in the State.

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MAYOR AND CEO FOREWORD

It wouldn't be a discussion about the 2019/20 year, without first mentioning the COVID-19 pandemic. The global health crisis presented unprecedented challenges for the world, and things were no different for the City of Playford.

Despite the threat, Council needed to keep delivering for our people and city. We pressed pause on some programs and initiatives, but for the most part were able to adjust the way we did things and delivered services and programs in a safe and healthy – albeit slightly different – way.

A big focus was staying connected with our community. We all faced extended periods of social isolation and Council wanted to do what it could to minimise any negative impacts on health and wellbeing.

We made regular welfare calls to vulnerable people; delivered meals to at-risk residents; hosted online music events and turned our library into a mobile, at-home service.

Councillors, staff and community were incredibly flexible and resilient during the crisis, and we are proud of the ways we were able to safely connect and continue delivering for our community.

While the profound events may be what we remember most about the year, there are many other highlights to acknowledge.

Construction commenced on the new Grenville Hub in Elizabeth. It will provide a custom-built space for our over-50s community to socialise, learn and connect with us and one another.

We worked with residents, stakeholders and key partners to progress the upgrade to the Virginia Main Street upgrade. There has been longstanding concern for the safety, appearance and usability of the main street, which will be addressed through the upgrade.

There was extensive community engagement during the year, with hundreds of people giving feedback through pop-up discussions, community and school workshops or responding to the survey. It has helped shape the concept design for the street.

We also partnered closely with the SA and Australian Governments and SA Power Networks to secure funding for the \$8.88M project. The City of Playford will contribute approximately 25 per cent of the total project costs (\$2.49M), and is grateful to receive external funding from the SA Government's Places for People grant (\$2.66M), Australian Government's Road to

Recovery grant (\$1.98M) and SA Power Networks' Power Lines Environment Committee grant (\$1.75M).

The Virginia Main Street Upgrade is an example of our ongoing response to the city's intense residential growth. With increasing demand for existing services and facilities, some of which are ageing, and many of which were designed to support a much smaller community, there were extensive upgrades across the city in areas of stormwater, buildings, footpaths, kerbs, roads and parks and playgrounds.

Focussing on this foundational work is something that reflected in our new Strategic Plan. We spent many months during the year reviewing this plan, which prioritises the foundational needs of our community. While the plan will be endorsed in 2021, we had community and city foundations front of mind when making decisions throughout 19/20.

This includes a firm commitment to achieving long term financial sustainability. Council has been working hard to address concerns about its financial position and has a clear plan to reduce historical debt, invest in assets that meet social and infrastructure needs and avoid budget deficits.

We have been able to achieve this in 2019/20 with an operating result of \$4.8M as shown in this report.

At this stage, our community is fortunate to have been spared the worst of the COVID-19 pandemic. Council is keenly aware however that times are not "normal" and the economic fallout of the crisis will be with us for some time. While it is worth reflecting on how far we have come in 2019/20, we are looking to the future and planning how the City of Playford can partner with people, communities and businesses to improve everyday life.



Glenn Docherty
Glenn Docherty
Mayor



Sam Green
Sam Green
Chief Executive Officer

WELCOME TO THE CITY OF PLAYFORD ANNUAL REPORT FOR 2019/20

Welcome to the City of Playford 2019/20 Annual Report.

The Report fulfils our obligation under the *Local Government Act* 1999 that requires councils, on or before 30 November each year, to prepare and adopt an annual report relating to the operations of the council for the financial year ending in the preceding June.

The report provides an overview of the projects and services that Council has delivered across the city throughout the year, with progress outlined against the six Smart Programs identified in our Strategic Plan 2016-2020:

- Smart Service Delivery
- Smart Living
- Smart Jobs and Education
- Smart CBD
- Smart Sports
- Smart Health

This report also includes the City of Playford General Purpose Financial Statements for the year ended 30 June 2020 as well as the audited statements for Council's subsidiaries – the Gawler River Floodplain Management Authority (GRFMA) and the Northern Adelaide Waste Management Authority (NAWMA).

An online version of the City of Playford 2019/20 Annual Report can be downloaded at

www.playford.sa.gov.au

ABOUT PLAYFORD

Community...

We have people who have called Playford home for generations and new communities establishing roots in our growth suburbs.

We are a young community with lots of mums and dads raising their families in our suburbs and towns.

We are multicultural, welcoming people from around the world into our city.

We are a proud and resilient community.



Population of
95,000

Median age
years old
32

Household type



Aboriginal and Torres Strait Islander People
3.5% of population

7.6%

Disability

of people need assistance with day-to-day living



Multicultural

Residents born in 79 different countries (other than Australia)

Employment

Health care and social assistance are our biggest employers. We also work in retail trade, education and training, as well as manufacturing. Lots of us are looking for jobs too.



City...

We are a city of contrasts, with a busy, urbanised centre, bordered by a large defence base, prime horticulture land, rural townships and natural open spaces.

We are experiencing intense residential growth, with former farming land being transformed into new housing estates at a rapid pace.

We are an important service hub, home to the area's largest public hospital, district policing centre and retail and professional services.

Population growing to
130,000
people by 2036



Covering the northern
perimeter of metropolitan
Adelaide

Council...

We are here to provide information, services and infrastructure that help people to enjoy their lives and time in and around Playford.

We are balancing the demands of a growing community with the expectations of updating infrastructure in established communities.

We are committed to being financially sustainable while continuing to deliver for our community.

We have people at the heart of what we do.



16
Elected
Members

451
staff

550
volunteers

COMMUNITY EVENTS

July 2019

- Citizenship Ceremony, Civic Centre, Elizabeth

August 2019

South Australian Living Artists (SALA) Festival – Exhibitions, Workshops and Artists in Residence

September 2019

- Playford United Invitational Tournament (in partnership with Adelaide United Football Club and Playford International College), Ridley Reserve, Elizabeth Grove
- Citizenship Ceremony, Civic Centre, Elizabeth

October 2019

- Party in the Park, Secombe St Reserve, Elizabeth Grove
- Carnival in the North, John McVeity Centre, Smithfield Plains
- Elizabeth Rise Community Centre – 5th Birthday Party, Elizabeth Downs
- Aquadome Community Open Day, Aquadome, Elizabeth
- Give it the boot! Sale @ The Precinct, Smithfield Plains
- City of Playford Tennis International - Association of Tennis Professionals (ATP) Challenger, Playford Tennis Centre, Elizabeth East

November 2019

- Playford Alive Community Fun Day
- Citizenship Ceremony, Civic Centre, Elizabeth





December 2019

- Playford Community Christmas Carols 2019, Fremont Park, Elizabeth Park
- Community Mural Launch – 'What Community Means to Us', The Fields Shopping Centre, Davoren Park
- Give the Gift of Reading Christmas Party, Civic Centre Library, Elizabeth



January 2020

- Australia Day 2020, Fremont Park, Elizabeth Park
- Citizenship Ceremony, Civic Centre, Elizabeth



March 2020

- Playford Palace (Adelaide Fringe): Campeones (Champions) – Seniors of Screen, The Shedley Theatre, Elizabeth
- Playford Palace (Adelaide Fringe): Billy and Paul, The Shedley Theatre, Elizabeth
- Playford Palace (Adelaide Fringe): Tom Gleeson Live, The Shedley Theatre, Elizabeth
- Harmony Day, Northern Sound System, Elizabeth



April 2020

- Faces of our Anzacs - Light installation (in lieu of the formal Anzac Commemorations), Windsor Carpark, Elizabeth

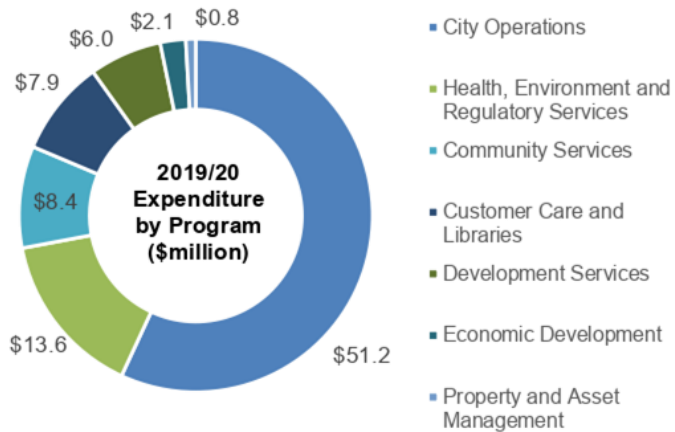
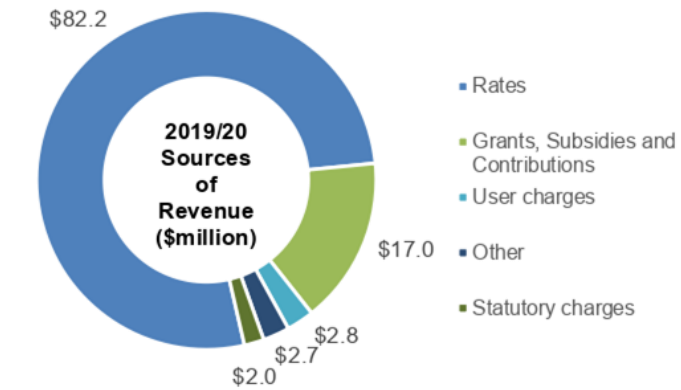
May 2020

- Positive Futures Expo



YOUR RATES AT WORK

The City of Playford's revenue for 2019/20 was \$106.7 million, with the majority of revenue coming from General Rates and Grants, Subsidies and Contributions. This funding supported existing services and infrastructure, as well as new investment in operational and strategic priorities for the city. The following diagrams provide an overview of revenue and expenditure² in 2019/20.



² City Operations includes streetscapes, stormwater, parks and reserves, sports fields, trees, illegal dumping and graffiti.
 Health, Environment and Regulatory Services includes immunisation, environmental health and sustainability, kerbside waste and regulatory services.
 Community Services includes community development, community inclusion, community venues, event management and the Healthy Food Co.
 Customer Care and Libraries includes customer contact and library services.
 Development Services includes building and compliance, engineering services and planning services.
 Economic Development includes business and industry support.
 Property and Asset Management includes club and sporting governance.

CORPORATE AWARDS AND RECOGNITION

Local Government Professionals, Annual Leadership Excellence Awards 2020

Playford 10 Team – Excellence in Community Partnerships and Collaboration (Finalist)
PLAY it FORwarD - Management Challenge (Second Place)

Tennis SA Awards

City of Playford Tennis International – Most Outstanding Event

Tennis Australia – Australian Tennis Awards

City of Playford Tennis International – Most Outstanding Professional Tournament

Australian Red Cross Lifeblood – National Council Blood Challenge 2019

Most Donors (Winner for SA/NT, 4th place nationally)
Most New Donors (Winner for SA/NT, second place nationally)



Staff representatives receiving National Blood Challenge awards.

STRATEGIC PLANNING FRAMEWORK

Playford Community Vision 2043

The Playford Community Vision 2043 was developed by the Playford community to identify its vision and aspirations of Prosperity, Liveability and Happiness for the expected growth of the city over the next 30 years.

It facilitates the community, government and stakeholders working together to deliver the community's vision.

Strategic Plan 2016-2020

Council's current Strategic Plan was endorsed in July 2016 and focusses on six Smart Programs which are key to the City of Playford progressing towards the community's long-term vision of creating a more liveable, prosperous and happy city.

Smart City, Connected Community

Six Smart Programs are identified in the Strategic Plan 2016-2020:

- Smart Service Delivery
- Smart Living
- Smart Jobs and Education
- Smart CBD
- Smart Sports
- Smart Health

These programs are the key focus for Council's activities and influence budget prioritisation decisions and allocation of resources.

However, in pursuing these projects, Council also maintains its clear focus on continually improving its core service delivery and the overall liveability of the city.

During 2019/20, Council commenced a comprehensive review of its Strategic Plan 2016-2020 and the updated Plan is due to be adopted in early 2021.



Long Term Financial Plan

The City of Playford's Long Term Financial Plan (LTFP) ensures that Council can deliver services, maintain assets and achieve its strategic objectives in a financially sustainable manner. A key component of the LTFP is the measurement and reporting of Council's financial sustainability ratios. These ratios ensure that Council is operating in a fiscally responsible manner and guides decision-making on major projects. Council uses its financial ratios to ensure that its finances remain sustainable in the long term.

Asset Management Plan

Council's Asset Management Plans (AMPs) represent the: current service level; asset values; projected operations; maintenance; capital renewal and replacement; capital upgrade/new and asset disposal expenditures; and projected expenditure values incorporated into the Council's Long Term Financial Plan. A key component of developing the AMP is a long-term (10 year) projected Asset Renewal Workplan, which provides a forecast of what finances the city requires to be sustainable over the longer term. A detailed annual renewal workplan for the year ahead is also produced, and the budget required to deliver this workplan forms part of the respective Annual Business Plan and Budget.

Annual Business Plan and Budget

This Annual Business Plan and Budget details the services and projects that will be funded in the next 12 months to deliver against Council's Strategic Plan and progress our Smart City, Connected Community agenda.

STRATEGIC DIRECTIONS AND YEAR IN REVIEW

Council's Strategic Plan 2016-2020 identifies six Smart Programs which build on our ongoing commitment to continuous improvement by looking for smarter, more innovative and efficient ways to meet our community needs.

The 2019/20 Annual Business Plan identified the services and projects to be undertaken during the year to support each of the Smart Programs in our Strategic Plan 2016-2020.

This section of the Annual Report gives an overview for each Smart Program of how our services have performed over the last 12 months. Progress made on our key projects and other achievements throughout the year is also noted.

The status of each service or project has been assessed as being completed, commenced, an ongoing service or deferred, and is illustrated by the icons below:

-  Completed
-  Commenced
-  Ongoing Service
-  Deferred

SMART SERVICE DELIVERY

The Smart Delivery Program is about continuing to provide for the changing needs and expectations of our diverse community, delivering the services it requires. It means making the most of our community's existing strengths, talents and diversity, as well as working smarter to connect the members of our community with each other to contribute to overall community wellbeing and the economic life of the city.

Council will increasingly need to use innovative problem-solving approaches and smart technological solutions to ensure that we make best use of our available resources to meet these demands.

Outcomes

- ▶ High quality services and amenities
- ▶ Improved service delivery
- ▶ Working smarter with our community
- ▶ Enhanced city presentation, community pride and reputation

Services and Projects

 Club and Sporting Governance	 Library
 Community Development	 Parks and Reserves
 Community Inclusion	 Rapid Response
 Community Venues	 Regulatory Services
 Customer Contact	 Rural Streetscape
 Environmental Health	 Sportsfield Maintenance
 Environmental Sustainability	 Tree Services
 Event Management	 Urban Streetscape
 Graffiti	 Volunteer Development
 Health Initiatives	 Information Communication Technology (ICT) Minor Works
 Illegal Dumping	 Smart Working Program
 Immunisation	 Disability Access and Inclusion Plan
 Kerbside Waste	



Completed



Commenced



Ongoing Service



Deferred

Smart Service Delivery is at the core of Council's business and we need to live up to our community's expectation that our services and amenities will be delivered to a high standard.

Enhanced city pride and improved reputation will raise the profile of the area and make Playford a more attractive place for people to live, work and do business. This will lead to investment in the city and the growth and diversification of local jobs for local people.

Each year Council maintains its focus on core service delivery and actively evolves the way services are delivered to improve efficiency, customer experience and overall value for money for our community. Our annual Resident Satisfaction Survey (RSS) helps us to better understand the views of our community in order to meet its needs and aspirations.

The table below shows the net operating cost of our service standards in 2019/20.

Service Standard	Net 2019/20 Actuals (\$ '000)
Business Support and Industry Development	2,095
Club Development and Access to Sporting Clubs	817
Community Development	1,134
Community Inclusion	2,938
Community Venues	2,224
Customer Care	3,295
Development Services	5,962
Environmental Health	1,659
Environmental Sustainability	406
Event Management	855
Graffiti Operations	314
Health Initiatives and Playford Food Cooperative	969
Immunisation	623
Kerbside Waste	8,999
Library Services	4,579
Parks and Reserves	9,201
Rapid Response	1,303
Regulatory Services	1,921
Rubbish and Illegal Dumping	1,479
Rural Road Maintenance	5,093
Sportsfields Maintenance	5,147
Stormwater Network Maintenance	3,142
Tree Services	4,493
Urban Streetscape	21,089
Volunteer Strategy and Development	268

Service Standards

The City of Playford has a total of 25 Council services formally defined, measured and reported on as part of the organisation's Service Standard System. Measuring Service Standards enables consistent service delivery, sets expectations for our community and identifies if levels of service are improving or declining, and identifies trends, patterns and improvements in the delivery of services. The annual Resident Satisfaction Survey (RSS) feeds into this process, by offering the community a mechanism to rate their importance and satisfaction on all Council's external services.

25

Council services,
measured and
reported quarterly

Our organisational culture of using data and information to improve decision-making and service delivery has improved data input and collection, and the availability of improved data has increased opportunities for measurement.

Resident Satisfaction

Resident satisfaction levels across many key performance indicators, services and facilities have remained consistent with the results received in previous years. Ninety-four per cent of residents expressed that they are at least 'somewhat satisfied' with the overall performance of Council, 81% have strong intentions of continuing to live in the area and 44% have lived in the Council area for over 20 years.

City Presentation Services

Ensuring the Council's streetscapes and open space assets were maintained in an attractive way resulted in 91% of residents being at least 'somewhat satisfied' with the presentation of the City of Playford. Ninety-seven per cent of illegally dumped rubbish was removed within the 10 day standard, an increase from 2019 and 97% of graffiti was removed within five days of reporting, which remains on target.

Over 33,000 tonnes of kerbside rubbish was collected during the year, and there is a growing uptake of the Green Waste program,

with over 45% of households participating. The increased access to and flexibility of the hard waste collection service continues to be popular with residents and has resulted in a 40% increase of hard waste services accessed from last year.

Regulatory Services

Strategic community education and targeted media and marketing campaigns have assisted with dog registrations remaining high throughout the year. Dog impound rates have declined with the increased registrations, and 2019/20 saw 29% fewer dogs impounded than two years ago.

Environmental Health

Environmental Health's food inspection compliance rate has remained consistent throughout the year, even though COVID-19 restrictions and the closure of numerous food businesses affected the service. Council's Environmental Health Officers assisted South Australian Police in conducting education and monitoring activities of the State's 'COVID-19 Emergency Management Directions' in order to ensure



Environmental Health officers assisted SA Police in conducting **education and monitoring activities** during the **COVID-19** emergency

that members of the public and local businesses complied with physical distancing measures and protected public health with the City of Playford community.

Field Staff Mobility

The Field Staff Mobility Project has continued to support service delivery through the identification and digitisation of processes and documentation for use in the field, with the project set to continue digitisation and provide supporting training over coming months.

Customer Care

For residents that had contact with Customer Contact, 85% were at least 'somewhat satisfied' with Council's level of customer service, consistent with 2019. The average phone queue times to Council's call centre has remained steady throughout the year at 1 minute.

Community Events and Venues

Council continues to strengthen engagement with the community and our events once again attracted high levels of attendance at the Playford Community Carols, Australia Day Celebrations and Citizenship Ceremonies before COVID-19 restrictions.

Attendance at our community venues was strong at facilities such as Shedley Theatre, Northern Sound System and the Playford Civic Centre prior to COVID-19, with 65,448 visitors by the end of March 2020. The Grenville Hub had high attendance levels, with 77,827 visitors to Community Inclusion and health and wellbeing programs throughout 2019/20, and Community Development program participation remained steady throughout 2019/20 prior to COVID-19 restrictions. However, Health Initiatives and Healthy Food Co levels dropped due to restrictions.



23% increase in online eBook/eAudiobook due to the COVID-19 restrictions

Library Services

The Playford Library service received the highest satisfaction score of 4.39 out of 5.00 in the RSS, resulting in 96% of residents at least 'somewhat satisfied' with the Library service.

The number of people attending events and programs at the library was the highest since reporting commenced in 2013/14 until COVID-19 restrictions late March 2020. The library has seen a decrease in active

Playford Library Presents event series

Eddie Betts @ the John McVeity Centre, Smithfield Plains

Sophie Thomson @ the Playford Library: Gardening and Winter Woes, Stretton Centre, Munno Para

Phil Cummings @ the Playford Library, Stretton Centre, Munno Para



One Card members and items borrowed over the year due to COVID-19 restrictions and the closure of the physical libraries for a period. However, promotion of online eBook/eAudiobook services, led to an increase of 23% compared to 2018/19.

Improved Online Services

Playford Online Services was launched this year, including new digital rates functions that allow ratepayers greater access to self-serve management of their rates accounts. This is complemented by the My Playford mobile application, where customers now have convenient access to a range of Council services and latest news using their smart phone or other mobile device.

Our Volunteers

Council's volunteer program continued to deliver positive outcomes in challenging times. Up until the end of March, our 550 volunteers contributed over 66,000 hours to plan and deliver a wide range of community programs and services.

100

volunteers remained active during the COVID-19 lockdown assisting isolated and vulnerable residents

The impacts of COVID-19 reduced the volunteering opportunities from April onwards, however almost 100 volunteers remained active, with many assisting the Playford Connected program, undertaking wellbeing calls to isolated and vulnerable community members.

Youth Engagement



Steady participation in youth focussed activities continues, including the Youth Choir and dedicated afternoons of youth activities at the Elizabeth Rise Community Centre. Council's Northern Sound System (NSS) also remained popular engaging young people in contemporary music production and education, as well as hosting a range of live events. This year saw NSS on show at WOMADelaide, hosting a recording studio and live stage and shining the spotlight on over 40 local musicians across the four day event.

This summer saw Council's resources and expertise called upon to assist during and after the Adelaide Hills and Kangaroo Island fires.

More than 20 councils across the State were involved in response to the bushfire crisis through the Local Government Function Support Group. Several Playford staff members spent time on Kangaroo Island establishing fire breaks and coordinating ground crews that were clearing and repairing roads.

In addition to supporting these other Councils in their time of need, Playford staff learnt valuable lessons that will enhance our own emergency preparedness and response activities moving forward."



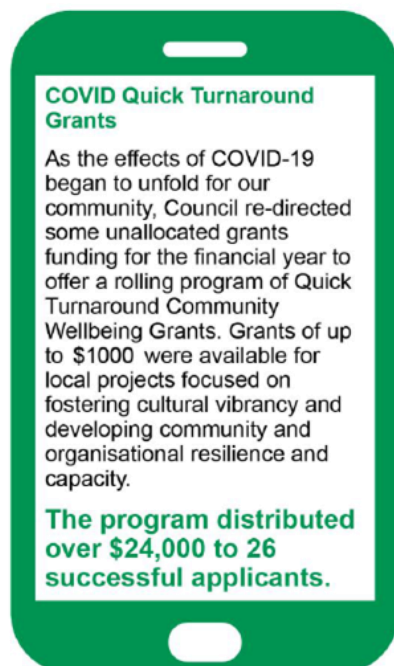
Staying Connected during COVID-19

The COVID-19 pandemic saw service delivery respond to successive restrictions to maximise service continuity for the community. Council continued to deliver a wide range of existing services, however many had to be adapted to keep our community safe and connected throughout this challenging time. Here are a few examples of how we changed things up during COVID-19.



During the COVID-19 closure of our physical library locations, staff quickly adapted their services to maintain community connections and keep people entertained. A home delivery service was provided and the ever-popular Storytime sessions moved online, with both of these adapted services being well received.

When the Elizabeth Rise centre closed, staff utilised their new Facebook page to switch all suitable programs to online content. This saw their Facebook page grow from 150 to 350 'likers' in a three month period. Their online content included playgroups, cooking, reading sessions and weekly catch ups with the coordinators and other special guests. This online engagement has led to new community members accessing the centre when it physically reopened.

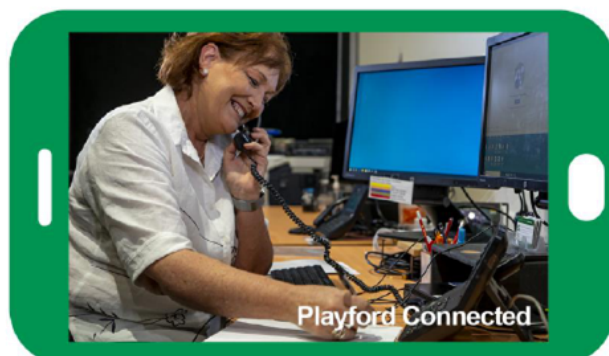


COVID Quick Turnaround Grants

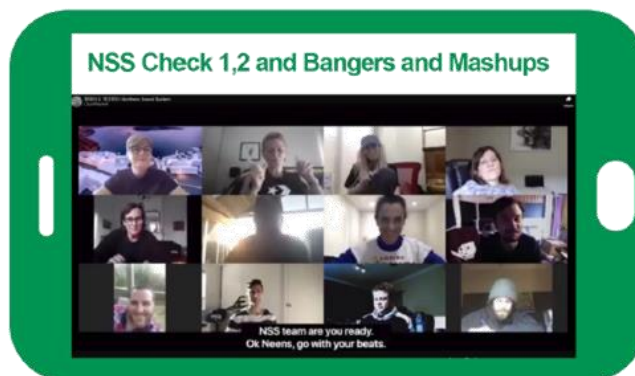
As the effects of COVID-19 began to unfold for our community, Council re-directed some unallocated grants funding for the financial year to offer a rolling program of Quick Turnaround Community Wellbeing Grants. Grants of up to \$1000 were available for local projects focused on fostering cultural vibrancy and developing community and organisational resilience and capacity.

The program distributed over \$24,000 to 26 successful applicants.

In response to the temporary closure of community centres and groups, Playford Connected was established. Playford Connected 'checked in' via phone with some of the most vulnerable people in our community to ensure they received continued connections and engagement to reduce the risk of social isolation. By the end of June, Playford Connected had made over 2000 wellbeing calls and also helped with referrals to receive Grenville meals and participate in mindfulness sessions. Personalised at-home activity packs were delivered to community members, and almost 300 one-on-one in-person catch-ups were arranged where needed.



The Check 1, 2 program involves opening up the Northern Sound System recording studios for free every Monday afternoon for three hours, whereas Bangers and Mashups is a free hangout session on Thursday afternoons where young people can learn DJ and production skills. Both of these programs went online during COVID-19, keeping our young people connected while the NSS was closed.



While Council could not physically bring people together for ANZAC Day, we commemorated local servicewomen and men on Council social media, Playford News Magazine and projected the faces of servicewomen and men on Windsor Car Park via light installation, as well as encouraging the community to participate in 'Driveway at Dawn'.

While our Shedley Theatre was closed to the public and many shows had to be cancelled, Council's own Andrew Russo hosted a seven episode series on YouTube called 'Centre Stage'. The program saw Andrew interviewing a range of performers and theatre identities, keeping our community entertained and connected with the performing arts throughout the pandemic.

Due to the stand down of volunteers during COVID-19, the Healthy Food Co consolidated to one store at The Precinct in Smithfield Plains. The store created a pick up window to provide an added level of safety for our customers, who were encouraged to order their Easy Meals online and provide their shopping lists for collection from the window. Community engagement was increased through the Healthy Food Co Facebook page, including cooking videos, label reading advice and a range of other healthy eating and wellbeing topics.




















SMART LIVING

The Smart Living Program is about Council playing its part to make the city more liveable and more connected. This means that as our older suburbs age and our population and urban footprint expand, we will find innovative ways to renew and future proof the liveability of our neighbourhoods. This also means ensuring that our community has access to smart technologies that further add to their quality of life.

Outcomes

- ▶ Smart development and urban renewal
- ▶ Enhanced city presentation, community pride and reputation
- ▶ Liveable neighbourhoods

Services and Projects

	Development Services		Road Safety Audits				
	Stormwater Network		Traffic Management Program – Road Upgrade Program				
	Angle Vale Community Sports Centre – Stage 5		Stebonheath Road Upgrade				
	City-wide Stormwater Management Planning		Rural Road Sealing Program				
	Disability Discrimination Act (DDA) Program		Sport and Recreation Minor Works				
	Deed Delivery and Infrastructure Design for Playford Growth Area		Stormwater Infrastructure Deed – Angle Vale North Growth Area – Chivell Road ³				
	Greater Edinburgh Parks Stormwater Trunk Outfall ⁴		Stormwater Infrastructure Deed – Angle Vale South Growth Area – Broadacres Drive				
	Kalara Reserve Floodlights		Traffic Infrastructure Deed – Angle Vale Growth Area – Heaslip Road Upgrade ⁵				
	Playford Alive		Virginia Main Street Upgrade				
	Completed		Commenced		Ongoing Service		Deferred

³ The progress of this project was delayed due to a change in the timing of adjacent land divisions and the need to re-negotiate arrangements with the private parties involved. Instead, it is expected to commence in 2020/21.

⁴ The original intent of this project was to facilitate the development of the Greater Edinburgh Parks employment lands via construction of a coastal outfall for stormwater management purposes. The budget was allocated to allow Council to submit two funding applications to the Federal Government's Building Better Regions Fund and one application to the Federal Government Regional Growth Fund. The funding applications were submitted in partnership with the City of Salisbury. Unfortunately all three applications were unsuccessful which caused the project not to proceed and required Council to revisit its approach to GEP development in the short term. The new approach involves Council preparing a GEP Masterplan which will investigate options to rezone and develop smaller portions of land that don't rely on the construction of the trunk outfall. The Draft GEP/St Kilda Stormwater Management Plan does however recommend a trunk outfall in the long term.

⁵ This road upgrade from Angle Vale Road to Woodbridge Road has been deferred due to delays on a related SA Water project that will involve the installation of a major trunk sewer main along the same stretch of road. It is vital that the design and installation of these two projects are coordinated, and the road upgrade is now expected to commence in 2020/21.

The Smart Living Program is important for the support of the ongoing development and renewal cycle of the city, to improve the presentation and community pride in these areas. It is also key to securing the social, environmental and economic future of the city.

We need to ensure that our residential growth and renewal provide the liveable neighbourhoods and urban amenity required for a growing population.

In the last few years Council has allocated millions of dollars across the city to new and/or improved infrastructure such as road and traffic upgrades, stormwater management, sporting facilities, footpaths, and parks and reserves. We continue to work proactively with developers to set solid foundations for the orderly expansion of our residential growth areas into the future.

Virginia Main Street

This work involves the upgrade of the walking and cycling paths, stormwater infrastructure, street trees, street furniture and pedestrian crossings along the Virginia main street between Virginia Oval and the Sheedy/Penfield Roads intersection. In August and September 2019, the first phase of community engagement was undertaken to gather input into the concept design for the upgrade of Virginia Main Street. Early in 2020, a follow-up round of consultation took place and from there Council endorsed the design ready for detailed planning.

At the same time, Council staff has been liaising with SA Power Networks and SA Water to coordinate their works along this stretch of road, minimising the overall

disruption to the community and improving the quality of the finished streetscape. Late in the financial year, SA Power Networks commenced its powerline undergrounding project along this street, so that this can be completed prior to Council's 'above ground' upgrades starting in late 2020. Discussions are continuing with SA Water to coordinate a potential sewerage project in the area.

This project is an example of Council successfully leveraging significant external funding to reduce the cost of the project to our community. Of the overall project budget of \$8.9M, \$2.5M is being contributed by Council, with the remaining \$6.4M being funded by SA Power Networks and the SA and Australian Governments.

Kalara Reserve

Floodlighting was installed at the district-level Kalara

Reserve, allowing the reserve to be utilised to its full capacity and enabling clubs, including the Andrews Farm Soccer Club, to grow their activities during the winter season.

Angle Vale Community Sports Centre

Extensive planning work has been completed for Stage 5 of the Angle Vale Community Sports Centre. Featuring close engagement with the sporting clubs located at the Centre, this early work has resulted in Council securing \$590,000 of SA Government funding and deciding to progress with construction in 2020/21. Stage 5 will include construction of a junior oval, conversion of the junior pitch to a senior pitch, an additional junior pitch, floodlighting and additional car parking.

Stebonheath Road

An upgrade of Stebonheath Road south of Curtis Road commenced and is due for completion early in 2020/21. This will see an additional shared use path, lighting, indented car parking bays and new road pavement constructed.

Community engagement process prior to moving to the Virginia Main Street design phase



Stormwater

Draft Stormwater Management Plans (SMPs) were completed for the remaining two of the city's three catchments. This intensive work, undertaken in conjunction with our neighbouring Councils and the SA Government, will provide a comprehensive program of works necessary to facilitate city growth, enhance the environment and reduce the risk of flooding. Community engagement on the draft plans is scheduled for 2020/21.

Playford Alive

The Playford Alive Urban Renewal Project continued to deliver public realm works in association with Renewal SA's staged development works, this year including verge works along Featherstone Road and Tudor Crescent, Smithfield Plains. The Crittenden Road crossing was completed, providing a connection between Andrews Farm and Smithfield Plains and improving community access to local services. The

redevelopment of Webster Street Reserve, Davoren Park also took place.

Playford Growth Areas Infrastructure

The Playford Growth Areas project resulted in the rezoning of land in Virginia, Angle Vale and Playford North Extension. Council, the SA Government and landowners entered into infrastructure deeds for funding of roads and community facilities, as well as interim deeds for stormwater infrastructure.

To finalise the stormwater deeds, Council is required to undertake detailed investigations to devise appropriate flood mitigation strategies for the Playford Growth Areas. Extensive investigations and planning have taken place over recent years, and continued in 2019/20. This will culminate in Stormwater Management Plans and Infrastructure Deeds, ensuring appropriate stormwater infrastructure, funded equitably between relevant stakeholders, is provided across the growth areas. Planning has also

commenced on two key priority projects involving stormwater infrastructure along Chivell Road and Broadacres Drive in Angle Vale.

With the Infrastructure Deeds already in place for traffic and social infrastructure for the Playford Growth Areas, early planning and coordination with the SA Government has progressed around the upgrade of Heaslip Road in Angle Vale.

The growth planning Council has undertaken over previous years also positioned us to realise a major opportunity in relation to the SA Government's new birth to Year 12 school in Angle Vale. Council was able to work positively with the SA Government and secure access for the broader community to some of the school's facilities. Joint use arrangements like this reduce costs for all parties and also create community hubs in local suburbs.

Infrastructure Deeds

The Playford Growth Areas project resulted in the rezoning of land in Virginia, Angle Vale and Playford North Extension. Council, the SA Government and landowners entered into infrastructure deeds for funding of roads, community facilities (social) and stormwater infrastructure. The infrastructure deeds require Council to report on an annual basis the funds raised within the growth



areas and any expenditure of the funds.

The stormwater infrastructure deeds were interim only, with further detailed investigations required to finalise them. In

March 2015, Council resolved to fund and administer these detailed investigations and recoup the associated costs over time from relevant landowners via an agreement included in the

final Stormwater Deeds. In 2019/20 there was \$192,804 of expenditure associated with these stormwater investigations.

Growth Area Deeds – Social Infrastructure	2019/20 Receipts/(Expenditure)	Balance of Funds received/(expended)
Virginia	\$15,669	\$93,958
Angle Vale	\$102,515	\$290,648
Playford North Extension	\$33,638	\$93,752
Total Social Contributions Received	\$151,822	\$478,358
Total Social Deed Expenditure	\$Nil	\$Nil
Total Social Deeds Reserve Balance		\$478,358

Growth Area Deeds – Stormwater Infrastructure	2019/20 Receipts/(Expenditure)	Balance of Funds received/(expended)
Virginia	\$Nil	\$Nil
Angle Vale	\$Nil	\$Nil
Playford North Extension	\$Nil	\$Nil
Total Stormwater Contributions Received	\$Nil	\$Nil
Total Stormwater Deed Expenditure	\$(192,804)	\$(578,601)
Total Stormwater Deeds Reserve Balance		\$(578,601)

SMART JOBS AND EDUCATION

The Smart Jobs and Education Program is about Council leading by example and advocating to other organisations to support the diversification of our local economy and improve the employment prospects of our community. This includes providing the right environment for investment and business attraction, and connecting our community with the right skills and education it needs to play its part in the transitioning economy.

Outcomes

- ▶ Growth and diversification of local jobs matched with relevant education and training
- ▶ Commercial and industrial growth
- ▶ Sustainable economic transformation
- ▶ International market connections

Services and Projects



Business Support and Industry Development

Hortex Partnership



Completed



Commenced



Ongoing Service



Deferred

The Smart Jobs and Education Program is important as employment is one of the lead indicators of an individual's and a community's overall wellbeing.

We need to ensure that our local workers have the right training and skills to take advantage of the growth of jobs in new industries such as advanced manufacturing, horticulture and food production and health, as well as transport, logistics and other industry sectors.

By making the most of our comparative advantages and building on our current assets and skills we can contribute to a sustainable economic transformation and ongoing prosperity for current and future generations.

Over the last few years Council has had an increased focus on direct actions that can improve training and employment opportunities in the Playford area.

The Stretton Centre has continued its work providing support for local business growth and diversification. There has been focussed engagement with the horticulture sector and potential overseas markets as well as strong advocacy to resolve regional stormwater management challenges, protect existing local enterprises and open up employment opportunities for the future.

Stretton Centre

The Stretton Centre is a regional hub where entrepreneurs, industry, government, creatives and thinkers come together to create positive economic and social outcomes for northern Adelaide. This is achieved through collaboration, innovation, economic development, advocacy, research, workforce training and development.

Northern Adelaide Plains Food Cluster

The aim of the Northern Adelaide Plains Food Cluster (NAPFC) is to improve the regional profile and support growth of local businesses, increasing profitability and sustainability. The Stretton Centre continued its strong support of this collaboration throughout 2019/20.

This year saw the release of the NAPFC's Collaborative

Plan, developed in conjunction with a broad range of stakeholders. It will help to drive change in the local region. Further to that, work has commenced on waste management approaches within the sector, including a regional circular economy model.

Supporting our Horticulture and Value-Adding Sector

In April, the Value Adding (Virginia) Development Plan Amendment was approved, enabling a significant expansion of the Mitolo Group's potato and onion processing facilities at Angle Vale Road, Virginia. The redevelopment of the site is expected to cost the company in the order of \$50M and once complete will assist the broader horticultural region by encouraging increased production and employment opportunities.

Through the Gawler River Floodplain Management Authority (GRFMA), Council works with the other Councils along the river to address relevant issues. The other GRFMA members include Adelaide Hills Council, Adelaide Plains Council, The Barossa Council, the Town of Gawler and Light Regional Council. A current key priority is advocacy for partnership funding to deliver the Northern Floodway project. This project will address the recurring flooding issues in the lower reaches of the river and protect our critical horticultural production areas from inundation. Current estimates cost this work in the order of \$30-40M. Playford is taking an active role in progressing this issue, and recently committed staff resources to assist GRFMA to develop a Stormwater Management Plan for the river, which will be key to

Business Training and Grant Information Sessions

A range of programs and events supporting local job creation in Northern Adelaide were held at the Stretton Centre and online during the year:

- ▶ Stretton Connect NDIS Business Support Program Pilot
- ▶ SA Export Accelerator Grant Information Session
- ▶ Disability Industry Forum: How can we shape the local disability workforce?
- ▶ How to protect your Intellectual Property
- ▶ Stretton Centre's Horticulture and Ag Tech Meetup
- ▶ Disability Workforce Forum: How traineeships can work for your business
- ▶ Navigating the Government Stimulus Packages
- ▶ Tax Benefits for Working from Home
- ▶ How to Create Video for Business Series



successfully attracting SA and Australian government contributions to the project.

Greater Edinburgh Parks Employment Lands

Council remains active in advocating for key infrastructure to open up these employment lands for significant industrial development - in turn, ultimately supporting the creation of local jobs for local people.

Co-ordination of sufficient funding to deliver stormwater drainage infrastructure is a critical barrier to expansion of this area - in particular a trunk outfall to the coast. In

response to the SA Government's public consultation on the new Planning and Design Code, Council strongly advocated for the introduction of Infrastructure Schemes, which would be instrumental in moving this issue forward.

Flinders University Foundation Studies

This year, for the first time, high school leavers and individuals seeking a career change were able to access Flinders University's foundation studies program from the Stretton Centre. *Flinders Foundation Studies* is one of their most popular pathways to university. By

offering it at a northern location it removed a significant barrier for local students who would otherwise have long journeys on public transport to reach the southern Adelaide campus. While COVID-19 impacts meant the course had to transition to an online mode, it is anticipated the face-to-face offering will reconvene once safe to do so.

The program is free to eligible applicants, with no prerequisites and successful graduates are guaranteed entry into a selection of undergraduate courses at Flinders University.

When Kelie Deng completed her Flinders University Foundation Studies in 2012 it involved a two hour bus journey to get to classes. "University opens new doors for you, I'm glad others living in northern Adelaide won't have to experience the long bus trek to complete their foundation studies like I did".



SMART CBD

The Smart CBD Program relates to Council's long-term strategy for the redevelopment and expansion of the Elizabeth Regional Centre. In the longer term Elizabeth can expect to be home to a number of facilities and services such as hospitals, specialist health services, a university, major art gallery, significant retail services, medium to high-density commercial offices, peak business organisations, the head office for various businesses and high-density housing in the form of multi-storey apartments.

Outcomes

- ▶ Expanded range of local services
- ▶ Growth and diversification of local jobs in the CBD
- ▶ Greater housing choice
- ▶ Increased social connections
- ▶ Commercial growth

Services and Projects

- » Creative Industries Precinct
- » Fremont Park – Changing Places
- » Fremont Park Stage 2
- » Fremont Park Stage 3 Detailed Design
- » Grenville Hub



Completed



Commenced



Ongoing Service



Deferred

The redevelopment of our CBD is an important project for the City of Playford as we look to provide an expanded range of services to support our growing community, create a greater sense of vibrancy and increased external investment in our city. Key elements of this work have continued throughout 2019/20.

Grenville Hub

Since 1982, the Grenville Hub has provided a venue for activities and social interaction, support services and advice, healthy affordable meals and a welcoming community environment for our over 50s community.

This year, construction commenced on a new purpose-built centre designed to meet the evolving needs of the Grenville community. The new building, to be located at the top of Prince George Plaza, next to the Playford Civic Centre, will be a great improvement on the old site, providing an extra 40 per cent floor space with flexibility for both current and potential future uses.

The anticipated completion date for construction is November 2020.



Fremont Park

As Playford's premier open space, Fremont Park is an important asset for the whole of our city as well as neighbouring communities. Being located adjacent to the CBD Stage 1 development site, it is also an important attractor for investment into the future. The \$2M Stage 2 upgrade of Fremont Park was almost completed during 2019/20, inclusive of a new all-abilities play space, picnic areas, barbeques, park furniture, shelters, entry plaza and full-size basketball court. The adventure play space includes equipment for all ages with a flying fox, nature play area, musical instruments and climbing equipment. The all-abilities play space features the first Communication Board in Playford, which helps make communication accessible for those who are non-verbal. Planning for Stage 3 of the upgrade is now underway.

Changing Places

Delivery of a purpose-built adult change facility also commenced, with completion affected by COVID-19 interstate freight restrictions. The facility will provide suitable amenities for people who cannot use standard accessible toilets, including a peninsular toilet, hoist system and adult change table.



Prince George Plaza Retail

Two new dining offerings opened this year – the first retail tenants located at Prince George Plaza. The two retail sites were constructed by Council and are now home to Fasta Pasta and Delicia. These are an important part of bringing the CBD to life, as well as providing both construction and ongoing employment opportunities in our community.

Hotel Development

A private developer progressed its plans for the design and construction of the new 4.5 star, multi-storey hotel which will be the centrepiece of the CBD by submitting certified building documentation with Council.

The hotel will feature more than 200 rooms, a rooftop bar, in-house ground level restaurants, fitness and day spa facilities.

The community will benefit from the ongoing economic benefit the hotel will bring to the local community, regional commerce and tourism.

Creative Industries Precinct

Based out of Council's Northern Sound System (NSS), the Creative Industries project aims to offer a range of training opportunities in creative industry courses, working alongside industry professionals to ensure that young people gain relevant industry training, live work placement and build significant employment networks.

The collaborative Visual Effects (VFX) pilot continued until November 2019. It involved bringing together the international visual effects company, Technicolor Academy, and Mark Oliphant

College students to expose them to innovative digital skill development. The project achieved 100% student retention, which is an

NSS and their presence further enhances the educational aspects of the centre.



outstanding result in comparison to local school attendance and engagement data. The eight students each achieved the associated South Australian Certificate of Education (SACE) credits.

A partnership was also established with Elizabeth Academy of Music (EAM) this year, a registered training organisation. EAM have taken up space within the

A Creative Industries Co Work space was created within NSS, allowing for other creative industries businesses and organisations to co-locate at the centre and foster further opportunities for local young people. The space was ready for occupants from March 2020, however their arrival has been delayed by the centre's closure from March due to COVID-19 impacts.

SMART SPORT

Council has a long-term vision to create the Playford Sports Precinct, a 50-hectare development adjacent to the Elizabeth Regional Centre providing local community, state and national-level sports facilities. The Smart Sport Program is about creating a focus on healthy communities and promoting greater participation in sport and physical activity. It will also support the renewal of adjoining suburbs.

Outcomes

- ▶ Enhanced community pride and reputation
- ▶ Healthy and socially connected community
- ▶ Access to elite sporting facilities

The Smart Sport Program is an important way in which we can shine the light on Playford through high level sport and high quality sports facilities. It has the ability to change perceptions about the north and our city, leading to enhanced community pride and improved reputation and profile.

Sports facilities support the existence of a healthy and socially connected community by encouraging interactions through playing and watching sport. The provision of elite sporting facilities also inspires our young people to pursue sport as an avenue towards success.

With the Adelaide United Football Club setting up its official training base on Ridley Reserve in 2015, and more recently the development of the Playford Tennis Centre and Playford Bowling Club, our city's sporting culture has grown significantly over recent years.

The new, state-of-the art facilities in the Sports Precinct are attracting high-level sporting tournaments and bringing external investment and spending to our city, as well as providing locals with entry level opportunities in sport and fitness, and pathways for aspiring athletes to compete at elite levels.

Work has also taken place at other sporting venues across the city, providing improved facilities or access to sport and passive recreation.

Playford Tennis Centre

In late October, the Playford Tennis Centre again hosted the Playford Tennis International incorporating

outstanding event' awards by both Tennis SA and Tennis Australia.

Local residents continue to take advantage of the high-



Playford Tennis International tournament Men's Singles final match

the Men's Association of Tennis Professionals (ATP) Challenger and Women's International Tennis Federation (ITF) Futures events, attracting players from around the world, allowing local people access to international sport and showcasing Playford to the wider community. Fantastic feedback was received from players, tourism operators and attendees, and local shops benefited from increased trade and foot traffic during the tournament.

The event was later recognised with 'most

quality facilities on their doorstep, leading to improved health and fitness outcomes. A number of teams now make the facility their home and weeknight social competitions are very well attended.

Playford United Invitational Soccer Tournament

In September, Ridley Reserve again hosted the Playford Invitational Soccer Tournament for local high school students. The annual event is a collaboration between Adelaide United,

Playford International College and the City of Playford. The tournament saw seven northern suburbs schools participate, being cheered on by a number of Adelaide United players. Various activities including barbeque, music by the Northern Sound System, foot darts and foot snooker made for a fun-filled day. The event was also supported by Chobani and the Zorich Group, and Headspace was there to raise awareness about mental health.

Aquadome Open Day

This year saw BlueFit take over the management of the Aquadome and in October they held a free community open day with activities such as inflatables, waterslides and music by the Northern Sound System. A special highlight was a guest appearance by Ian Thorpe, five time Olympic Gold medallist, and Adelaide United and Tennis Gear (Playford Tennis Centre managers) representatives also attended and ran activities.

SMART HEALTH

In the longer term, the City of Playford will see the expansion of the area around the Lyell McEwin Hospital into a key precinct featuring tertiary training, research, allied health facilities and residential accommodation, serving the needs of not only northern Adelaide, but regional areas beyond. The Health Precinct will have potential links to advanced manufacturing in assistive devices in health, aged and disability. The Smart Health Program is about Council raising the profile and amenity of the precinct and facilitating new investment.

Outcomes

- ▶ Access to quality, local health services
- ▶ Increased employment opportunities in health, disability and aged sectors

Services and Projects



Health Precinct Strategic Investigations



Completed



Commenced



Ongoing Service



Deferred

The Smart Health Program is important to ensure our growing and evolving community has access to quality, local health services. The health, disability and aged sectors are predicted to experience significant jobs growth so it is important that we are able to capitalise on this to create employment opportunities for our community, while at the same time meet the health needs of our community.

Council has a history of working closely with the SA Government and other stakeholders to realise the best possible local health services and outcomes from the Lyell McEwin Hospital and other providers in the Health Precinct. In recent times Council has taken significant steps to facilitate the longer term expansion of the Precinct, readying surplus land for potential developers and investors.

Supporting expansion of health services

In April, the Playford Health Precinct Development Plan Amendment was approved. This change in land use planning rules will further support the role of the Lyell McEwin Hospital by opening up additional land for the development of health facilities, mixed use development and housing.

This will not only deliver health benefits for the Playford community but will improve services for the northern metropolitan area, and the greater northern region of South Australia as well.

The City of Playford is promoting the development of land in the precinct for key facilities such as a university campus, research and development facilities, and a

private hospital, which would provide a broad range of opportunities for local and regional businesses and the community.

Attracting Private Investment and Services

Council continues to investigate opportunities to attract external investment to the Precinct to utilise other available land in line with the

Lyell McEwin Health Precinct Masterplan.

ACH Group is progressing with plans to develop a new purpose-built aged care facility for residents with dementia.

Following on from Council's earlier 2013 rezoning within the Health Precinct, in March 2020 private developers were granted approval for the first two stages of the redevelopment of the Elizabeth Vale Shopping

Centre site. Stage One will comprise a seven storey building with six levels of car parking and ground floor retail. The SA Government has entered a lease to dedicate 250 of the new car park spaces for hospital staff. Stage Two will be a three storey medical centre with ground floor retail.

Bus Super Stop

Council has progressed plans to consolidate various bus stops in the vicinity of the

Health Precinct into one Bus Super Stop along Haydown Road (54B Westside). This will significantly improve the overall level of passenger comfort, safety and security while waiting for buses between services. Construction was delayed when it was recognised that a better result could be achieved by renewing some adjacent infrastructure at the same time. Construction is now due to be completed by the end of September 2020.

CAPITAL WORKS

Asset Management Plan 2019/20 Overview

Council's capital budget of \$44.21 million included \$21.48 million allocated to the Asset Management Plan (AMP). Council's goal in managing assets is to meet the required level of service in the most cost effective manner for the present and future community by replacing assets when they reach the end of their useful life.

A summary of the 2019/20 community infrastructure renewals, including stormwater, buildings, footpath and transport assets, is listed below.

Stormwater Infrastructure

\$662,000 of stormwater asset renewals completed or initiated at the following sites:

- ▶ Alexander Avenue, Evanston Park – ongoing project
- ▶ Ashfield Road, Elizabeth Grove
- ▶ Bagot Road, Elizabeth South
- ▶ Baker Road, Virginia – ongoing project
- ▶ Bellchambers Road, Edinburgh North – ongoing project
- ▶ Butler Street, Elizabeth Park
- ▶ Campbell Road, Elizabeth Downs – ongoing project
- ▶ Chowilla Court, Craigmore
- ▶ Conmurra Court, Craigmore
- ▶ Cornishmans Hill Road, One Tree Hill – ongoing project
- ▶ Edgecombe Road, Davoren Park – ongoing project
- ▶ Fordingbridge Road, Davoren Park
- ▶ Frisby Road, Angle Vale – ongoing project
- ▶ Gunther Street, Elizabeth Grove
- ▶ Haldane Street, Elizabeth Downs
- ▶ Jarvis Road, Elizabeth South
- ▶ Myall Avenue, Munno Para – ongoing project
- ▶ Pethererton Road, Davoren Park – ongoing project
- ▶ Pix Road, Davoren Park – ongoing project
- ▶ Shillabeer Road, Elizabeth Park
- ▶ Whittington Road, Davoren Park – ongoing project

Parks and Recreation

\$1.3M of open space infrastructure renewal works completed at the following sites:

- ▶ Angle Vale Primary School, Angle Vale – irrigation
- ▶ Argana Park, Elizabeth Downs – shelter referred for maintenance instead of replacement
- ▶ Argyle Reserve, Hillbank – bench deferred pending further investigation into service
- ▶ Broster Drainage Reserve, Angle Vale - benches
- ▶ California Reserve, Craigmore - bin
- ▶ Central Districts Oval, Elizabeth – bins and fencing

- ▶ Chardonnay Reserve, Angle Vale - bench
- ▶ Davey Street Reserve, Elizabeth Park - bench
- ▶ Duncan Anderson and Mofflin Reserves, Elizabeth Vale - bins
- ▶ Dwight Reserve, Elizabeth Park – bins and bench
- ▶ Elizabeth South Station, Edinburgh - bin
- ▶ Filsoll Crescent Reserve, Elizabeth Downs – bench and bin
- ▶ Holyoake Court East Reserve, Hillbank – bench deferred pending further investigation into service
- ▶ Jo Gapper Park, Hillbank - bin
- ▶ Karri Reserve, Munno Para – playground and picnic table
- ▶ Marena Reserve, Craigmore – benches and bin
- ▶ Northern Sound System Skate Park, Elizabeth – bins and bike repair station
- ▶ Olive Grove, Elizabeth Park – bench
- ▶ Perre Reserve, Craigmore - bin
- ▶ Playford Gardens, Elizabeth – bin and picnic tables
- ▶ Ramsay Park, Edinburgh North – benches and coaches box
- ▶ Ridley Reserve Soccer Oval, Elizabeth – irrigation, sprinkler system, and irrigation control
- ▶ Smithfield Oval, Smithfield – scoreboard and bollard fence
- ▶ Stratton Reserve/Dwight, Elizabeth Park – shelter disposed of due to sporting teams no longer requiring service
- ▶ Town Park, Munno Para – bins and bike repair station



Buildings

Building renewals totalling \$2.3M completed or initiated at the following sites:

- ▶ Aquadome, Elizabeth – replacement solar, vinyl floor, gas metering consolidation and pool deck fans. Electric heat pumps renewal is still in progress. Energy management system renewal deferred due to the identification of co-dependent pump and filtration renewals in the 2020/21 financial year.
- ▶ Playford Operations Centre – replacement of closed-circuit television (CCTV) and Civil Works Coordinator office. Wash down bay renewal is still in progress.
- ▶ Spruance Hall – Internal fit out is almost complete.
- ▶ Civic Centre / Shedley Theatre – replacement carpet, stage flooring, stairs, curtains, rigging, lighting, audio visual and dressing rooms.
- ▶ Virginia Oval, Virginia – replacement gym shed and equipment.

Footpaths and Transport

The 2019/20 Asset Management Plan (AMP) set out to replace approximately 18km of footpath, 26km of road and 1km of kerb. As of June 30th 2020 over 20km of renewed footpath was constructed throughout the city. Road renewal will see just under 26km of road and 500m of kerbing delivered as a result of the 2019/20 AMP project. Due to the size and complexity of some of these projects there is a small number that will be carried over to be completed in the 2020/21 financial year.



Below is a summary of the volume of footpath and transport assets categorised by suburb:

Andrews Farm

- 80m of renewed kerb
- East Parkway road resurface deferred due to bridge investigation and design.

Blakeview

- 640m² of carpark renewed on Blakeview Blvd.
- 642m of footpath renewed.
- Bentley Road parking bay deferred as condition on inspection was deemed acceptable.
- Main Terrace road resurface deferred due to adjacent development.
- Knightsbridge Court was incorrectly selected for footpath replacement in the 19/20 Capital Works program and therefore was not completed.

Craigmore

- 0.2km of road resealed
- 1060m of footpath renewed
- Turner Drive deferred to align with a section of the same road due for renewal in financial year 2020/21.
- Mander Crescent footpath renewal deferred to align with planned upgrade works.

Davoren Park

- 1.4km of road resealed
- 3.3m of renewed kerb
- 11,740m² of carpark renewed at Playford Operations Centre
- 6550m of footpath renewed
- Edgecombe Road resurface deferred due to adjacent development of Stebonheath Road.
- Studley Street footpath renewal deferred to align with the remaining sections of Studley.

- Webster Street (reserve path) renewed in conjunction with the Playford Alive Webster Reserve Upgrade.
- Ward Street footpath renewal deferred due to adjacent development.

Elizabeth

- 1.6km of road resealed
- 325m of footpath renewed
- Langford Drive footpath renewal deferred to align with planned upgrade works.

Elizabeth Downs

- 0.08km of road resealed
- 4193m of footpath renewed
- Douglas Street footpath not renewed as it underwent maintenance improvements.

Elizabeth East

- 0.9km of road resealed
- 2427m of footpath renewed
- 0.2km of Midway Road added to the plan
- Northampton Cres road resurface deferred as inspection deemed the road condition acceptable.
- Bellinger Road footpath renewal cancelled as condition improved via maintenance intervention.
- Spruance Road alleyway footpath renewal cancelled due to closure of the alleyway.
- Holcomb Street footpath renewal deferred to align with surrounding renewals after the cancellation of Spruance Road alleyway.
- Hornet Crescent footpath renewal deferred to align with the remaining sections in the 2020/21 financial year.

- Kinkaid Road footpath renewal deferred to financial year 2020/21.

Elizabeth Grove

- 0.4km of road resealed
- 447m of footpath renewed

Elizabeth North

- 1472m of footpath renewed
- Woodford Road kerbing renewal deferred to align with works in the 2020/21 financial year.
- Whiting Court footpath renewal deferred due to adjacent development.

Elizabeth Park

- 0.6km of road resealed
- 441m of footpath renewed
- Shillabeer Road alleyway renewal deferred to align with Dayman Street alleyway renewal.
- Sullivan Road deferred to 2020/21 financial year.

Elizabeth South

- 0.3km of road resealed
- 113m of footpath renewed
- Hill Street footpath renewal deferred to align with other works in the 2020/21 financial year.
- Thompson Street footpath deferred to align with other works in 2020/21 financial year.

Elizabeth Vale

- 0.4km of road resealed
- 23m of kerb replaced
- 662m of footpath renewal



Hillbank

- Blight Crescent footpath renewal deferred as closer inspection found the existing path in acceptable condition.
- Jo Gapper Reserve footpath renewal deferred as closer inspection showed the condition is fair.

Humbug Scrub

- 1.9km of road resealed

MacDonald Park

- 0.3km of road resealed

Munno Para

- 65m of footpath renewed
- Curtis Road surface renewal deferred due to potential handover to Department for Infrastructure and Transport.
- Newton Blvd road resurface deferred due to adjacent development
- Peachey Road resurface cancelled as development included the renewal of the road.
- Myall Avenue footpath renewal deferred due to improved condition via maintenance intervention.

Munno Para Downs

- 2.3km of road resealed

Munno Para West

- 0.2km of road resealed

One Tree Hill

- 0.9km of road resealed
- Uleybury Museum carpark deferred for pavement design investigation.

Penfield

- 1km of Robert Road resurfacing completed with 4.8km still in progress.

Sampson Flat

- One Tree Hill Road resurface deferred due to pavement investigation and design work required.

Smithfield

- 0.8km of resealed road
- 1265m of footpath renewed
- Anderson Walk footpath renewal deferred to align with Smith Creek Trail works in 2020/21 financial year.
- Rose Street footpath renewal deferred to align with the remaining sections of Smith Creek.

- Smith Creek footpath renewal deferred to align with the remaining sections of Smith Creek

Smithfield Plains

- 1.45km of road resealed
- 1058m of footpath renewed
- Playford Worklink car park resurface deferred pending further investigation.
- Barker Crescent footpath renewal cancelled as closer inspection deemed the path in acceptable condition.
- Buchanan Road footpath renewal deferred due to nearby development.
- Peachey Road footpath renewal deferred to align with the remaining sections of Smith Creek

Waterloo Corner

- 5km of road resealed

Virginia

- 1.45km of Baker Road surface renewal is still in progress
- Gawler Road resurface deferred due to pavement investigation works required.

MEASURING OUR PERFORMANCE

Council undertakes an annual Resident Satisfaction Survey (RSS) to better understand the views of our community in order to meet its needs and aspirations for a prosperous, liveable and happy city. The 2020 survey was undertaken in July 2020 with a sample of 606 residents interviewed across the five Council wards. It sought to examine community attitudes and perceptions towards current and future services provided by Council and explored the community's responses to the service areas as outlined below:

Service Standard Outcome Measure	Resident Satisfaction Score
	2020
Business Support and Industry Development	3.68
Club and Sporting Governance	3.96
Community Development*	3.62
Community Inclusion	3.89
Community Venues	4.11
Customer Contact	3.89
Development Services	3.59
Environmental Health	3.96
Environmental Sustainability	3.90
Events Management	4.11
Graffiti Operations	3.70
Health Initiatives and Playford Community Food Cooperatives	3.99
Illegal Dumping	3.24
Immunisation Service	4.33
Kerbside Waste*	4.31
Library Service	4.39
Parks and Reserves*	3.97
Rapid Response	3.85
Regulatory Services	3.68
Rural Streetscape	3.20
Sportsfield Maintenance	4.17
Stormwater Network	3.58
Tree Services	3.52
Urban Streetscape Maintenance**	3.25
Volunteer Strategy and Development	3.95

*Average RSS Score from two questions relating to the service activities

**Average RSS Score from six questions relating to the service activities

Key of Rating Bands

Interpreting the Mean Score (1 – 5)			
1.99 or lower	Very low importance/satisfaction	3.60 – 3.89	Moderately high importance/satisfaction
2.00 – 2.49	Low importance/satisfaction	3.90 – 4.19	High importance/satisfaction
2.50 – 2.99	Moderately low importance/satisfaction	4.20 – 4.49	Very high importance/satisfaction
3.00 – 3.59	Moderate importance/satisfaction	4.50 +	Extremely high importance/satisfaction

Residents' Overall Satisfaction with Council

Residents expressed a high degree of satisfaction with the performance of the City of Playford, with 94% of residents at least 'somewhat satisfied' with Council overall. The results have remained steady with the 2019 research and above Local Government Association (LGA) benchmarks normative data. Council has been undertaking this survey for a number of years and the graph below illustrates 71% for overall satisfaction with the City of Playford and a rating of 3.64 out of 5.



Key Performance Measures

Key organisational performance measures (continuous measures) are set by Council to monitor our achievements over time and the 2019/20 result is compared to the 2019/20 target in the table below. One result, Continuous Improvement, fell below target this year. During community engagement for the development of our new Strategic Plan, this issue was also highlighted. Initiatives to address this have been included in the draft Strategic Plan (currently out for consultation), and it is expected that this measure should be back on target in the coming years.

Indicator	Measure	2019/20 Target	2019/20 Result	Comments
Overall Council Satisfaction	Overall customer satisfaction with the City of Playford as an organisation	3.00-3.59	3.64	Exceeded target
City-wide Presentation ¹	Customer satisfaction with level of appearance of public realms	3.50	3.58	Exceeded target
Customer Service ²	Satisfaction rating with the level of organisation wide customer service	3.60-3.89	3.88	Within target range
Accountability	Satisfaction rating with Council being open and accountable to the community in its operations	3.00-3.59	3.24	Within target range
Community Engagement	Satisfaction rating with how Council invites community participation in decision-making	3.00-3.59	3.21	Within target range
Managing Growth	Customer rating for how Council plans for the future	3.00-3.59	3.54	Within target range
Continuous Improvement	Customer satisfaction with value for money for rates paid ³	3.00-3.59	2.90	Below target

1. This measure of the appearance of public realms aggregates seven (7) customer satisfaction measures including: maintenance of parks, gardens and playgrounds, effectiveness of graffiti and vandalism control, general appearance of the city, verge maintenance, cleanliness of streets, maintenance of roads and footpaths.

2. Customer service refers to the way Council deals with, takes care of and responds to its customers.

3. Value for money refers to the value residents believe they get from their rates or fees for services

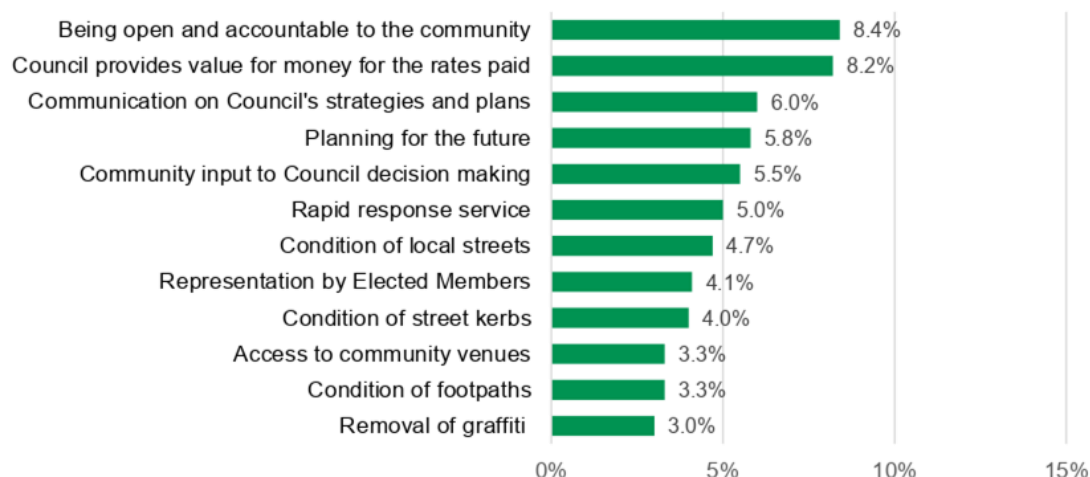
The results for 2020 comparative to the previous ten years are outlined in the table below.

Indicator	Measure	2020	2019	2018	2017	2016	2015	2014	2013	2012	2011	2010
Overall Council Satisfaction	Overall customer satisfaction with the City of Playford as an organisation	3.64	3.72	3.81	3.68	3.76	3.57	3.35	3.50	3.50	3.60	3.65
City-wide Presentation ¹	Customer satisfaction with level of appearance of public realms	3.58	3.61	3.67	3.56	3.64	3.57	3.50	3.45	3.45	3.35	N/A
Customer Service ²	Satisfaction rating with the level of organisation wide customer service	3.88	3.89	4.18	3.83	3.95	3.76	3.90	3.90	4.00	3.80	3.60
Accountability	Satisfaction rating with Council being open and accountable to the community in its operations	3.24	3.22	3.38	3.36	3.25	3.32	3.00	3.25	3.20	3.30	2.85
Community Engagement	Satisfaction rating with how Council invites community participation in decision-making	3.21	3.16	3.30	3.25	3.16	3.23	2.80	3.05	3.05	2.95	2.60
Managing Growth	Customer rating for how Council plans for the future	3.54	3.66	3.65	3.55	3.56	3.55	3.30	3.45	3.45	3.50	2.90
Continuous Improvement	Customer satisfaction with value for money for rates paid ³	2.90	2.97	3.11	2.98	2.94	3.00	2.60	2.85	2.65	2.80	2.85

1,2,3 - Refer table above

Key Drivers of Satisfaction

The results in the following chart identify which services/facilities contribute most to overall satisfaction. These top 12 attributes account for just over 60% of the variation in overall satisfaction. While all 40 attributes are important, only a number of them are potentially significant drivers of the community's overall satisfaction with Council.



In the above graph 'removal of graffiti' contributes 3.0% towards overall satisfaction, while 'being open and accountable to the community' at 8.4% is a far stronger driver, contributing nearly three times as much to overall satisfaction with Council.

This annual Resident Satisfaction Survey fulfils our obligations under the *Local Government Act 1999* to assess performance of Council against our objectives for the financial year. A full copy of the 2020 Resident Satisfaction Survey Results are available on our website at www.playford.sa.gov.au/council/council-documents/our-performance

FINANCIAL SNAPSHOT

2019/20 Performance

Item	2019/20 Actual \$M
Operating income	106.7
Operating expenses	101.9
Operating result	4.8

The operating surplus for 2019/20 is \$4.8M against a final adjusted budgeted surplus of \$0.7M. This favourable result is mainly due to increased developer contributions and other income, employee cost savings and savings related to delays in capital projects.

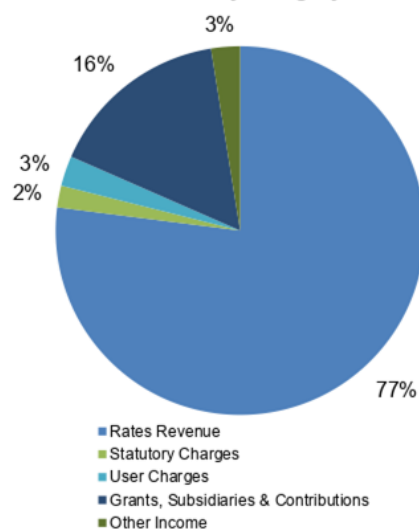
Revenue was higher than 2018/19 by \$2.3M due to Council receiving higher than anticipated reimbursements of \$0.7M, other income (additional refunds and profit share) of \$0.4M, rate revenue of \$4M which was partially offset by a reduction in grant revenue.

Actual operating expenses have increased from 2018/19 by \$2.6M. The increase in operating costs are mainly due to higher materials and contract costs at \$0.8M, depreciation of \$1.7M and loss from joint ventures \$0.4M. The increase was partially offset by a reduction in finance costs.

Where Council's money comes from

The City of Playford received income of \$106.7M in 2019/20. The main sources of revenue were rates revenue (commercial and residential) of \$82.1M and grants, subsidies and contributions totalling \$16.9M. The balance of \$7.7M was generated through statutory charges, user charges and other minor sources. The impact of COVID-19 resulted in lower user charges, penalties and fine revenue of approximately (\$0.7M).

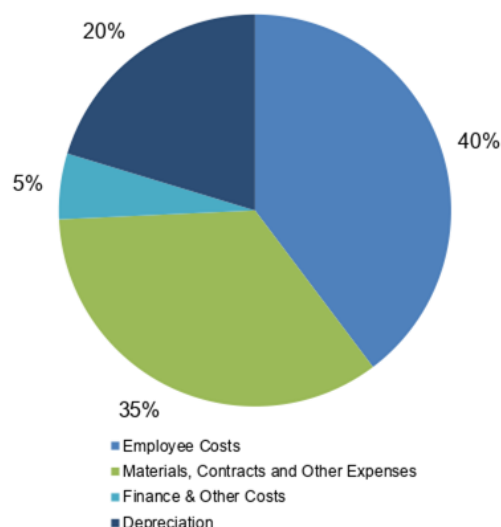
2019/20 Revenue By Category



What Council's money was spent on

The City of Playford spent \$101.9M on delivering services in 2019/20. Operating expenses included employee and labour hire costs of \$40.5M, materials, contracts and general expenses of \$35.2M, depreciation of \$20.7M and finance and other costs \$5.5M. The impact of COVID-19 resulted in a reduction of approximately \$0.2M in materials and contract costs.

2019/20 Expenditure By Category



Financial Sustainability

Council includes its financial strategies, objectives and targets in a Long Term Financial Plan (LTFP). This plan has direct links to all Council strategic plans including the Asset Management Plan, Playford Community Vision 2043, Continuous Improvement and Annual Business Plan.

The 2019/20 LTFP shows that over the next 10 years Council will maintain a solid financial position with the 10 year average for all financial indicators being within the target range.

Financial Indicator	Explanation	2019/20 Actual	Target	Comments
Operating Surplus Ratio	<i>Performance Indicator</i> This ratio expresses Council's operating result as a percentage of Council's total income	5% 5% when adjusted for prepayment of FAGs ⁶ .	0%-10%	Within target range.
Cash Flow from Operations Ratio	<i>Performance Indicator</i> The cash generated each year from operations compared to the 10 year average requirements in the Asset Management Plan. This ratio measures whether Council is generating enough cash from its operations to cover the replacement of assets over time.	136% 135% when adjusted for prepayment of FAGs	Between 90% and 110% and not less than 100% over a 10 year period	Above target range. This ratio is above target range due to the effects of additional developer contributions and funding for capital projects. These funds are committed to long term capital projects and thus this ratio will normalise over time. Delays in the delivery of the Asset Management Plan also contribute to the higher ratio.

⁶ FAGs = Financial Assistance Grants

Financial Indicator	Explanation	2019/20 Actual	Target	Comments
Asset Renewal Funding Ratio	<i>Infrastructure Indicator</i> This ratio shows whether or not Council is replacing assets at the rate as required in the Asset Management Plan.	78%	Between 90% and 110% and not less than 100% over a 10 year period	Below target range. Planned capital expenditure delayed due to flow on impacts of COVID-19 and delays in other project milestones. Some delayed works carried over into 2020/21.
Net Financial Liabilities Ratio	<i>Debt Indicator</i> This ratio shows net financial liabilities as a percentage of Total Operating Income	140%	50%-160%	Within target range
Interest Expense Cover Ratio	<i>Debt Indicator</i> This ratio shows how much rate income is used to pay interest on borrowings.	8%	3%-10%	Within target range

YOUR COUNCIL

The City of Playford is divided into five wards, with a Mayor and 15 Councillors. Each ward is represented by three Councillors.

The ward boundaries endeavour to provide an equal number of electors represented by a Councillor.

MAYOR



Mayor Glenn Docherty

mayordocherty@playford.sa.gov.au
0413 219 868

Ordinary Council (Chair)
Services Committee
Strategic Planning Committee
CEO Review Committee (Chair)
Civic Events Committee (Ex Officio)
Corporate Governance Committee



WARD 2



Cr. Stephen Coppins
scoppins@playford.sa.gov.au
0478 283 876

Ordinary Council
Services Committee
Strategic Planning Committee
Council Assessment Panel



Cr. Jane Onuzans
jronuzans@playford.sa.gov.au
0432 251 207

Ordinary Council
Services Committee
Strategic Planning Committee
Corporate Governance Committee



Cr. Gay Smallwood-Smith
gsmallwoodsmith@playford.sa.gov.au
0417 016 163

Ordinary Council
Services Committee
Strategic Planning Committee
Civic Events Committee (Chair)



WARD 4



Cr. Marilyn Baker
Deputy Mayor
mbaker@playford.sa.gov.au
0418 836 885

Ordinary Council
Services Committee
Strategic Planning Committee
CEO Review Committee



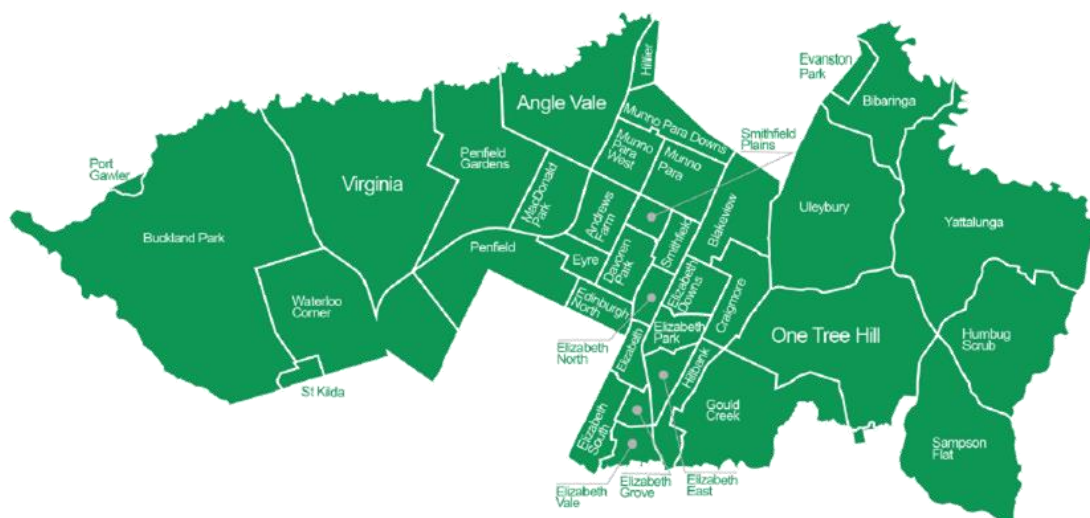
Cr. Dennis Ryan
dryan@playford.sa.gov.au
0417 016 167

Ordinary Council
Services Committee
Strategic Planning Committee
Civic Events Committee



Cr. Katrina Stroet
kstroet@playford.sa.gov.au
0466 941 362

Ordinary Council
Services Committee
Strategic Planning Committee



WARD 1



Cr. Clint Marsh
crmarsh@playford.sa.gov.au
 0478 283 874

Ordinary Council
 Services Committee
 Strategic Planning Committee



Cr. Peter Rentoulis
crarentoulis@playford.sa.gov.au
 0417 016 146

Ordinary Council
 Services Committee
 Strategic Planning Committee (Chair)
 CEO Review Committee



Cr. Cathy-Jo Tame
crjtame@playford.sa.gov.au
 0478 283 875

Ordinary Council
 Services Committee
 Strategic Planning Committee

WARD 3



Cr. Andrew Craig
cracraig@playford.sa.gov.au
 0417 016 160

Ordinary Council
 Services Committee (Chair)
 Strategic Planning Committee



Cr. Veronica Gossink
crvgossink@playford.sa.gov.au
 0478 283 878

Ordinary Council
 Services Committee
 Strategic Planning Committee



Cr. David Kerrison
crdkerrison@playford.sa.gov.au
 0478 283 879

Ordinary Council
 Services Committee
 Strategic Planning Committee
 CEO Review Committee

WARD 5



Cr. Akram Arifi
crarifi@playford.sa.gov.au
 0431 609 531

Ordinary Council
 Services Committee
 Strategic Planning Committee



Cr. Shirley Halls
crshalls@playford.sa.gov.au
 0419 866 872

Ordinary Council
 Services Committee
 Strategic Planning Committee
 Civic Events Committee



Cr. Misty Norris
crmnorris@playford.sa.gov.au
 0478 283 882

Ordinary Council
 Services Committee
 Strategic Planning Committee

Council Members and Representation

Council	Council Members	Electors	Rep. Quota	Number of Wards	Ward Quota
Playford	16	62,301	3893	5	4153
Tea Tree Gully	13	73,372	5644	6	6114
Onkaparinga	13	125,741	9672	6	10,478
Salisbury	15	95,420	6361	7	6815
Marion	13	65,520	5040	6	5460
Charles Sturt	17	86,139	5067	8	5383
Port Adelaide Enfield	18	84,919	4717	7	4995
Adelaide	12	27,533	2294	3	2503
<ul style="list-style-type: none"> • Data Source: Local Government Association • Representation Quota = number of electors divided by number of Councillors and the Mayor • Ward Quota = number of electors divided by the number of Councillors representing wards • *Refer to www.ecsa.gov.au for ward quota structure information 					

The City of Playford last completed a representation review on 16 October 2017. The next period of review will be April 2024 to April 2025.

The public will be informed of the preparation of the representation options paper and invited to make written submissions when this occurs.

Council Member Allowances

Council Members receive an allowance for discharging their official functions and duties as provided for under Section 76 of the *Local Government Act 1999*.

All Council Members have the option of being provided with technology to support the discharge of official functions and duties. Where a Council Member utilises their personal service provider(s), for the provision of internet and/or mobile phone services, reimbursement can be sought up to the value prescribed in the Elected Member Support Policy Guidelines. Pursuant to the *Local Government Act 1999*, Council Members may also seek reimbursement for travel and childcare expenses when undertaking Council business. The Mayor has access to a vehicle for Council business and civic duties and is also provided with office space and administrative support.

Council Member	2019/20 Allowance	Council Member	2019/20 Allowance
Mayor Glenn Docherty	\$84,565	Cr Clint Marsh	\$21,141
Cr Akram Arifi	\$21,141	Cr Misty Norris	\$21,141
Cr Marilyn Baker	\$26,427	Cr Jane Onuzans	\$21,141
Cr Stephen Coppins	\$21,141	Cr Peter Rentoulis	\$26,427
Cr Andrew Craig	\$26,427	Cr Dennis Ryan	\$21,141

Council Member	2019/20 Allowance	Council Member	2019/20 Allowance
Cr Veronica Gossink	\$21,141	Cr Gay Smallwood-Smith	\$26,427
Cr Shirley Halls	\$21,141	Cr Katrina Stroet	\$21,141
Cr David Kerrison	\$21,141	Cr Cathy-Jo Tame	\$21,141

Independent Member Sitting Fees

Independent Members on the Corporate Governance Committee and Council Assessment Panel are paid a sitting fee for meetings they attend.

Meeting	Chair Sitting Fee	Member Sitting Fee
Corporate Governance Committee	\$594	\$475
Council Assessment Panel	\$563	\$450

Council and Committee Structure

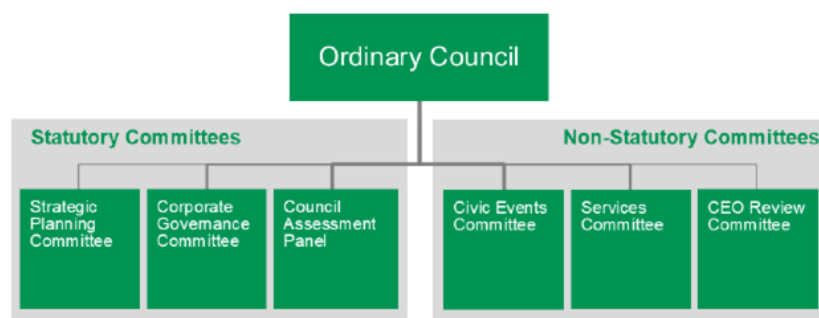
Council has established a number of statutory and non-statutory committees in order to assist with its decision-making.

Statutory Committees:

- Strategic Planning Committee
- Council Assessment Panel⁷
- Corporate Governance Committee⁸

Non-Statutory Committees:

- Services Committee
- Chief Executive Officer Review Committee
- Civic Events Committee



⁷. In 2019/20, The Council Assessment Panel made 17 decisions relating to planning and development.

⁸. In accordance with Section 126 of the *Local Government Act 1999*, the Corporate Governance Committee has also been appointed as the Audit Committee.

Council Meetings

In 2019/20 Council met on 12 occasions with eight Special Council meetings held where a decision was required prior to the next Ordinary Council meeting.

Council Meeting Attendance

Council Member	Attendance Council Meetings	Attendance Special Council Meetings	Council Member	Attendance Council Meetings	Attendance Special Council Meetings
Mayor Docherty	11/12	8/8	Cr Clint Marsh	12/12	6/8
Cr Akram Arifi	11/12	8/8	Cr Misty Norris	11/12	8/8
Cr Marilyn Baker	11/12	7/8	Cr Jane Onuzans	12/12	8/8
Cr Stephen Coppins	10/12	6/8	Cr Peter Rentoulis	11/12	8/8
Cr Andrew Craig	11/12	8/8	Cr Dennis Ryan	11/12	7/8
Cr Veronica Gossink	11/12	7/8	Cr Gay Smallwood-Smith	12/12	8/8
Cr Shirley Halls	11/12	8/8	Cr Katrina Stroet	12/12	8/8
Cr David Kerrison	11/12	8/8	Cr Cathy-Jo Tame	11/12	7/8

Informal Gatherings

In 2019/20, 31 Informal Gatherings were held in accordance with Section 90(8)(b) of the *Local Government Act 1999*.

Confidentiality

As prescribed by the *Local Government Act 1999*, matters of a confidential nature may be discussed at closed Council and Committee meetings. As per the *Planning, Development and Infrastructure Act 2016*, the public may be excluded from meetings of the Council Assessment Panel.

During 2019/20, there were 60 occasions where a Committee or Council were satisfied it was necessary to exclude the public and consider items in confidence.

Confidential Orders made under Section 90(2)			Section 90 (3) provision
Meeting	Date	Subject	
Corporate Governance Committee	02/07/19	CEO Update	b
Strategic Planning Committee	09/07/19	Curtis Road - Application to the Local Roads Advisory Committee	b
Strategic Planning Committee	09/07/19	Lot 479 Mingari Street Munno Para	b
Ordinary Council	23/07/19	Curtis Road - Application to the Local Roads Advisory Committee	b
Ordinary Council	23/07/19	Lot 479 Mingari Street Munno Para	b
Ordinary Council	23/07/19	New Northern School - Shared Use Arrangements	b
Corporate Governance Committee	13/08/19	Prudential Report - Grenville Centre	b
Corporate Governance Committee	13/08/19	External Audit Update	j
Strategic Planning Committee	13/08/19	Playford Health Precinct DPA	m
CEO Review Committee	19/08/19	Update - CEO Recruitment Process	a
Services Committee	20/08/19	Grenville Hub - Prudential Review Update	b
Corporate Governance Committee	27/08/19	Audit Report	j
Ordinary Council	27/08/19	Grenville Hub - Prudential Review Update	b
Special Council	09/09/19	CEO Recruitment	a
Special Council	09/09/19	CEO Recruitment	a
Special Council	11/09/19	Chief Executive Officer Employment Agreement	a
Services Committee	17/09/19	Repurposing of Assets	b
Ordinary Council	24/09/19	Appointment of Council Assessment Panel Independent Members and Presiding Member	a
Corporate Governance Committee	01/10/19	Findings of External Audit	g
Services Committee	15/10/19	Hortex Licence Agreement	h
Services Committee	15/10/19	Repurposing Assets	b
Ordinary Council	22/10/19	Hortex Licence Agreement	h

Confidential Orders made under Section 90(2)			Section 90 (3) provision
Meeting	Date	Subject	
CEO Review Committee	28/10/19	CEO Review Services Select Request for Quote (RFQ) Scope	b
CEO Review Committee	28/10/19	CEO Review Services Select Request for Quote (RFQ) Scope	b
Corporate Governance Committee	05/11/19	Examination	j
Corporate Governance Committee	05/11/19	Independent Commissioner Against Corruption (ICAC) Evaluation Update	j
Special Council	05/11/19	Examination	j
Special Council	05/11/19	Independent Commissioner Against Corruption Draft Evaluation Report	j
Special Council	14/11/19	Independent Commissioner Against Corruption	j
Services Committee	19/11/19	Repurposing Assets	b
Ordinary Council	26/11/19	Corporate Governance Committee Independent Member Appointment	a
CEO Review Committee	02/12/19	CEO Review Services Select Request for Quote (RFQ) Evaluation	d
Corporate Governance Committee	03/12/19	CEO Update	i
CEO Review Committee	06/01/20	CEO Review Services Select Request for Quote (RFQ) Shortlist	d
CEO Review Committee	28/01/20	CEO Review Services Provider Selection	d
Corporate Governance Committee	04/02/20	Chief Executive Officer Update	i
Corporate Governance Committee	18/02/20	CEO Review Services Provider - Proposed Contract for Approval	d
Services Committee	18/02/20	Repurposing of Assets	b
Ordinary Council	25/02/20	Motion on Notice	e
Ordinary Council	25/02/20	Health Precinct - Development options for Lots 47 and Lot 48 Mark Road	b
Ordinary Council	25/02/20	Organisational Delivery	a
Services Committee	17/03/20	Northern School - Council Enhancements Deed	g
Ordinary Council	24/03/20	Northern School - Council Enhancements Deed	g
Ordinary Council	24/03/20	Corporate Governance Committee Independent Member Appointment	a
Special Council	07/04/20	Health Precinct - ACH Development Update	b

Confidential Orders made under Section 90(2)			Section 90 (3) provision
Meeting	Date	Subject	
Strategic Planning Committee	14/04/20	Advocacy Update	b
Services Committee	21/04/20	Repurposing Assets	b
Services Committee	21/04/20	NAWMA 20/21 Budget Briefing	b
Ordinary Council	28/04/20	Health Precinct - ACH Group Negotiations for Lot 47 Oldham Road and Lot 48 Mark Roads, Elizabeth South	b
Corporate Governance Committee	05/05/20	Long Term Financial Plan Update	b
Ordinary Council	26/05/20	2020 Review of Confidential Orders	a; b; d; e; g; h; i; j; k
Ordinary Council	26/05/20	Review of General Manager Recruitment	h
Services Committee	16/06/20	Rate Rebate Report	b
Services Committee	16/06/20	Central District Football Club - Support Agreement	d
Services Committee	16/06/20	Virginia Horticulture Centre EOI	h
Ordinary Council	23/06/20	Rate Rebate Report	b
Ordinary Council	23/06/20	Central District Football Club - Support Agreement	d
Ordinary Council	23/06/20	Virginia Horticulture Centre EOI	h
Ordinary Council	23/06/20	Health Precinct - ACH Group Negotiations for Lot 47 Oldham Road and Lot 48 Mark Road, Elizabeth South	b
Ordinary Council	23/06/20	Legal Advice - Council Member Request	h

During 2019/20, 19 of the Confidential Orders made under Section 90 (2) above expired or were revoked during the financial year and a further eight items were revoked at the annual review.

As of 30 June 2020, the total number of items remaining in confidence under Section 91 (7) of the *Local Government Act 1999* stands at 98, excluding any orders made prior to 15 November 2010.

Section 270 Reviews

The Council body and administration make decisions every day which impact our community. We are committed to open, responsive and accountable government which includes providing the opportunity for our community and customers who may be adversely affected by our decisions to request a formal review.

In 2019/20, one application was made under Section 270 of the *Local Government Act 1999* to have a decision reviewed.

Area of Complaint	Type of Matter	Outcome
Building and Compliance	Determination regarding homing pigeons not constituting a local nuisance	All information provided was considered and reviewed. Original decision upheld.

Training and Development

During 2019/20 a number of Council Members attended training and represented the City of Playford at conferences as noted below:

Mayor Glenn Docherty	<ul style="list-style-type: none"> ALGA National General Assembly LGA Conference and Annual General Meeting
Cr Akram Arifi	<ul style="list-style-type: none"> Smart Communities Book Toastmasters Membership
Cr Stephen Coppins	<ul style="list-style-type: none"> Murray Darling Association Meetings
Cr Veronica Gossink	<ul style="list-style-type: none"> Enhanced Public Speaking and Presenting for Elected Members
Cr Shirley Halls	<ul style="list-style-type: none"> Murray Darling Association Meetings
Cr David Kerrison	<ul style="list-style-type: none"> LGA Conference and Annual General Meeting
Cr Misty Norris	<ul style="list-style-type: none"> Enhanced Public Speaking and Presenting for Elected Members
Cr Jane Onuzans	<ul style="list-style-type: none"> LGA Conference and Annual General Meeting
Cr Katrina Stroet	<ul style="list-style-type: none"> Enhanced Public Speaking and Presenting for Elected Members
Cr Cathy-Jo Tame	<ul style="list-style-type: none"> Enhanced Public Speaking and Presenting for Elected Members

Registers, Codes and Policies

The following documents are available to the public on request, in accordance with the *Local Government Act 1999*

Registers

- Council Members Register of Interests
- Council Member Allowances and Benefits Register
- Officers Register of Salaries
- Fees and Charges
- Community Management Plans
- City of Playford Public Road Register
- By Laws

Codes

- Code of Practice for Public Access to Meetings and to Associated Meeting Documents
- Code of Conduct for Council Members
- Code of Conduct for Council Employees
- Code of Practice for Council and Committee Meetings

Statutory Policies

- Prudential Management Policy
- Procurement Policy
- Public Consultation Policy
- Council Member Support Policy
- Council Member Training and Development Policy
- Internal Controls Policy
- Naming of Assets Policy
- Order Making Policy
- Complaints Handling Policy

Local Government (Elections) Act 1999

Part 14 Campaign Donation Returns prepared by candidates.

Freedom of Information Act

Section 9 Information Statement

Public Consultation

In line with legislation and the City of Playford Public Consultation Policy, the following public consultations took place in 2019/20:

July 2019	<ul style="list-style-type: none"> Resident Satisfaction Survey 2019
August 2019	<ul style="list-style-type: none"> Virginia Main Street Upgrade: Phase 1 Engagement Playford Health Precinct – Development Plan Amendment (DPA) Library Hours Review
November 2019	<ul style="list-style-type: none"> Value Adding (Virginia) – Development Plan Amendment (DPA)
January 2020	<ul style="list-style-type: none"> Code of Practice – Public Access to Meetings and Meeting Documents
February 2020	<ul style="list-style-type: none"> Virginia Main Street Upgrade Concept: Phase 2 Engagement
April 2020	<ul style="list-style-type: none"> Munno Para West – Local Area Traffic Management Study
May 2020	<ul style="list-style-type: none"> Annual Business Plan and Budget 2020/21 Long Term Financial Plan 2020/21-2029/30 Asset Management Plans 2020/21
June 2020	<ul style="list-style-type: none"> Disability, Access and Inclusion Plan – Phase 1 Consultation Playford Business Survey 2020

Community Reference Groups

The City of Playford has formed a number of Community Reference Groups who provide advice to Council concerning a specific issue and enhance communication between Council and the community. Each of these groups met during 2019/20, unless noted otherwise.

Access and Social Inclusion Advisory Group (ASIAG)

This group provides strategic, expert and impartial advice to Council on the development, implementation, monitoring and review of policies, strategies, projects and plans with the aim to advance the inclusion of people with disability.

Youth Advisory Committee (YAC)

The YAC is a group of local young people aged 15 to 25 who work together developing solutions to issues that affect young people and their communities.

Aboriginal and Torres Strait Islander Community Reference Group

This group seeks to foster positive relationships and provide advice to Council about how its services can better meet the needs of the local Aboriginal and Torres Strait Islander community. The group has been on hiatus but will look to be re-established during 2020/21.

The Community Connections Group

This group provides consultation and advice for Council's Commonwealth Home Support Programme (CHSP) funded services to ensure services offer consumer choice, meet consumer needs and that consumers have a say in shaping the services they receive.

Playford Alive Community Reference Group

This group assists with the promotion and coordination of community building through events, community projects and working groups to build and maintain strong links and networks within the Playford Alive community. The group last met in December 2019, and as at 30 June 2020, the Playford Alive project partners were reviewing its role and function into the future.

Reviews of City of Playford by External Entities

Independent Commission Against Corruption (ICAC)

On the 10 April 2019 the Independent Commissioner Against Corruption announced that the Deputy Commissioner would conduct an evaluation of the practices, policies and procedures of the City of Playford.

The evaluation reviewed and reported on:

- The extent to which the City of Playford's governance framework adequately guarded against the risks of corruption, misconduct and maladministration.
- Practices, policies and procedures in respect of:
 1. Human resource management within the City of Playford and whether those practices, policies and procedures efficiently managed human resources and controlled the risks of corruption, misconduct and maladministration.
 2. Financial management and whether those practices, policies and procedures adequately managed the risks of corruption, misconduct and maladministration.
 3. Information management and whether those practices, policies and procedures adequately protected the City of Playford's information assets from misuse.
 4. The availability and use of assets and resources by public officers employed within the City of Playford and whether those practices, policies and procedures provided sufficient safeguard to minimise the misuse of those assets and resources.

The Deputy Commissioner's report "*Evaluation of the Practices, Policies and Procedures of the City of Playford Council*" was tabled in State Parliament on 27 November 2019. It contains 21 recommendations.

A copy of the report can be accessed at <https://icac.sa.gov.au/evaluation/city-of-playford>.

Government of South Australia Auditor-General's Department

Between May 2018 and June 2019, the Auditor-General conducted an examination under Section 32(1)(a) of the *Public Finance and Audit Act 1987*, which allows it to examine the accounts of a publicly funded body and the efficiency, economy and cost-effectiveness of its activities.

The examination objective was to determine whether the Council used and managed its credit cards efficiently and economically.

The Auditor-General's report "*Report 3 of 2020 - Examination of credit card use and management: City of Playford*" was published on 3 March 2020 and contained 15 recommendations.

A copy of the report can be accessed at <https://www.audit.sa.gov.au/publications/2020>.

Response Program

Council acknowledges that the implementation of these recommendations from ICAC and the Auditor-General will positively impact service delivery to our community through greater accountability and transparency of decision-making, reporting and records management.

Council administration prepared a Response Program to implement the recommendations, which was endorsed by Council in April 2020. Monthly progress updates are tabled with Council.

Tendering Arrangements

We are committed to ensuring that our competitive tendering activities provide best value to our community and are undertaken in an open, honest and accountable manner. All tendering is managed within the following principles, outlined in our Procurement Policy:

- Promoting open and fair competition
- Valuing accountability and transparency
- Achieving value for money
- Fostering environmental sustainability
- Commitment to Industry Participation Principals
- Commitment to protecting human health, safety and welfare
- Ensuring our processes are compliant with relevant legislation and regulations

National Competition Policy

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

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

There are no Category One business activities operated by the City of Playford.

In 2019/20 the City of Playford had the following significant (Category Two) business activities:

- Food Co-Operatives
- Water Business Unit
- Shedley Café
- Windsor Car Park

No complaints were made to the State Competition Commissioner in regard to the City of Playford.

Auditors Payment

An amount of \$37,000 (excl. GST) in external audit fees were expenses in the 2019/20 financial statements. There was no other remuneration payable.

Financial Assistance Grants

The South Australian Grants Commission is responsible for the distribution of Commonwealth Financial Assistance Grants to councils in accordance with State and Federal legislative requirements.

Council has a significant reliance on Federal Assistance Grants (FAGS) with approximately 11% of total operating revenue (adjusted) coming from this source. Allocation of the grants is based on a complex formula involving analysing Council's income and expenses with State averages and

other factors such as our demographic profile, the movement in our population relative to the movement in both South Australia's and Australia's population, and our community's ability to pay relative to other council communities.

Community Land

Community Land Management Plans identify the purpose and objectives of land held for community use in accordance with Section 196 of the *Local Government Act 1999*.

In 2019/20 there was no community land which had its classification revoked for alternative use.

Ombudsman Report

The Office of the South Australian Ombudsman provides free, impartial, informal and timely resolution of complaints to promote fairness, openness and good public administration in South Australia. It assists with complaints about the administrative actions of local government and reviews decisions about Freedom of Information. The Ombudsman 2018/19 Annual Report can be accessed via www.ombudsman.sa.gov.au.

Freedom of Information

Requests for documents that are not already public (and are not listed as public documents under "Documents Held by Council") will be considered under the *Freedom of Information Act 1991*. This does not guarantee access.

Requests are required to be in writing and addressed to the Freedom of Information Officer, City of Playford, 12 Bishopstone Road, Davoren Park, SA 5113.

Request for Access Forms are available from the following locations, and can be lodged together with the prescribed fee determined by Regulation (currently \$37.50, other processing fees may be applicable):

- Playford Civic Centre, Customer Service Counter, 10 Playford Boulevard, Elizabeth
- State Records of South Australia website Freedom of Information Application Form

Although the *Freedom of Information Act 1991* allows 30 days to deal with applications, Council endeavours to process them as quickly as possible.

Full information about City of Playford and Freedom of Information can be found on our website at www.playford.sa.gov.au.

Your Rights

The right exists to amend personal information of a document held by Council to ensure that personal information, which may be used by the Council, does not unfairly harm or misrepresent the person referred to.

A person can apply for the amendment of a Council document which they have already obtained, provided that:

- The document containing the personal information relates to the applicant only
- The information is available for use by Council in connection with its administrative functions

- The information is, in the person's opinion, incomplete, incorrect, out of date or misleading.

Access to documents may be available under other arrangements, in some circumstances, without the need to refer to provisions contained in the *Local Government Act 1999*.

Who to contact

Applications and enquiries relating to Freedom of Information matters may be directed to the Freedom of Information Officer between 9am and 5pm, Monday to Friday by telephone 8256 0227.

Freedom of Information Applications

Twenty one applications were received under Freedom of Information legislation and 18 applications were assessed within 30 days in the 2019/20 year, with three applications carried forward into 2020/21. One application carried forward from the 2018/2019 year was determined for full release. Seventeen applications from the 2019/20 year were determined for full release. One application was refused as documents did not exist. No applications were subject to an internal review or referred for external review by the Ombudsman. Council received applications on various topics including those related to complaints to council, financial information, infrastructure and development documentation.

Freedom of Information Statements

For the purposes of Section 9(1) and (1a) of the *Freedom of Information Act 1991*, an information statement relating to the City of Playford is published on the Council's website.

Local Nuisance and Litter Control Act and Regulations

The total number of complaints of local nuisance or littering received by Council reached 1282.

There were 80 offences under the Act that were expiated, comprised of:

- Section 22(1)(b) disposing of litter over 50L – 68
- Section 22(1)(c) disposing of litter up to 50L (hazardous) – 3
- Section 22(1)(d) disposing of litter up to 50L (general) - 9

There was one abatement notice issued in relation to an unsightly property.

No offences under the Act were prosecuted. There were no civil penalties negotiated under Section 34 of the Act, nor applications by the Council to the Court for orders for civil penalties under Section 34 of the Act.

Rebates and Concessions

Rates are administered by each council in line with the *Local Government Act 1999* which allows some flexibility for each council to make decisions to suit its local community. The City of Playford Rating Policy sets out Council's policy for setting and collecting rates from its community, and includes the rebates and concessions.

Pensioner Concessions and State Beneficiaries of Concessions

From 1 July 2015 Council concessions were replaced with the new SA Government Cost of Living Concession for pensioners.

For information on concession eligibility, applications and payments contact the Department of Human Services (DHS):

Website www.sa.gov.au/concessions

Email concessions@sa.gov.au

Concessions Hotline: 1800 307 758

Rate Relief

Council applies rate remissions, postponements and rebates in accordance with the Act and its Rate Rebate Policy.

Remission of Rates – Hardship

Section 182 of the *Local Government Act 1999* permits a council to postpone or give remission on rates due to hardship and other defined reasons.

Seniors Rates Postponement

Seniors Rates Postponement allows ratepayers who hold a state government issued Seniors Card to postpone payment of Council rates amounts above \$500 per year until their property is sold, or eligibility ceases. This can assist eligible ratepayers who have a high level of equity in their home, but are on limited incomes. Ongoing compounded monthly interest is applied to postponed amounts. Further information about the Seniors Rate Postponement Scheme is available on Council's website.

Discretionary Rebates

Council may consider an application and approve a rebate under its discretion in accordance with Section 166 of the *Local Government Act 1999*. Further information is detailed in the Rate Rebate Policy.

Hardship Policy

The City of Playford is committed to assisting customers who are experiencing financial hardship to manage their bills on an ongoing basis and to make payments in a mutually acceptable manner, helping ratepayers clear their outstanding and ongoing rates debt.

Ratepayers are encouraged to contact Council as soon as they become aware that they may be unable to meet their quarterly rates payment and if experiencing financial hardship the rates team can set up an affordable payment schedule through Centrepay or Direct Debit.

Our Hardship Policy provides options for ratepayers seeking rates relief due to hardship or extenuating circumstances. Council may refer the ratepayer to an accredited financial counsellor or negotiate a flexible longer-term debt repayment arrangement. Section 182 of the *Local Government Act 1999* advises Council can grant rates relief due to hardship or extenuating circumstances.

OUR WORKFORCE

Strategic Aspiration

Our Strategic Aspiration is to support and foster the development of a workplace environment where all employees feel engaged and connected to the work of the organisation, to each other, and the community.

Foundation Principles

The City of Playford Foundation Principles were introduced in September 2019. They provide two clear boundaries that everyone in our organisation works within. Our two principles – **Full Disclosure** and **Do No Harm** – are non-negotiable and help create an environment where we can make the most of our skills and experience and genuinely contribute to the community we work in.

Full Disclosure means no surprises. Share the right information, with the right people, at the right time, so we can all do our jobs well. Talk about the risks, as well as all of the opportunities. It's not about sharing everything with everyone, but using your judgement to ensure all stakeholders have the information they need, when they need it.

Do No Harm. Do no physical or psychological harm. This obviously means to other people, but also extends to our assets, environment and our community. Be honest, respectful and ethical.

Headcount - Workforce Size

As at 30 June 2020 City of Playford employed 451 employees from a broad demographic base. It's headcount by position status and gender are as follows:

Status	N°	%	Male		Female	
			N°	%	N°	%
Casual	21	4.7%	9	3.7%	12	5.9%
On-going Full Time	287	63.6%	197	80.1%	90	43.9%
On-going Part Time	61	13.5%	8	3.3%	53	25.9%
Contract Leadership	26	5.8%	14	5.7%	12	5.9%
Fixed Term Contract Full Time	27	6.0%	14	5.7%	13	6.3%
Fixed Term Contract Part Time	29	6.4%	4	1.6%	25	12.2%
Total	451	100%	246	55%	205	45%

Organisational Structure



SAM GREEN

Chief Executive Officer

The Chief Executive Officer, in partnership with the Mayor and Councillors, is responsible for leading, managing and implementing efficient and effective services to the community. The CEO provides leadership and direction on behalf of the Council that promotes a positive culture for the benefit of its staff and the community; ensures the Council's statutory and governance obligations are met in a timely and effective manner; and drives the financial sustainability of Council through the development and implementation of appropriate strategic and operational financial plans.

Key areas of responsibility include: developing and maintaining a strong customer service focus for the organisation, maintaining a positive and collaborative working relationship with the Mayor and Councillors, Leadership and Strategy, Finance and Asset Management, People and Culture.



SIMON BLOM

General Manager City Assets

The General Manager City Assets is responsible for a significant portfolio comprising two distinct components being the management of Council's \$1b asset portfolio and the program management of Council's key strategic projects.

Key areas of responsibility include: providing sustainable and enjoyable parks, playgrounds, sports grounds, streetscapes, cycling and walking trails for the needs of a growing city, development of the northern CBD, fleet, infrastructure asset management, and property portfolios.

Asset Operations

- Service Development
- Buildings
- Fleet
- Operations

City Operations

- Support Services
- Roads & Stormwater
- Parks & Verges
- Parks & Landscapes
- Tree Services

Capital Works and Assets

- Sports & Property
- Assets & Projects

Major Projects



GRACE PELLE

General Manager Strategy and Corporate

The General Manager Strategy & Corporate has a diverse and accomplished mix of personnel with a vast range of capabilities and a joint desire to deliver the strategic intent of the Council and continually improve on resident satisfaction and value for money for the community.

Key areas of responsibility include: maintaining the corporate functions of the organisation including Governance, Strategy and Policy, Community Engagement and Experience, Customer Contact, Information Management and Technology, Service Improvement, Organisational Development and Risk/Work Health and Safety.

Finance

- Finance
- Rates

City and Corporate Planning

Corporate Services

- Governance
- Risk & WHS
- Procurement & Accounts Payable

Community Engagement and Experience

- Engagement and Insights
- Customer Contact

Organisational Development

Business Improvement

Service Improvement

- ICT Service Delivery
- ICT Service Solutions
- Records



TINA HUDSON

General Manager City Services

The General Manager City Services supports an extensive scope of service delivery to the community from education and training programs through to Development and Environmental Health.

Key areas of responsibility include: providing direct service delivery areas to the community through links to the NDIS and My Aged Care, Library Services, Youth Programs, Community volunteers, Waste management, environment sustainability and biodiversity, urban design and construction.

Health, Environment & Regulatory Services

- Regulatory Services
- Health & Immunisation
- Environment & Waste

Libraries, Civic Venues and Stretton

- Library Services
- Civic Venues
- Stretton Centre

Community Services

- Community Inclusion
- Community Development
- Creative Cultural Development

Development Services

- Building & Compliance
- Planning Services
- Engineering Services

Workforce and Remuneration Profile

Council is supported in its decision-making by an Executive team whose salary packages may include the following benefits:

- Annual salary
- Fully maintained vehicle or novated lease vehicle
- Employer superannuation contributions

The Executive team is also provided with mobile phones, tablets and laptops as work tools in accordance with Council's Mobile Devices and Services Policy.

The total remuneration package of Managers is reported in the table below. Remuneration packages consist of the employer superannuation contribution, the cost of Council-supplied vehicles (as appropriate) and their annual salary. Salaries of all other staff are also reported in the table, excluding employer super contribution. No bonuses are paid to any member of staff or management.

Managers with the ability to incur private use of a Council vehicle pay 75% of the vehicle costs from their salary in recognition that the vehicle is available for staff and volunteers to use as a 'pool' vehicle during business hours.

Employee Categories	Salary Range \$,000	Male	%	Female	%	Total	%
CEO	250-300	1	0.4%	0	0.0%	1	0.2%
General Managers	200-250	1	0.4%	2	1.0%	3	0.7%
Senior Managers	150-200	11	4.5%	5	2.4%	16	3.5%
Managers and Senior Officers	99-150	39	15.9%	23	11.2%	62	13.7%
Employees	0-99	194	78.9%	175	85.4%	369	81.8%
Totals		246		205		451	

Management/Staff Ratio

Title	Number
Management	56
Staff (other than Management)	395
Total Council Staff	451

Service Delivery

Indirect Service FTE	Direct Service FTE	Combined Total FTE
137.92	263.09	401.00

* An FTE of 1.0 means that the person is working the hours equivalent to a full-time worker.

For the purposes of reporting, in the Service Delivery table, indirect services are classified as service delivery staff that are performing roles not directly involved with the delivery of services to the community such as Finance, Organisational Development, ICT, Risk and WHS and Procurement.

Recruitment and Selection

The City of Playford considers recruitment to be a significant financial investment. We commit to investing the time required in our recruitment processes to gather as much data as possible to be confident in the decision we make that each successful candidate is the right person for their role and we are the right organisation for our candidate.

We aim to recruit and select employees who demonstrate attributes that are consistent with our organisation's culture and that will best meet the organisation's needs to deliver on our strategic objectives. Recruitment and selection of employees in the City of Playford complies with all legal requirements including equal opportunity and sound human resource management principles, together with the policies and guidelines as adopted by the City of Playford.

End-to-end eRecruitment and Onboarding Systems have been embedded across the organisation in order to gain efficiency and enhance the effectiveness of our recruitment and selection practices.

Equal Employment Opportunity (EEO)

The City of Playford continues to increase its organisational effectiveness and deliver high quality, responsive council services, through the support and development of its people in a positive working environment with effective workforce planning processes.

We have a longstanding commitment to a policy of equal employment and advancement opportunities without regard to race, colour, gender, marital status, religion, age, national origin or citizenship status, disability, sexual orientation or any other protected characteristic as established by law.

This commitment to fair employment practices applies to every aspect of the employment life cycle, ensuring that equal consideration is extended to all employees and applicants in all aspects of employment including remuneration, recruitment and selection, learning and development, performance evaluation, career development and progression opportunities.

Learning and Development

The organisation's commitment to ongoing learning and development supports employees and volunteers to meet the professional, occupational and legislative responsibilities of their employment. This is achieved by the ongoing monitoring and evaluation of their work performance, providing employees with a fair, balanced and constructive evaluation of progress in their roles.

Learning and development activities are focussed on achieving an effective balance between organisation and individual needs that facilitate an increase in skills and knowledge across the organisation, building workforce flexibility, change capability, resilience and leadership potential.

Employee Assistance Program

The Employee Assistance Program (EAP) provides access to confidential and professional counselling services for all City of Playford employees, Councillors and their immediate families for any personal or work-related issues. Counselling is available on site, off site or by telephone, and aims to assist in clarifying any challenges or problems they may be facing, with a focus on building effective strategies and solutions to address those issues.

Risk and Work Health and Safety (WHS)

Like all organisations, City of Playford was faced with a pandemic in March 2020 which saw the establishment of the Continuity Management Team (CMT) to respond to the COVID-19 outbreak utilising the organisation's Business Continuity Plan. The CMT assessed recommendations for service provision and the workplace from subject matter experts, taking into consideration Australian Government advice to inform decision-making. The three principles followed to guide decision-making were:

- Provision of a safe workplace
- Provision of services to our community where it was safe to do so and where the community wanted to access those services safely
- Taking advice from Australian Government Departments including SA Health and South Australian Police (SAPOL)

Proactive WHS and Injury Management work continued to be undertaken across the organisation to ensure ongoing employee safety and legislative compliance. In the midst of the pandemic, control measures were introduced to mitigate risk and reduce the spread of COVID-19. These measures included increased cleaning at our sites, sneeze screen installations at our customer facing sites, floor decals at our sites to increase and encourage physical distancing of 1.5m, and the installation of hand hygiene stations at our sites.

Return to Work (RTW) Claims decreased in 2019/20 by 20%. The number of claims is equivalent to the member group average, which is made up of similar size Councils.

Return to Work Claims*						
Financial Year	RTW Claims Playford	RTW Claims Group Average	LTI Days Playford	LTI Days Group Average	Duration Rate (days) Playford	Duration Rate (days) Group Average
2018/19	30	30	406	385	25.4	29.6
2019/20	24	24	8	144	8	18
*Data is accurate from the Local Government Risk Services (LGRS) Member Centre as at 26 August 2020 and is subject to change due to on-going claims and costs which may carry over into other financial years.						

Return to Work Claim Costs*		
Financial Year	Claims Cost Playford	Claims Cost Group Average
2018/19	\$456,186	\$375,308
2019/20	\$118,040	\$149,656
*Data is accurate from the Local Government Risk Services (LGRS) Member Centre as at 26 August 2020 and is subject to change due to on-going claims and costs which may carry over into other financial years.		

It is noted that the tables above reflect eight Lost Time Injury (LTI) Days Playford and eight Duration Rate (days) Playford for 2019/20 respectively. These numbers are reflective of outstanding claims that are yet to be processed or reconciled through the LGRS Member Centre. It is estimated that the number of LTI Days Playford for 2019/20 is 440, and the Duration Rate (days) Playford for 2019/20 is 36.6.

Insurance Claims

Liability, Fleet and Assets			
Financial Year	Liability Claims	Fleet Claims	Asset Claims
2019/20	44	51	10

There was a 2% increase in liability claims and an 11% increase in both fleet and asset claims over the previous year.

Other Key Activities

City of Playford has also delivered a number of key activities across 2019/20. These include:

- Provision of an income protection scheme through the Local Government Risk Services (LGRS) that supports staff if they suffer from an injury or illness that occurs outside of the workplace
- Delivery of hearing assessments for staff required to wear hearing protection
- Delivery of annual flu vaccinations for staff
- Delivery of a Road Safety Awareness Program hosted by the South Australian Metropolitan Fire Service
- Introduction of a WHS Partner model to better support the organisation by aligning a WHS practitioner to teams, thus allowing coaching and mentoring to take place and to assist in areas such as compliance and continuous improvement.
- Conducting a broad range of WHS training programs and information sessions in areas such as Asbestos Awareness, Functions of a WHS Committee, Incident Investigation and Human Factors Training, General Construction Induction, White Card, Workzone Traffic Management, First Aid and CPR.
- Continuation of the Mental Health First Aid Program including the appointment of designated Mental Health First Aiders and the provision of training for Management to ensure effective support can be provided to those who may be experiencing a mental health problem, or who may be in crisis.

- The following activities were undertaken as part of our Healthy Wellbeing Program:
 - Skin cancer checks for staff who regularly work outdoors (also available to all employees)
 - Annual health assessments for employees
 - Mental Health – Mind your Wellbeing program
 - 12-week COVID-19 Webinar series
 - Online health program
- Participation in the Australian Red Cross Blood Challenge, where City of Playford was the leading council for SA/NT in 2019 for the second year in a row, and placing third nationally among some of Australia's largest Councils.

LOOKING FORWARD

2020/21 Annual Business Plan and Budget

Council adopted its 2020/21 Annual Business Plan and Budget (ABP) on 30 June 2020. The ABP builds upon our Community Vision 2043 and Strategic Plan, and articulates the services and programs Council will deliver in the upcoming year.

The Plan includes an operating budget of \$108 million, an operating surplus of \$3.870 million and expenditure of \$43.635 million on capital projects. Council will also receive \$10.844 million of assets free of charge from developers.

The Plan incorporates a rate increase of 0.45% which is made up 0.39% to fund the SA government imposed costs pressures (Solid Waste Levy) and 0.12% to fund 12 new and enhanced services, offset by 0.06% of savings from operating costs of previous initiatives.

For 2020/21 Council was also able to identify short term, financially sustainable measures that were allocated to offset an equivalent of 2% of inflationary cost pressures that would typically need to be passed on through a further rates increase.

2020/21 Financial Indicators

Council has several indicators and targets to assess its financial sustainability. The targets for 2020/21 are outlined in the table below:

Financial Indicator	Explanation	Target	2020/21 Budget
Operating Surplus Ratio	This ratio is designed to highlight the financial performance for the year and is a key indicator for financial sustainability. The ratio expresses the operating result as a percentage of Council's total income.	0%-10%	3.5%
Net Financial Liabilities Ratio	This ratio shows financial liabilities as a percentage of Operating Income.	50%-160% Operating Income	170.8%
Asset Renewal Funding Ratio	This ratio shows whether or not Council is replacing assets at the rate required in the Asset Management Plan.	Between 90% and 110%	102.3%
Interest Expense Ratio	This ratio shows how much discretionary income is used to pay interest on borrowings	3%-10% of discretionary income	6.1%
Cash Flow from Operations Ratio	The cash generated each year from operations compared to the 20 year average requirements in the Asset Management Plan. This ratio measures whether Council is generating enough cash from its operations to cover the replacement of assets over time.	Between 90% and 110% and not less than 100% over a 10 year period	127.8%

2020/21 Organisational Performance Measures

Organisational Performance Measures are set by Council to monitor our achievements against our overall strategic goals and to provide focus areas for staff in their day-to-day service delivery.

The measures relate to the areas of community interest, organisational accountability and key organisational priorities and fulfil our obligations under Section 123 of the *Local Government Act 1999*.

The table below shows the targets for 2020/21:

Indicator	Measure	2020 Target
Overall Council Satisfaction	Overall customer satisfaction with the City of Playford as an organisation	An overall score between 3.00 – 3.59 (Moderate Satisfaction)
City-wide Presentation	Customer Satisfaction with the level of appearance of public realms ¹	Achievement of a 3.50 score
Customer Service ²	Satisfaction rating with the level of customer service and experience	An overall score between 3.60 – 3.89 (Moderately High Satisfaction)
Accountability	Satisfaction with Council being open and accountable to the community in its operations	An overall score between 3.00 – 3.59 (Moderate Satisfaction)
Community Engagement	Satisfaction rating with how Council invites community participation in decision-making	An overall score between 3.00 – 3.59 (Moderate Satisfaction)
Managing Growth	Customer rating for how Council plans for the future	An overall score between 3.00 – 3.59 (Moderate Satisfaction)
Continuous Improvement	Customer satisfaction with value for money ³	An overall score between 3.00 – 3.59 (Moderate Satisfaction)

1. This measure of the appearance of public realms aggregates seven (7) customer satisfaction measures including: maintenance of parks, gardens and playgrounds, effectiveness of graffiti and vandalism control, general appearance of the city, verge maintenance, cleanliness of streets, maintenance of roads and footpaths.

2. Customer service refers to the way Council deals with, takes care of and responds to its customers.

3. Value for money refers to the value residents believe they get from their rates or fees for services

New Strategic Plan

The *Local Government Act 1999* (the Act) requires that a comprehensive review of a Council's Strategic Plan must be undertaken within two years of each general election of Council and that members of the public are given reasonable opportunity to be involved in the development of the Plan. Due to the impacts of COVID-19, the two year deadline was extended to two years and three months for this planning cycle. The current Council was elected in November 2018 and therefore the plan must be reviewed and a new plan endorsed by Council by February 2021.

In 2019 discussions commenced with Council about its new Strategic Plan and agreement was reached that instead of thinking for just four years ahead, Council would take a longer 12-year approach to strategic planning. This will involve considering what Council can deliver in the next three strategic plans – 2020-24, 2024-2028, 2028-2032.



The desire to focus more on 'sustainable foundations' in the coming four years (2020-24) emerged.

In early 2020/21, an extensive community engagement process was undertaken with the purpose being to:

- Inform our community on the intention to focus on 'foundations' for the next four years
- Involve our diverse community in defining what they consider the 'foundations' to be

The process included a city-wide survey, a series of 'mini-meets' and information available from the City of Playford Engagement Hub. The engagement was underpinned by a dedicated social media campaign.

Over 1600 people took part in the process, resulting in 3500 suggestions being made as to what the foundational needs of our city are.

Council is currently using the information gained from the community engagement process to help prepare a draft plan for further consultation. The finalised Strategic Plan 2020-2024 is on track to be adopted in January 2021.

LEGISLATIVE CHECK LIST

The City of Playford Annual Report has been developed in line with the *Local Government Act 1999* and *Local Government Act* regulations. The checklist below identifies the relevant sections of the Act(s) and the corresponding page number(s) in the Report.

Legislative Requirement	Page Reference
<p>Council Report Schedule 4, clause 1(h) requires a statement to be included in the annual report about:</p> <ul style="list-style-type: none"> • Council's representation quota* • Average representation quota for councils of a similar size and type (taking into account various factors prescribed by the regulations if any) • Timing of next representation review as prescribed in section 12(4). • Procedures available for electors to make submissions on representation. <p>*Schedule 4, clause 3 defines "representation quota" for the purpose of the annual report requirements. Representation quota for a council is an amount ascertained by dividing the number of electors for an area of the council (as at the last closing date under the <i>Local Government (Elections) Act 1999</i>) by the number of members who constitute the council (ignoring any fractions resulting from the division and expressed as a quota).</p>	Page 50 - Council Members and Representation
Schedule 4, clause 2(c) requires annual reports to include information about the decision-making structure of council (ie council structure including council committees - roles, functions, etc - and the council's scheme of delegation)	Page 51 - Council and Committee Structure
<p>Strategic Management Plans Schedule 4, clause 2(a) requires a council to report on performance in implementing its strategic management plans during the financial year to which the annual report relates and projections and targets under its plans for the next financial year. (Cross reference to section 122 – Strategic Management Plan provisions). Schedule 4 clause 2(ab) requires councils to report on performance against annual business plans for the financial year to which the annual report relates.</p>	<p>Page 14 - Strategic Directions and Year in Review</p> <p>Page 71 - Looking Forward</p>
<p>Council Members Schedule 4 requires information about:</p> <ul style="list-style-type: none"> • Allowances paid to council members and council committee members [clause 1(f)] Note, this includes the audit committee. • The training and development activities for members of the council during the relevant financial year [clause 2(ca)]. 	<p>Page 50 - Council Member Allowances</p> <p>Page 56 - Training and Development</p>
<p>Management and Staffing Schedule 4, clause 1(g) requires information about the number of senior executive officers, kinds of allowances, and bonuses and benefits that are made available as part of the salary package/s. (Cross refer to section 105) Schedule 4, clause 2(d) requires information to be included about</p> <ul style="list-style-type: none"> • the implementation of equal employment programs, and • other human resource management or development programs (Cross refer to section 107). 	<p>Page 66 - Workforce and Remuneration Profile</p> <p>Page 67 - Equal Employment Opportunity (EEO)</p>

Legislative Requirement	Page Reference
Budget and Financial Reports Schedule 4 requires: <ul style="list-style-type: none"> • A copy of audited financial statements [clause 1(a)] • Information about allowances paid to council members and council committee members [clause 1(f)] • A report on competitive tendering or other measures to ensure services are delivered cost-effectively, and the extent (if any) to which council has pursued policies for purchasing local goods and services [clause 2(b)] 	Appendix 1 – Audited Financial Statements Page 50 - Council Member Allowances Page 60 - Tendering Arrangements
Community Land and Council Facilities Schedule 4, clause 2(e), requires annual reports to include a report on the progress of preparing or finalising management plans for community land. (Cross refer Chapter 11).	Page 61 - Community Land
List of Documents Available to the Public Schedule 4 requires the following lists to be included in annual reports: <ul style="list-style-type: none"> • Lists of registers and of codes of conduct or practice which are required to be kept under the <i>Local Government Act 1999</i> or <i>Local Government (Elections) Act 1999</i> [clauses 1(b) and (c)]. 	Page 57 - Registers
Freedom of Information Statements Section 9(1a) of the <i>Freedom of Information Act 1991</i> requires councils to annually publish up-to-date information statements [clause 1(gb)].	Page 62 - Freedom of Information Statements
Confidentiality Schedule 4, clause 1(ga) of the <i>Local Government Act 1999</i> requires a report to be included in the annual report about the council's and council committee's use of sections 90(2) and 91(7). The content is detailed under regulation 35 of the <i>Local Government (General) Regulations</i> : Report on the use of section 90(2) and (3) of the Act: <ul style="list-style-type: none"> • Total number of orders made under section 90(2) of the Act in the financial year • The date and subject of each order within the ambit of section 90(2) • In relation to section 90(3) paragraphs (a) – (na), the number of times in the financial year that an order was made under section 92 Report on the use of section 91(7) <ul style="list-style-type: none"> • The total number of orders made under the subsection in the financial year • The number of orders made in the financial year that expired, ceased to apply or were revoked during the financial year • The number of orders that remained operative at the end of the financial year (not including orders made before 15 November 2010) • Date and subject of each order with the ambit of the above under section 91(7). 	Page 52 - Confidentiality
Subsidiaries The annual report of any subsidiary received by the council under Schedule 2 for the financial year [clause 1(ha)].	Appendix 2 & 3

Legislative Requirement	Page Reference
<p>National Competition Policy Schedule 4, clause 1(j) any other information to be included under the <i>Local Government Act 1999</i> or another Act. Therefore by virtue of the <i>Government Business Enterprise (Competition) Act 1996</i> and the Clause 7 Statement 2002 the council is required to submit relevant information on the application of competitive neutrality principles. This includes information on:</p> <ul style="list-style-type: none"> • The commencement or cessation of significant business activities controlled by the council; • The competitive neutrality measure applied to each significant business activity controlled by the council; • The review and reform of by-laws which restrict competition, including proposals for new by-laws; • Complaints received alleging a breach of competitive neutrality principles by the council; • The structural reform of public monopolies <p>The information included in the annual report may be in summary form.</p>	Page 60 - National Competition Policy
<p>Freedom of Information applications Councils are required to report on the applications received under section 13 of the <i>Freedom of Information Act</i>, as required by Schedule 4, clause 1(gb). As at the date of these guidelines there is no prescribed format that this report must take under the Regulations.</p>	Page 62 - Freedom of Information Applications
<p>Auditor Independence Councils are required to report on the remuneration payable to the auditor during the year and to differentiate between audit and non-audit fees. Also, to report if the appointment of the auditor is terminated other than by expiry of the contract [Schedule 4, clause 1(j) and section 128(9)].</p>	Page 60 - Auditors Payment
<p>Internal review of Council actions Councils must, on an annual basis initiate and consider a report that relates to the number of applications for review made under section 270(8); the kinds of matters to which the applications relate; the outcome of applications under the section; and such other matters as may be prescribed by the regulations. Section 270(8) of the Act; Schedule 4, clause 1(i) and regulation 35(2).</p>	Page 56 - Section 270 Reviews
<p>Local Nuisance and Litter Act Councils must report on:</p> <ul style="list-style-type: none"> • the number of complaints of local nuisance or littering received by the council; and • the number and nature of — <ul style="list-style-type: none"> ○ offences under the Act that were expiated; and ○ offences under the Act that were prosecuted; and ○ nuisance abatement notices or litter abatement notices issued; and ○ civil penalties negotiated under section 34 of the Act; and ○ 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 • any other functions performed by the council under the Act. 	Page 62 - Local Nuisance and Litter Control Act and Regulations

APPENDICES

City of Playford General Purpose Financial Statements for the year ended 30 June 2020

Gawler River Floodplain Management Authority Annual Report 2019/20

Northern Adelaide Waste Management Authority Annual Report 2019/20

City of Playford

GENERAL PURPOSE FINANCIAL STATEMENTS
for the year ended 30 June 2020



City of Playford

General Purpose Financial Statements for the year ended 30 June 2020

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City of Playford

General Purpose Financial Statements for the year ended 30 June 2020

Certification of Financial Statements

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

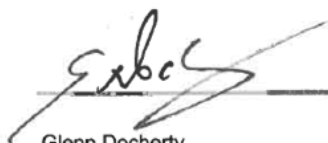
In our opinion:

- 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 2020 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.



Sam Green
CHIEF EXECUTIVE OFFICER

Date: 27/10/2020



Glenn Docherty
MAYOR

28/10/2020

City of Playford

Statement of Comprehensive Income for the year ended 30 June 2020

\$ '000	Notes	2020	2019
Income			
Rates	2a	82,161	78,165
Statutory Charges	2b	2,035	2,012
User Charges	2c	2,822	3,143
Grants, Subsidies and Contributions	2g	16,959	19,533
Investment Income	2d	14	24
Reimbursements	2e	1,293	564
Other Income	2f	1,396	1,004
Total Income		106,680	104,445
Expenses			
Employee Costs	3a	40,466	40,387
Materials, Contracts & Other Expenses	3b	35,188	34,372
Depreciation, Amortisation & Impairment	3c	20,683	18,983
Finance Costs	3d	4,993	5,479
Net loss - Equity Accounted Council Businesses	19	526	124
Total Expenses		101,856	99,345
Operating Surplus / (Deficit)		4,824	5,100
Asset Disposal & Fair Value Adjustments	4	(4,749)	(6,878)
Amounts Received Specifically for New or Upgraded Assets	2g	2,494	1,029
Physical Resources Received Free of Charge	2i	10,870	9,524
Net Surplus / (Deficit) ¹		13,439	8,775
Other Comprehensive Income			
<i>Amounts which will not be reclassified subsequently to operating result</i>			
Changes in Revaluation Surplus - I, PP&E	9a	12,936	19,519
Share of Other Comprehensive Income - Equity Accounted Council Businesses	19	-	1,868
Impairment (Expense) / Recoupments Offset to Asset Revaluation Reserve	9a	-	(482)
Other Equity Adjustments - Equity Accounted Council Businesses		394	86
Total Other Comprehensive Income		13,330	20,991
Total Comprehensive Income		26,769	29,766

¹ Transferred to Statement of Changes in Equity

City of Playford

Statement of Financial Position

as at 30 June 2020

\$ '000	Notes	2020	2019
ASSETS			
Current Assets			
Cash and Cash Equivalents	5a	1,884	468
Trade & Other Receivables	5b	9,736	7,260
Inventories	5c	157	142
Subtotal		11,777	7,870
Non-Current Assets Held for Sale	20	426	1,205
Total Current Assets		12,203	9,075
Non-Current Assets			
Financial Assets	6a	315	332
Equity Accounted Investments in Council Businesses	6b	9,383	9,515
Infrastructure, Property, Plant & Equipment	7a	1,244,694	1,216,427
Other Non-Current Assets	6c	8,106	9,334
Total Non-Current Assets		1,262,498	1,235,608
TOTAL ASSETS		1,274,701	1,244,683
LIABILITIES			
Current Liabilities			
Trade & Other Payables	8a	16,177	12,948
Borrowings	8b	8,141	14,560
Provisions	8c	5,661	5,583
Total Current Liabilities		29,979	33,091
Non-Current Liabilities			
Borrowings	8b	129,608	123,433
Provisions	8c	1,329	1,140
Total Non-Current Liabilities		130,937	124,573
TOTAL LIABILITIES		160,916	157,664
Net Assets		1,113,785	1,087,019
EQUITY			
Accumulated Surplus		470,924	456,988
Asset Revaluation Reserves	9a	634,024	621,088
Other Reserves	9b	8,837	8,943
Total Council Equity		1,113,785	1,087,019

The above statement should be read in conjunction with the accompanying Notes and Significant Accounting Policies.

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City of Playford

Statement of Changes in Equity
for the year ended 30 June 2020

\$ '000	Notes	Accumulated Surplus	Asset Revaluation Reserve	Other Reserves	Total Equity
2020					
Balance at the end of previous reporting period		456,989	621,088	8,943	1,087,019
Adjustments (due to compliance with revised Accounting Standards) - not retrospective	24a	(4)	-	-	(4)
Restated Opening Balance		456,985	621,088	8,943	1,087,015
Net Surplus / (Deficit) for Year		13,439	-	-	13,439
Other Comprehensive Income					
- Gain (Loss) on Revaluation of I,PP&E	7a	-	12,936	-	12,936
- Other Equity Adjustments - Equity Accounted Council Businesses	19	394	-	-	394
Other Comprehensive Income		394	12,936	-	13,330
Total Comprehensive Income		13,833	12,936	-	26,769
Transfers between Reserves		106	-	(106)	-
Balance at the end of period		470,924	634,024	8,837	1,113,785
2019					
Balance at the end of previous reporting period		449,708	600,183	7,372	1,057,263
Adjustments of Prior Period comparative		(10)	-	-	(10)
Restated Opening Balance		449,698	600,183	7,372	1,057,253
Net Surplus / (Deficit) for Year		8,775	-	-	8,775
Other Comprehensive Income					
- Gain (Loss) on Revaluation of I,PP&E	7a	-	19,519	-	19,519
- IPP&E Impairment (Expense) / Recoupments Offset to ARR	7a	-	(482)	-	(482)
- Share of OCI - Equity Accounted Council Businesses	19	-	1,868	-	1,868
- Other Equity Adjustments - Equity Accounted Council Businesses	19	86	-	-	86
Other Comprehensive Income		86	20,905	-	20,991
Total Comprehensive Income		8,861	20,905	-	29,766
Transfers between Reserves		(1,571)	-	1,571	-
Balance at the end of period		456,988	621,088	8,943	1,087,019

The above statement should be read in conjunction with the accompanying Notes and Significant Accounting Policies.

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City of Playford

Statement of Cash Flows

for the year ended 30 June 2020

\$ '000	Notes	2020	2019
Cash Flows from Operating Activities			
Receipts			
Operating Receipts		111,934	110,883
Investment Receipts		14	24
Payments			
Operating Payments to Suppliers and Employees		(79,902)	(82,584)
Finance Payments		(4,993)	(5,479)
Net Cash provided by (or used in) Operating Activities	11b	27,053	22,844
Cash Flows from Investing Activities			
Receipts			
Amounts Received Specifically for New/Upgraded Assets		2,494	1,029
Sale of Replaced Assets		765	887
Sale of Surplus Assets		788	891
Repayments of Loans by Community Groups		12	16
Payments			
Expenditure on Renewal/Replacement of Assets		(16,848)	(20,345)
Expenditure on New/Upgraded Assets		(12,202)	(21,354)
Net Cash provided by (or used in) Investing Activities		(24,991)	(38,876)
Cash Flows from Financing Activities			
Receipts			
Proceeds from Borrowings		97,000	129,324
Payments			
Repayments of Borrowings		(97,465)	(114,287)
Repayment of Lease Liabilities		(181)	-
Net Cash provided by (or used in) Financing Activities		(646)	15,037
Net Increase (Decrease) in Cash Held		1,416	(995)
plus: Cash & Cash Equivalents at beginning of period	11	468	1,463
Cash & Cash Equivalents at end of period	11	1,884	468

The above statement should be read in conjunction with the accompanying Notes and Significant Accounting Policies.

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City of Playford

Notes to and forming part of the Financial Statements for the year ended 30 June 2020

Contents of the Notes accompanying the Financial Statements

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City of Playford

Notes to and forming part of the Financial Statements for the year ended 30 June 2020

Note 1. Summary of Significant Accounting Policies

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

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

1 Basis of Preparation

1.1 Compliance with Australian Accounting Standards

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

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

1.2 Critical Accounting Estimates

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

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

1.3 Rounding

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

2 The Local Government Reporting Entity

City of Playford is incorporated under the South Australian *Local Government Act 1999* and has its principal place of business at 12 Bishopstone Road, Davoren Park. These consolidated financial statements include the Council's direct operations and all entities through which Council controls

resources to carry on its functions. In the process of reporting on the Council as a single unit, all transactions and balances between activity areas and controlled entities have been eliminated.

3 Income Recognition

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

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

In other cases, AASB 1058 applies when a not-for-profit (NFP) entity enters into transactions where the consideration to acquire an asset is significantly less than the fair value of the asset principally to enable the entity to further its objectives. The excess of the asset recognised (at fair value) over any 'related amounts' is recognised as income immediately, except in the case where a financial asset has been received to enable the council to acquire or construct a recognisable non-financial asset that 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
2017/18	\$10,069	\$10,535	- \$5,982 + \$5,516
2018/19	\$11,210	\$10,942	-\$5,516 +\$5,784
2019/20	\$11,367	\$11,211	-\$5,784 +\$5,940

In addition, the 2019/20 and 2020/21 Supplementary Local Road Grants of \$1,295,500 was paid in advance in June 2019.

City of Playford

Notes to and forming part of the Financial Statements for the year ended 30 June 2020

Note 1. Summary of Significant Accounting Policies (continued)

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

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

4 Cash, Cash Equivalents and other Financial Instruments

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

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

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

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

5 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 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.

Building & Other Structures	\$5,000
Infrastructure	\$5,000
Plant & Equipment	\$2,000
Office Furniture & Equipment	\$2,000
Artworks	\$5,000

City of Playford

Notes to and forming part of the Financial Statements for the year ended 30 June 2020

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.

Plant, Furniture & Equipment	2 to 15 years
Building & Other Structures	5 to 75 years
Infrastructure	10 to 100 years
Other Assets	10 to 15 years

6.5 Impairment

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

Other assets that are subject to depreciation are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount

(which is the higher of the present value of future cash inflows or value in use).

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

6.6 Borrowing Costs

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

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 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 Employee Benefits

9.1 Salaries, Wages & Compensated Absences

Liabilities for employees' entitlements to salaries, wages and compensated absences expected to be

City of Playford

Notes to and forming part of the Financial Statements for the year ended 30 June 2020

Note 1. Summary of Significant Accounting Policies (continued)

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.

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.

9.2 Superannuation

The Council makes employer superannuation contributions in respect of its employees to the nominated fund selected by employees under the "Choice of Fund" legislation. Council also make contributions to Statewide Superannuation Scheme as the default superannuation fund. The Scheme has two types of membership, each of which is funded differently.

No changes in accounting policy have occurred during either the current or previous reporting periods. Details of the accounting policies applied and Council's involvement with the schemes are reported in Note 18.

10 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.

10.1 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.

Building, plant, equipment and other 2 to 15 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.

City of Playford

Notes to and forming part of the Financial Statements for the year ended 30 June 2020

Note 1. Summary of Significant Accounting Policies (continued)

11 Equity Accounted Council Businesses

Council participates in cooperative arrangements with other Councils for the provision of services and facilities.

Council's equity in the Northern Adelaide Waste Management Authority (NAWMA) and Gawler River Floodplain Management Authority (GRFMA) are accounted for in accordance with AASB 128 and set out in detail in Note 19.

12 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.

13 New and amended accounting standards and interpretations

In the current year, Council adopted all of the new and revised Standards and Interpretations issued by the Australian Accounting Standards Board (AASB) that are relevant to its operations and effective for the current reporting period. The adoption of the new and revised Standards and Interpretations has not resulted in any material changes to Council's accounting policies.

City of Playford has not applied any Australian Accounting Standards and Interpretations that have been issued but are not yet effective.

Adoption of AASB 15 Revenue from Contracts with Customers and AASB 1058 Income of Not-for-Profit Entities

AASB 15 and AASB 1058 came into effect from 1 July 2019. However Council early adopted these standards in the 2017/18 financial year.

AASB 16 Leases

The Council applied AASB 16 Leases, for the first time from 1 July 2019. This standard requires that the right of use conveyed by leasing contracts (except leases with a maximum term of 12 months and leases for low-value assets) be recognised as a form of Infrastructure, Property, Plant and Equipment, and that the lease liability be disclosed as a liability. At 30 June 2019, Council has 15 leases to which this treatment will need to be applied.

Adoption of AASB 16 Leases (AASB 16)

AASB 16 supersedes AASB 117 Leases, Interpretation 4 Determining whether an Arrangement contains a Lease and other related Interpretations. The standard sets out the principles for the recognition, measurement, presentation and disclosure of leases and requires lessees to recognise most leases on the balance sheet under a single on-balance sheet model. The Council has lease contracts for various items of plant and equipment. Before the adoption of AASB 16, the Council classified each of its leases (as lessee) at the inception date as either a finance lease or an operating lease.

The Council adopted AASB 16 using the modified retrospective method of adoption. Under this method, the standard has been applied retrospectively with the cumulative effect of initially applying the standard recognised as an adjustment to the opening balance of Accumulated Surplus as at 1 July 2019 and comparatives have not been restated.

The Council recognised right-of-use assets and lease liabilities for those leases previously classified as operating leases, except for short-term leases with lease terms that end within 12 months of the date of initial application and leases of low-value assets. The right-of-use assets for all leases were recognised based on the amount equal to the lease liabilities. Lease liabilities were recognised based on the present value of the remaining lease payments, discounted using the incremental borrowing rate at the date of initial application.

The effect of adoption AASB 16 as at 1 July 2019 (increase/(decrease)) is, as follows:

City of Playford

Notes to and forming part of the Financial Statements for the year ended 30 June 2020

Note 1. Summary of Significant Accounting Policies (continued)

	\$'000
Assets	
Infrastructure, Property, Plant and Equip.	
- Right-of-Use-Assets	354
Total Assets	354
Liabilities	
Interest-bearing loans and borrowings	358
Total Liabilities	358
Accumulated Surplus	(4)

The lease liabilities as at 1 July 2019 can be reconciled to the operating lease commitments as of 30 June 2019, as follows:

	\$'000
Operating lease commitments as at 30 June 2019	319
Effect of discounting using the weighted average incremental borrowing rate as at 1 July 2019 of 3.05%	(14)
Less:	
Commitments relating to short-term leases	(11)
Commitments relating to leases of low-value assets	-
Other	-
Add:	
Commitments relating to leases previously classified as finance leases	-
Other	64
Lease liabilities as at 1 July 2019	358

14 COVID-19 Pandemic

The COVID-19 pandemic has impacted the 2019/20 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 the mandatory shut downs as directed by the Australian Government and the advice from the Australian Government Department of Health and SA Health.

Examples include;

- Reduced revenue from Events and venue hire
- Business support in the form of temporary suspension of,
 - Fines
 - Penalties
 - Interest
 - Rent (including sportsfields)
 - License fees
 - Debt recovery actions
- Additional costs for
 - Cleaning
 - Health and Safety initiatives
 - Hibernation costs for Council Venues

COVID-19 is not expected to have a significant financial impact on Council. Council estimates that the reduction in revenue and the increase in expenditure resulted in a decrease of approximately \$898,000 in the 2019/20 net surplus. It is expected further financial impacts will flow into the 2020/21 financial year. However, Council had determined that there is no material uncertainty that casts doubt on Council's ability to continue as a going concern.

15 Comparative Figures

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

16 Disclaimer

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

City of Playford

Notes to and forming part of the Financial Statements for the year ended 30 June 2020

Note 2. Income

\$ '000	Notes	2020	2019
(a). Rates Revenues			
General Rates			
General Rates		87,089	81,137
Less: Mandatory Rebates		(5,376)	(3,860)
Less: Discretionary Rebates, Remissions & Write Offs		(1,295)	(1,016)
Total General Rates		80,418	76,261
Other Rates (Including Service Charges)			
Natural Resource Management Levy		1,106	1,093
Total Other Rates		1,106	1,093
Other Charges			
Penalties for Late Payment		293	421
Legal & Other Costs Recovered		344	390
Total Other Charges		637	811
Total Rates Revenues		82,161	78,165
(b). Statutory Charges			
Development Act Fees		743	620
Animal Registration Fees & Fines		721	674
Parking Fines / Expiation Fees		327	489
Environmental Control Fines		64	57
Other Licences, Fees & Fines		180	172
Total Statutory Charges		2,035	2,012
(c). User Charges			
Cemetery Fees		3	1
Commercial Activity Revenue		82	99
Hall & Equipment Hire		1,353	1,313
Sundry		65	145
Commercial Activity - Food Cooperative		307	388
Commercial Activity - Water		529	531
Home and Aged Care		399	561
Immunisation		51	63
Library		33	42
Total User Charges		2,822	3,143

City of Playford

Notes to and forming part of the Financial Statements for the year ended 30 June 2020

Note 2. Income (continued)

\$ '000	Notes	2020	2019
(d). Investment Income			
Interest on Investments			
- Local Government Finance Authority		-	1
- Banks & Other		5	14
- Loans to Community Groups		9	9
Total Investment Income		14	24
(e). Reimbursements			
Other		1,293	564
Total Reimbursements		1,293	564
(f). Other Income			
Insurance & Other Recoupments - Infrastructure, IPP&E		139	366
Sundry		505	638
Other		752	-
Total Other Income		1,396	1,004
(g). Grants, Subsidies, Contributions			
Amounts Received Specifically for New or Upgraded Assets		2,494	1,029
Total Amounts Received Specifically for New or Upgraded Assets		2,494	1,029
Other Grants, Subsidies and Contributions		11,019	12,453
Individually Significant Item - Additional Grants Commission Payment (refer below)		5,940	7,080
Total Other Grants, Subsidies and Contributions		16,959	19,533
Total Grants, Subsidies, Contributions		19,453	20,562
The functions to which these grants relate are shown in Note 12.			
(i) Sources of grants			
Commonwealth Government		3,322	3,481
State Government		14,387	14,096
Other		1,744	2,985
Total		19,453	20,562
(ii) Individually Significant Items			
Grant Commission (FAG) Grant Recognised as Income 2017/18		-	(5,516)
Grant Commission (FAG) Grant Recognised as Income 2018/19		(5,784)	5,784
Supplementary Local Road Funding Recognised as Income 2018/19		(648)	1,296
Grant Commission (FAG) Grant Recognised as Income 2019/20		5,940	-

City of Playford

Notes to and forming part of the Financial Statements for the year ended 30 June 2020

Note 2. Income (continued)

\$ '000	Notes	2020	2019
(i). Physical Resources Received Free of Charge			
Buildings		2,344	-
Infrastructure		8,306	9,276
Plant & Equipment		220	248
Total Physical Resources Received Free of Charge		10,870	9,524

Note 3. Expenses

\$ '000	Notes	2020	2019
(a). Employee Costs			
Salaries and Wages		34,265	34,553
Employee Leave Expense		1,881	1,878
Superannuation	18	3,314	3,208
Workers' Compensation Insurance		1,374	1,354
Other		1,466	1,340
Less: Capitalised and Distributed Costs		(1,834)	(1,946)
Total Operating Employee Costs		40,466	40,387
Total Number of Employees (full time equivalent at end of reporting period)			
		401	411

(b). Materials, Contracts and Other Expenses

(i) Prescribed Expenses

Auditor's Remuneration			
- Auditing the Financial Reports		37	36
Bad and Doubtful Debts		(6)	41
Elected Members' Expenses		425	418
Election Expenses		-	321
Operating Lease Rentals - Cancellable Leases (2019 only)		-	201
Lease Expense - Low Value Assets / Short Term Leases		17	-
Subtotal - Prescribed Expenses		473	1,017

City of Playford

Notes to and forming part of the Financial Statements for the year ended 30 June 2020

Note 3. Expenses (continued)

\$ '000	Notes	2020	2019
(b). Materials, Contracts and Other Expenses (continued)			
(ii) Other Materials, Contracts and Expenses (continued)			
Contractors		9,892	9,411
Energy		2,742	2,273
Maintenance		3,024	3,246
Legal Expenses		498	899
Levies Paid to Government - NRM levy		1,106	1,093
Levies - Other		226	220
Parts, Accessories & Consumables		2,758	2,860
Professional Services		2,254	1,746
Sundry		822	1,095
Advertising		108	149
Contributions		710	576
Insurance Premiums		978	894
Recruitment		91	66
Water		1,187	1,254
Waste Collection		8,319	7,573
Subtotal - Other Material, Contracts & Expenses		34,715	33,355
Total Materials, Contracts and Other Expenses		35,188	34,372
(c). Depreciation and Amortisation			
Buildings & Other Structures		2,790	2,643
Infrastructure		15,496	14,415
Right-of-Use Assets		176	-
Plant & Equipment		2,221	1,925
Total Depreciation and Amortisation		20,683	18,983
(d). Finance Costs			
Interest on Loans		4,829	5,581
Interest on Leases		9	-
Bank Charges		244	221
Less: Capitalised and Distributed costs		(89)	(323)
Total Finance Costs		4,993	5,479

City of Playford

Notes to and forming part of the Financial Statements for the year ended 30 June 2020

Note 4. Asset Disposal & Fair Value Adjustments

\$ '000	Notes	2020	2019
Infrastructure, Property, Plant & Equipment			
(i) Assets Renewed or Directly Replaced			
Proceeds from Disposal		765	887
Less: Carrying Amount of Assets Sold		(5,292)	(7,872)
Gain (Loss) on Disposal		(4,527)	(6,985)
(ii) Assets Surplus to Requirements			
Proceeds from Disposal		788	891
Less: Carrying Amount of Assets Sold		(1,010)	(784)
Gain (Loss) on Disposal		(222)	107
Net Gain (Loss) on Disposal or Revaluation of Assets		(4,749)	(6,878)

Note 5. Current Assets

(a). Cash & Cash Equivalent Assets

Cash on Hand at Bank	1,884	468
Total Cash & Cash Equivalent Assets	1,884	468

(b). Trade & Other Receivables

Rates - General & Other	4,558	4,314
Council Rates Postponement Scheme	2	1
Accrued Revenues	251	284
Debtors - General	4,023	1,208
GST Recoupment	136	735
Prepayments	381	439
Loans to Community Organisations	22	17
Sundry	142	108
Debtors - Other	226	174
Subtotal	9,741	7,280
Less: Allowance for Doubtful Debts	(5)	(20)
Total Trade & Other Receivables	9,736	7,260

(c). Inventories

Stores & Materials	157	142
Total Inventories	157	142

City of Playford

Notes to and forming part of the Financial Statements for the year ended 30 June 2020

Note 6. Non-Current Assets

\$ '000	Notes	2020	2019
(a). Financial Assets			
Receivables			
Loans to Community Organisations		315	332
Total Financial Assets		315	332
(b). Equity Accounted Investments in Council Businesses			
NAWMA	19	2,367	2,336
GRFMA	19	7,016	7,179
Total Equity Accounted Investments in Council Businesses		9,383	9,515
(c). Other Non-Current Assets			
Capital Works-in-Progress		8,106	9,334
Total Other Non-Current Assets		8,106	9,334

City of Playford

Notes to and forming part of the Financial Statements for the year ended 30 June 2020

Note 7a. Infrastructure, Property, Plant & Equipment

	Fair Value Level	as at 30/6/2019				Asset Movements during the Reporting Period							as at 30/6/2020				
		At Fair Value	At Cost	Acc. Dep'n	Carrying Value	Transition adjustment - AASB 16	Asset Additions		WDV/ Depreciation Expense (Note 3c)	Impairment (re recognised in Equity) (Note 9)	Adjustments & Transfers	Tifs from (to) "Held for Sale" category	Revaluation Increments to Equity (ARR) (Note 9)	At Fair Value	At Cost	Acc. Dep'n	Carrying Value
							New / Upgrade	Renewals									
\$ '000																	
Land	2	451,328	115	-	451,443	-	222	-	(1,010)	-	-	779	-	451,212	222	-	451,434
Buildings & Other Structures	3	137,760	10,001	32,887	114,904	-	6,073	704	(433)	(2,700)	-	-	(174)	151,150	6,777	36,374	121,553
Infrastructure	3	842,915	47,025	252,903	637,037	-	17,917	11,657	(4,101)	(15,490)	-	135	-	896,566	29,574	269,324	656,816
Right-of-Use Assets		-	-	-	-	354	38	-	-	(176)	-	-	-	534	-	318	216
Plant & Equipment		-	25,499	12,456	13,043	-	1,876	2,697	(759)	(2,221)	-	39	-	-	27,849	13,174	14,675
Total Infrastructure, Property, Plant & Equipment		1,432,033	82,640	298,246	1,216,427	354	26,126	15,058	(6,303)	(20,683)	-	779	12,936	1,499,462	64,422	319,190	1,244,694
Comparatives		1,367,152	80,113	286,621	1,160,644	-	38,191	21,913	(8,656)	(18,983)	(482)	4,281	10,519	1,432,033	82,640	298,246	1,216,427

City of Playford

Notes to and forming part of the Financial Statements for the year ended 30 June 2020

Note 7b. Valuation of Infrastructure, Property, Plant & Equipment & Investment Property

\$ '000

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

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.

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

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

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

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

City of Playford

Notes to and forming part of the Financial Statements for the year ended 30 June 2020

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

\$ '000

Valuation of Assets (continued)

Other Information

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

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

Highest and best use

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

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

- Basis of valuation: Fair Value
- Date of valuation: 1 July 2016
- Valuer: APV Valuers & Asset Management

Buildings & Other Structures

- Basis of valuation: Written down current replacement cost
- Date of valuation: 1 July 2019
- Valuations were undertaken by APV Valuers & Asset Management on 1 July 2016. Council has undertaken a subsequent desktop valuation and update of unit rates, useful lives and condition assessment as at 1 July 2019

Infrastructure

- Basis of valuation: Written down current replacement cost
- Date of valuation: 1 July 2019
- Valuations were undertaken by APV Valuers & Asset Management on 1 July 2016. Council has undertaken a subsequent desktop valuation and update of unit rates as at 1 July 2019

Stormwater Drainage

- Basis of valuation: Written down current replacement cost
- Date of valuation: 1 July 2019
- Valuations were undertaken by APV Valuers & Asset Management on 1 July 2016. Council has undertaken a subsequent desktop valuation and update of unit rates as at 1 July 2019

City of Playford

Notes to and forming part of the Financial Statements for the year ended 30 June 2020

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

\$ '000

Valuation of Assets (continued)

Infrastructure (continued)

Structures, Bridges, Car Parks

- Basis of valuation: Written down current replacement cost
- Date of valuation: 1 July 2019
- Valuations were undertaken by APV Valuers & Asset Management on 1 July 2016. Council has undertaken a subsequent desktop valuation and update of unit rates as at 1 July 2019

Plant & Equipment

- Recognised at Cost

Note 8. Liabilities

\$ '000	Notes	2020 Current	2020 Non Current	2019 Current	2019 Non Current
(a). Trade and Other Payables					
Goods & Services		9,705	-	8,349	-
Payments Received in Advance		4,046	-	2,292	-
Accrued Expenses - Other		1,061	-	1,234	-
Other		1,365	-	1,073	-
Total Trade and Other Payables		16,177	-	12,948	-
(b). Borrowings					
Loans		8,006	129,522	14,560	123,433
Lease Liabilities	17	135	86	-	-
Total Borrowings		8,141	129,608	14,560	123,433
(c). Provisions					
Employee Benefits (Annual and Parental Leave)		2,670	-	2,510	-
Employee Benefits (Long Service Leave)		2,991	1,329	3,073	1,140
Total Provisions		5,661	1,329	5,583	1,140

City of Playford

Notes to and forming part of the Financial Statements for the year ended 30 June 2020

Note 9. Reserves

\$ '000	1/7/2019	Increments (Decrements)	Transfers	Impairments	30/6/2020
(a). Asset Revaluation Reserve					
Land	347,504	-	-	-	347,504
Buildings & Other Structures	41,398	3,269	-	-	44,667
Infrastructure	229,513	9,667	-	-	239,180
Plant & Equipment	388	-	-	-	388
JV's / Associates - Other Comprehensive Income	2,285	-	-	-	2,285
Total Asset Revaluation Reserve	621,088	12,936	-	-	634,024
Comparatives	600,183	21,387	-	(482)	621,088

\$ '000	1/7/2019	Tfrs to Reserve	Tfrs from Reserve	Other Movements	30/6/2020
(b). Other Reserves					
Developer Contributions	8,259	1,262	(1,373)	-	8,148
Supplementary Local Roads	648	4	-	-	652
Other Reserves	36	1	-	-	37
Total Other Reserves	8,943	1,267	(1,373)	-	8,837
Comparatives	7,372	2,436	(865)	-	8,943

PURPOSES OF RESERVES

Asset Revaluation Reserves

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

Other Reserves

Where developers elect to make a cash contribution to Council in lieu of installing a physical asset, the cash must be paid to Council at the time of processing the planning application. Council then sets these funds aside in the Developer Contribution Reserve for construction of the assets after development is complete.

Supplementary Local Roads

The 2020-21 Supplementary Local Roads funding was paid in advance in June 2019.

Note 10. Assets Subject to Restrictions

Council does not hold any assets subject to restrictions.

City of Playford

Notes to and forming part of the Financial Statements for the year ended 30 June 2020

Note 11. Reconciliation to Statement of Cash Flows

\$ '000	Notes	2020	2019
(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	1,884	468
Balances per Statement of Cash Flows		1,884	468
(b). Reconciliation of Change in Net Assets to Cash from Operating Activities			
Net Surplus/(Deficit)		13,439	8,775
Non-Cash Items in Income Statements			
Depreciation, Amortisation & Impairment		20,683	18,983
Equity Movements in Equity Accounted Investments (Increase)/Decrease		526	124
Non-Cash Asset Acquisitions		(10,870)	(9,524)
Grants for Capital Acquisitions (Treated as Investing Activity Receipts)		(2,494)	(1,029)
Net (Gain) Loss on Disposals		4,749	6,878
		26,033	24,207
Add (Less): Changes in Net Current Assets			
Net (Increase)/Decrease in Receivables		(2,456)	(50)
Change in Allowances for Under-Recovery of Receivables		5	(3)
Net (Increase)/Decrease in Inventories		(15)	9
Net (Increase)/Decrease in Other Current Assets		(10)	-
Net Increase/(Decrease) in Trade & Other Payables		3,229	(1,349)
Net Increase/(Decrease) in Other Provisions		267	30
Net Cash provided by (or used in) operations		27,053	22,844
(c). Non-Cash Financing and Investing Activities			
Acquisition of assets by means of:			
- Physical Resources Received Free of Charge	2i	10,870	9,524
Amounts recognised in Income Statement		10,870	9,524
Total Non-Cash Financing & Investing Activities		10,870	9,524
(d). Financing Arrangements			
Unrestricted access was available at balance date to the following lines of credit:			
Bank Overdrafts		1,200	1,200
Corporate Credit Cards		600	600
LGFA Cash Advance Debenture Facility		30,125	9,805

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

City of Playford

Notes to and forming part of the Financial Statements for the year ended 30 June 2020

Note 12a. Functions

Functions/Activities	Income, Expenses and Assets have been directly attributed to the following Functions / Activities. Details of these Functions/Activities are provided in Note 12(b).									
	INCOME		EXPENSES		OPERATING SURPLUS (DEFICIT)		GRANTS INCLUDED IN INCOME		TOTAL ASSETS HELD (CURRENT & NON-CURRENT)	
	Actual 2020	Actual 2019	Actual 2020	Actual 2019	Actual 2020	Actual 2019	Actual 2020	Actual 2019	Actual 2020	Actual 2019
\$ '000										
Executive Management	-	-	1,128	1,252	(1,128)	(1,252)	-	-	-	-
City Assets	2,873	2,109	30,012	27,615	(27,139)	(25,506)	1,875	1,156	1,252,522	1,225,761
City Services	7,247	7,774	25,872	25,357	(18,625)	(17,583)	3,729	3,763	-	-
Strategy & Corporate	96,560	94,562	44,320	44,997	52,240	49,565	13,849	15,643	21,900	18,922
Total Functions/Activities	106,680	104,445	101,332	99,221	5,348	5,224	19,453	20,562	1,274,701	1,244,683

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.

Net gain from joint ventures & associated entities

(526) (124)

Operating Surplus / (Deficit)

4,822 5,100

City of Playford

Notes to and forming part of the Financial Statements for the year ended 30 June 2020

Note 12b. Components of Functions

\$ '000

The activities relating to Council functions are as follows:

EXECUTIVE MANAGEMENT

Includes strategic leadership; strategic development and advocacy and executive projects.

CITY ASSETS

Assets Operations, Capital Works & Assets, City Operations

Includes strategic asset management; managed recreation facilities; management and maintenance of council's fleet; management and maintenance of Council's buildings and sports clubs; asset management planning, strategic water and transportation management; technical design, engineering and asset construction; maintenance of major city infrastructure and open space including roads, footpaths, signage, fences, pipes and drainage; parks, sports fields and open space management; verge maintenance; landscape and street tree maintenance.

CITY SERVICES

Libraries, Civic Venue & Stretton Centre, Health Environment & Regulatory Services, Development Services

Includes litter control; weed and pest control; libraries; theatre; venue management & catering, waste management; health inspection; environmental policy, planning and sustainability; immunisation; dog and cat control; parking control; building and planning; landscape and open space design; street and public lighting, economic development, and biodiversity.

Community Development & Inclusion

Includes building strategic partnerships and model for community learning; building community participation in the workforce; strategic social planning; aged care services; Grenville community hub; disability access planning; community grants; crime prevention; youth development, cultural & art, northern sound system and Aboriginal/Torres Strait Islander programs; community food coops; Urban regeneration project management including coordination, communication and negotiation with stakeholders and community engagement.

STRATEGY & CORPORATE

Finance, Corporate Services, Governance and Organisational Development

Includes corporate and long-term financial management and reporting; payroll; accounts payable; accounts receivable and rates administration; governance; risk & WHS; procurement and emergency management; organisational development; human resources; injury management and wellbeing.

Service Improvement

Includes information technology; service systems; service solutions and records management.

City and Corporate Planning

Includes strategic town planning and policy.

Community Engagement and Experience

Marketing & media; citizenship ceremonies; event management, customer contact and community engagement.

City of Playford

Notes to and forming part of the Financial Statements for the year ended 30 June 2020

Note 13. Financial Instruments

\$ '000

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 have an average interest rate of 0.67%(2019: 1.48%)

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 2% (2019: 2%). Each month thereafter a further interest penalty of 0.53% (2019: 0.52%) is added. 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).

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.

City of Playford

Notes to and forming part of the Financial Statements for the year ended 30 June 2020

Note 13. Financial Instruments (continued)

\$ '000

Recognised Financial Instruments

Liabilities

Interest Bearing Borrowings

Accounting Policy:

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

Terms & Conditions:

Secured over future revenues, borrowings are repayable (describe basis); interest is charged at fixed (or variable - describe) rates between 3.40% and 6.60% (2019: 3.49% and 6.85%).

Carrying Amount:

Approximates fair value.

Liabilities

Leases

Accounting Policy:

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

\$ '000	Due < 1 year	Due > 1 year & ≤ 5 years	Due > 5 years	Total Contractual Cash Flows	Carrying Values
2020					
Financial Assets					
Cash & Equivalents	1,884	-	-	1,884	1,884
Receivables	9,362	29	25	9,416	9,355
Other Financial Assets		92	223	315	315
Total Financial Assets	11,246	121	248	11,615	11,554
Financial Liabilities					
Payables	14,180	8,768	10,558	33,506	12,219
Current Borrowings	8,006	-	-	8,006	8,006
Non-Current Borrowings	-	48,726	80,796	129,522	129,522
Lease Liabilities	135	86	-	221	221
Total Financial Liabilities	22,321	57,580	91,354	171,255	149,968

City of Playford

Notes to and forming part of the Financial Statements for the year ended 30 June 2020

Note 13. Financial Instruments (continued)

\$ '000	Due < 1 year	Due > 1 year & ≤ 5 years	Due > 5 years	Total Contractual Cash Flows	Carrying Values
2019					
Financial Assets					
Cash & Equivalents	468	-	-	468	468
Receivables	6,830	31	31	6,892	6,821
Other Financial Assets	-	84	248	332	332
Total Financial Assets	7,298	115	279	7,692	7,621
Financial Liabilities					
Payables	12,547	7,917	8,393	28,857	10,722
Current Borrowings	14,560	-	-	14,560	14,560
Non-Current Borrowings	-	40,600	82,833	123,433	123,433
Total Financial Liabilities	27,107	48,517	91,226	166,850	148,715

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

	30 June 2020		30 June 2019	
	Weighted Avg Interest Rate	Carrying Value	Weighted Avg Interest Rate	Carrying Value
Overdraft	7.18%	-	8.56%	-
Other Variable Rates	2.72%	61,310	3.60%	63,130
Fixed Interest Rates	4.02%	76,218	4.53%	74,863
		137,528		137,993

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.

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.

City of Playford

Notes to and forming part of the Financial Statements for the year ended 30 June 2020

Note 14. Capital Expenditure and Investment Property Commitments

\$ '000	Notes	2020	2019
(a). Capital Commitments			
Capital expenditure committed for at the reporting date but not recognised in the financial statements as liabilities:			
Land		17	-
Buildings		3,460	668
Infrastructure		4,855	5,497
Plant & Equipment		887	393
		9,219	6,558
These expenditures are payable:			
Not later than one year		9,219	6,558
		9,219	6,558

Note 15. Financial Indicators

\$ '000	Amounts 2020	Indicator 2020	Prior Periods	
			2019	2018

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	4,824			
Total Operating Income	106,680	5%	5%	4%

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

2. Net Financial Liabilities Ratio

Net Financial Liabilities	148,981			
Total Operating Income	106,680	140%	143%	135%

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

Adjustments to Ratios

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

City of Playford

Notes to and forming part of the Financial Statements for the year ended 30 June 2020

Note 15. Financial Indicators (continued)

\$ '000	Amounts 2020	Indicator 2020	Prior Periods 2019	2018
Adjusted Operating Surplus Ratio		5%	3%	4%
Adjusted Net Financial Liabilities Ratio		139%	147%	134%
3. Asset Renewal Funding Ratio				
Net Asset Renewals	16,848			
Infrastructure & Asset Management Plan required expenditure	21,481	78%	80%	94%

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.

Note 16. Uniform Presentation of Finances

\$ '000	2020	2019
<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	106,680	104,445
less Expenses	(101,856)	(99,345)
Operating Surplus / (Deficit)	4,824	5,100
Net Outlays on Existing Assets		
Capital Expenditure on Renewal and Replacement of Existing Assets	(16,848)	(20,345)
add back Depreciation, Amortisation and Impairment	20,683	18,983
add back Proceeds from Sale of Replaced Assets	765	887
Subtotal	4,600	(475)
Net Outlays on New and Upgraded Assets		
Capital Expenditure on New and Upgraded Assets (including Investment Property & Real Estate Developments)	(12,202)	(21,354)
add back Amounts Received Specifically for New and Upgraded Assets	2,494	1,029
add back Proceeds from Sale of Surplus Assets (including Investment Property, Real Estate Developments and Non-Current Assets Held for Resale)	788	891
Subtotal	(8,920)	(19,434)
Net Lending / (Borrowing) for Financial Year	504	(14,809)

City of Playford

Notes to and forming part of the Financial Statements for the year ended 30 June 2020

Note 17. Leases

\$ '000

Council as a Lessee

Terms and conditions of leases

Building

Community building lease includes Elizabeth Downs Foodcoop and Elizabeth Rise Community Centre. The lease term for both facilities is due on 30/6/2021. The rent is increased by market rent review or CPI.

Plant and Equipment

It includes photocopiers, data storage and vehicles leasing. The leases are fixed repayments. There is no lease increase during the lease term.

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:

Right of use assets

	Building \$'000	Plant and Equipment \$'000	Total \$'000
2020			
Adoption of AASB 16 at 1 July 2019	69	285	354
Additions to right-of-use assets	-	38	38
Depreciation charge	(34)	(142)	(176)
Balance at 30 June 2020	35	181	216

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

\$ '000	2020	2019
Balance at 1 July	358	-
Additions	38	-
Accretion of interest	9	-
Payments	(184)	-
Balance at 30 June	221	-
Classified as:		
Current	135	-
Non Current	86	-

City of Playford

Notes to and forming part of the Financial Statements for the year ended 30 June 2020

Note 17. Leases (continued)

\$ '000	2020	2019
The maturity analysis of lease liabilities is included in Note 13. The following are the amounts recognised in profit or loss:		
Depreciation expense of Right-of-Use Assets	176	-
Interest expense on lease liabilities	9	-
Total amount recognised in profit or loss	185	-

Council as a Lessor

Leases Providing Revenue to the Council

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

\$ '000	2020	2019
Future minimum rentals receivable under non-cancellable operating leases as at 30 June, are as follows:		
Not later than one year	921	465
Later than one year and not later than 5 years	2,078	1,226
Later than 5 years	1,585	708
	4,584	2,399

City of Playford

Notes to and forming part of the Financial Statements for the year ended 30 June 2020

Note 18. Superannuation

\$ '000

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 2019/20; 9.50% in 2018/19). 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 2018/19) of "superannuation" salary.

In addition, Council makes a separate contribution of 3.0% of ordinary time earnings for Salarylink members to their Accumulation account. Employees also make member contributions to the Salarylink section of the Fund. As such, assets accumulate in the Salarylink section of the Fund to meet the member's benefits, as defined in the Trust Deed, as they accrue.

The Salarylink section is a multi-employer sponsored plan. As the Salarylink section's assets and liabilities are pooled and are not allocated by each employer, and employees may transfer to another employer within the local government sector and retain membership of the Fund, the Actuary is unable to allocate benefit liabilities, assets and costs between employers. As provided by AASB 119.32(b), 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 Willie Towers Watson as at 30 June 2017. 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.

City of Playford

Notes to and forming part of the Financial Statements for the year ended 30 June 2020

Note 19. Interests in Other Entities

\$ '000

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

	Council's Share of Net Income		Council's Share of Net Assets	
	2020	2019	2020	2019
Joint Ventures	(526)	(124)	9,383	9,515
Total	(526)	(124)	9,383	9,515

(i) JOINT VENTURES, ASSOCIATES AND JOINT OPERATIONS

(a) Carrying Amounts

Name of Entity	Principal Activity	2020	2019
Northern Adelaide Waste Management (NAWMA)	Waste Management	2,367	2,336
Gawler River Flood Management Authority (GRFMA)	Floodplain Management	7,016	7,179
Total Carrying Amounts - Joint Ventures & Associates		9,383	9,515

Northern Adelaide Waste Management (NAWMA)

The Northern Adelaide Waste Management Authority (NAWMA) manages recycling, waste collection and waste disposal for the City of Playford, City of Salisbury and Town of Gawler. Contributions are made towards waste collection, disposal and kerbside recycling and administration.

The City of Playford has a 34.19% equity interest in NAWMA for the year ended 30 June 2020 (2019: 34.58%). NAWMA has loan borrowings of \$15 million as at 30 June 2020. The City of Playfords share of borrowings is \$5.13 million.

Gawler River Flood Management Authority (GRFMA)

The Gawler River Floodplain Management Authority (GRFMA) was established in August 2002 to construct, operate and maintain flood mitigation infrastructure in the Gawler River area. Contributions are made to the administrative expenses of the Authority.

The City of Playford has a 31.67% equity interest in GRFMA as at 30 June 2020 (2019: 32.05%).

(b) Relevant Interests

Name of Entity	Interest in Operating Result		Ownership Share of Equity		Proportion of Voting Power	
	2020	2019	2020	2019	2020	2019
Northern Adelaide Waste Management (NAWMA)	34%	34%	34%	34%	34%	34%
Gawler River Flood Management Authority (GRFMA)	32%	32%	32%	32%	17%	17%

City of Playford

Notes to and forming part of the Financial Statements for the year ended 30 June 2020

Note 19. Interests in Other Entities (continued)

\$ '000

(c) Movement in Investment in Joint Venture or Associate

	Northern Adelaide Waste Management (NAWMA)		Gawler River Flood Management Authority (GRFMA)	
	2020	2019	2020	2019
Opening Balance	2,336	2,264	7,179	5,421
Share in Operating Result	(448)	(79)	(78)	(45)
Share in Other Comprehensive Income	-	-	-	1,868
Adjustments to Equity	479	151	(85)	(65)
Council's Equity Share in the Joint Venture or Associate	2,367	2,336	7,016	7,179

(d). Share of Joint Operations Expenditure Commitments

Expenditure committed for (excluding inventories) at the reporting date but not recognised in the financial statements as liabilities:

(i) Capital Expenditures Payable	2020	2019
Not later than one year	18,976	14,049
Later than one year and not later than 5 years	62,492	56,136
Later than 5 years	-	10,526
	81,468	80,711

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

\$ '000

(i). Non Current Assets & Disposal Group Assets

Assets

	2020	2019
Asset Held for Sale	426	1,205
Total Assets	426	1,205

City of Playford

Notes to and forming part of the Financial Statements for the year ended 30 June 2020

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 897 km of road reserves of average width 15 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 \$nil (2019: \$9,500) at reporting date.

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

4. LEGAL MATTERS

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 3 appeals against planning decisions made prior to reporting date. All known costs have been recognised, but the amount of further costs cannot be known until the appeals are determined.

5. INDENTURE

As part of the indenture entered into in July 1998 by the South Australian Housing Trust (SAHT) and Council, the SAHT have maintained a trust account. These monies are to be used to assist in refurbishment of the areas in which SAHT houses are concentrated. The current balance of this account is \$1.43 million (2019: \$1.43 million). At the time of expenditure Council assumes ownership of the asset.

City of Playford

Notes to and forming part of the Financial Statements for the year ended 30 June 2020

Note 22. Events After the Statement of Financial Position Date

Events that occur after the reporting date of 30 June 2020, 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 Certification of Financial Statements as the appropriate "authorised for issue" date relating to these General Purpose Financial Statements.

Accordingly, the "authorised for issue" date is 27/10/20.

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

Note 23. Related Party Transactions

\$ '000	2020	2019
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Key Management Personnel

Transactions with Key Management Personnel

The Key Management Personnel of the Council include the Mayor, Councillors, CEO and certain prescribed officers under section 112 of the *Local Government Act 1999*. In all, 54 persons were paid the following total compensation:

The compensation paid to Key Management Personnel comprises:

Short-Term Employee Benefits	5,404	4,711
Long-Term Benefits	-	12
Termination Benefits	61	244
Councillor Allowances	423	394
Total	5,888	5,361

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

Receipts from Key Management Personnel comprise:

Other than amounts paid as ratepayers or residents (e.g. rates, swimming pool entry fees, etc.), Council received the following amounts in total:

Planning and Building Application Fees	1	1
Total	1	1

Five close family member of key management personnel are employed by Council in accordance with the terms of the Award, and as recorded in the public Register of Salaries maintained in accordance with section 105 of the *Local Government Act 1999*.

Key management personnel or close family members (including related parties) lodged a total of two planning and building applications during the year. These people took no part in the assessment or approval process for these applications.

City of Playford

Notes to and forming part of the Financial Statements for the year ended 30 June 2020

Note 24. Equity - Retained Earnings and Revaluation Reserves Adjustments

\$ '000

(a). Changes in Accounting Policies due to Adoption of New Accounting Standards - Not Retrospective

During the year ended 30 June 2020, the Council has adopted AASB 16 Leases using the modified retrospective (cumulative catch-up) method and therefore the comparative information for the year ended 30 June 2019 has not been restated and continues to comply with AASB 111 Construction Contracts, AASB 117 Leases, AASB 118 Revenue, AASB 1004 Contributions and associated Accounting Interpretations.

Council as a lessee

Under AASB 117, Council assessed whether leases were operating or finance leases, based on its assessment of whether the significant risks and rewards of ownership had been transferred to Council or remained with the lessor. Under AASB 16, there is no differentiation between finance and operating leases for the lessee and therefore all leases which meet the definition of a lease are recognised on the Statement of Financial Position (except for short-term leases and leases of low-value assets).

Council has used the exception to lease accounting for short-term leases and leases of low-value assets, and the lease expense relating to these leases is recognised in the Income Statement on a straight-line basis.

Practical expedients used on transition

AASB 16 includes a number of practical expedients which can be used on transition. Council has used the following expedients:

- Contracts which had previously been assessed as not containing leases under AASB 117 were not re-assessed on transition to AASB 16.
- Lease liabilities have been discounted using the Council's incremental borrowing rate at 1 July 2019.
- Right-of-use assets at 1 July 2019 have been measured at an amount equal to the lease liability adjustment by the any prepaid or accrued lease payments.
- A single discount rate was applied to all leases with similar characteristics.
- The right-of-use asset was adjusted by the existing onerous lease provision (where relevant) at 30 June 2019 rather than perform impairment testing of the right-of-use asset.

City of Playford

Notes to and forming part of the Financial Statements for the year ended 30 June 2020

Note 24. Equity - Retained Earnings and Revaluation Reserves Adjustments (con'd)

\$ '000

(a). Changes in Accounting Policies due to Adoption of New Accounting Standards - Not Retrospective (continued)

- Excluded leases with an expiry date prior to 30 June 2020 from the Statement of Financial Position, and lease expenses for these leases have been recorded on a straight-line basis over the remaining term.
- Used hindsight when determining the lease term if the contract contains options to extend or terminate the lease.

Financial statement impact of adoption of AASB 16

Council has recognised right-of-use assets \$354k and lease liabilities of \$358k at 1 July 2019 for leases previously classified as operating leases, or leases that are significantly below market value which were previously off balance sheet.

The weighted average lessee's incremental borrowing rate applied to lease liabilities at 1 July 2019 was 3.05%

\$ '000	2020
Operating lease commitment at 30 June 2019 per Council financial statements	319
Weighted average incremental borrowing rate	3.05%
Discounted using the incremental borrowing rate at 1 July 2019	305
Add:	
Other	64
Less:	
Short-term leases included in commitments note	(11)
Lease liabilities recognised at 1 July 2019	358

Council as a lessor

For the arrangements where Council is a lessor, there are no significant accounting policy changes on adoption of AASB 16 except for sub-leases, which have now been classified in relation to the right-of-use asset under the head lease rather than the underlying asset.

Adjustments to the current year figures for the year ended 30 June 2020

	Original Balance 1 July, 2019	Impact Increase/ (decrease)	Restated Balance 1 July, 2019
Statement of Financial Position			
Right-of-Use Assets	-	354	354
Total Assets	-	354	354
Leases	-	358	358
Total Liabilities	-	358	358
Accumulated Surplus	-	(4)	(4)
Total equity	-	(4)	(4)

City of Playford

Notes to and forming part of the Financial Statements for the year ended 30 June 2020

Note 25. Council Information & Contact Details

Principal Place of Business:

10 Playford Boulevard
Elizabeth SA 5112

Contact Details**Mailing Address:**

12 Bishopstone Road
Davoren Park SA 5113

Opening Hours:

9am-5pm
Monday to Friday

Telephone: 08 8256 0333

Facsimile: 08 8256 0578

Internet: www.playford.sa.gov.au

Email: playford@playford.sa.gov.au

Officers**CHIEF EXECUTIVE OFFICER**

Sam Green

Elected Members**MAYOR**

Glenn Docherty

COUNCILLORS

Cr Agapios (Peter) Rentoulis

Cr Akram Arifi

Cr Andrew Craig

Cr Cathy-Jo Tame

Cr Clint Marsh

Cr David Kerrison

Cr Dennis Ryan

Cr Esperanza (Jane) Onuzans

Cr Gay Smallwood-Smith

Cr Katrina Stroet

Cr Marilyn Baker

Cr Misty Norris

Cr Shirley Halls

Cr Stephen Coppins

Cr Veronica Gossink

AUDITORS

Galpins Accountants, Auditors & Business Consultants

3 Kensington Road

Norwood South SA 5067

Other Information

ABN: 99 397 793 662

Galpins

Accountants, Auditors
& Business Consultants

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



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ABN: 30 630 511 757

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under Professional Standards Legislation

INDEPENDENT AUDITOR'S REPORT

To the members of the City of Playford

Opinion

We have audited the accompanying financial report of the City of Playford (the Council), which comprises the statement of financial position as at 30 June 2020, the statement of comprehensive income, statement of changes in equity and cash flow statement for the year then ended, notes comprising a summary of significant accounting policies and other explanatory information, and the Council Certificate of the City of Playford.

In our opinion, the accompanying financial report presents fairly, in all material aspects, the financial position of the Council as at 30 June 2020, and its financial performance and its cash flows for the year then ended in accordance with the Australian Accounting Standards, Local Government Act 1999 and Local Government (Financial Management) Regulations 2011.

Basis for Opinion

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

Council's Responsibility for the Financial Report

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

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

Auditor's Responsibility for the Audit of the Financial Report

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

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

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

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

GALPINS ACCOUNTANTS, AUDITORS & BUSINESS CONSULTANTS



Tim Muhlhausler CA Registered Company Auditor
Partner

28 / 10 / 2020

Galpins

Accountants, Auditors
& Business Consultants

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Simon Smith CA, FCPA
David Sullivan CA, CPA
Jason Seidel CA
Renee Nicholson CA
Tim Muhlhauser CA
Aaron Coonan CA
Luke Williams CA, CPA
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INDEPENDENT AUDITOR'S REPORT

To the Members of the City of Playford

Independent Assurance report on the Internal Controls of the City of Playford

Opinion

We have audited the compliance of the City of Playford (the Council) with the requirements of Section 125 of the *Local Government Act 1999* in relation only to the Internal Controls established by the Council to ensure that financial transactions relating to the receipt, expenditure and investment of money, acquisition and disposal of property and incurring of liabilities for the period 1 July 2019 to 30 June 2020 have been conducted properly and in accordance with law.

In our opinion, the City of Playford has complied, in all material respects, with *Section 125 of the Local Government Act 1999* in relation to Internal Controls established by the Council in relation to the receipt, expenditure and investment of money, acquisition and disposal of property and incurring of liabilities so as to provide reasonable assurance that the financial transactions of the Council have been conducted properly and in accordance with law for the period 1 July 2019 to 30 June 2020.

Basis for Opinion

We conducted our engagement in accordance with applicable Australian Standards on Assurance Engagement ASAE 3000 *Assurance Engagements Other than Audits or Reviews of Historical Financial Information* and ASAE 3150 *Assurance Engagements on Controls*, issued by the Australian Auditing and Assurance Standards Board, in order to state whether, in all material respects, the Council has complied with Section 125 of the *Local Government Act 1999* in relation only to the internal controls specified above for the period 1 July 2019 to 30 June 2020. ASAE 3000 also requires us to comply with the relevant ethical requirements of the Australian professional accounting bodies.

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

The Council's Responsibility for Internal controls

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

Our Independence and Quality Control

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

Auditor's responsibility

Our responsibility is to express an opinion on the Council's compliance with Section 125 of the Local Government Act 1999 in relation only to the internal controls established by the Council to ensure that financial transactions relating to receipt, expenditure and investment of money, acquisition and disposal of property and incurring of liabilities, based on our procedures. Our engagement has been conducted in accordance with applicable Australian Standards on Assurance Engagements ASAE 3000 *Assurance Engagements Other than Audits or Reviews of Historical Information* and ASAE 3150 *Assurance Engagements on Controls*, issued by the Australian Auditing and Assurance Standards Board, in order to state whether, in all material respects, the Council has complied with Section 125 of the Local Government Act 1999 in relation only to the internal controls specified above for the period 1 July 2019 to 30 June 2020. ASAE 3000 also requires us to comply with the relevant ethical requirements for the Australian professional accounting bodies.

Limitations of Controls

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

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

Limitation of Use

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

GALPINS ACCOUNTANTS, AUDITORS & BUSINESS CONSULTANTS



Tim Muhlhausler CA, Registered Company Auditor
Partner

28 / 10 / 2020

City of Playford

General Purpose Financial Statements for the year ended 30 June 2020

Certification of Auditor Independence

To the best of our knowledge and belief, we confirm that, for the purpose of the audit of City of Playford for the year ended 30 June 2020, the Council's Auditor, Galpins Accountants, Auditors & Business Consultants has maintained its independence in accordance with the requirements of the *Local Government Act 1999* and the *Local Government (Financial Management) Regulations 2011* made under that Act.

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



Sam Green
CHIEF EXECUTIVE OFFICER



Peter Brass
PRESIDING MEMBER, AUDIT COMMITTEE

Date: 6 October 2020

City of Playford

General Purpose Financial Statements for the year ended 30 June 2020

Statement by Auditor

I confirm that, for the audit of the financial statements of City of Playford for the year ended 30 June 2020, I have maintained my independence in accordance with the requirements of APES 110 – *Code of Ethics for Professional Accountants (including Independence Standards)*, Part 4A, published by the Accounting Professional and Ethical Standards Board, in accordance with the *Local Government Act 1999* and the *Local Government (Financial Management) Regulations 2011* made under that Act.

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

GALPINS ACCOUNTANTS, AUDITORS & BUSINESS CONSULTANTS



Tim Muhlhausler CA Registered Company Auditor
Partner

Dated this 28th day of October 2020



The Barossa Council

ANNUAL REPORT 2019-20

Gawler River Floodplain Management Authority

Constituent Councils:

Adelaide Hills Council

Adelaide Plains Council

The Barossa Council

Town of Gawler

Light Regional Council

City of Playford



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Chair Report

The past year of the Gawler River Floodplain Management Authority's (GRFMA) operation has been challenging across many fronts. The impact of COVID-19 in the last half of the report year primarily presenting difficulties with communications for the 13-member Board representing the six constituent councils forming the GRFMA (i.e. Adelaide Hills, Adelaide Plains, Barossa, Gawler, Light and Playford), State and Federal governments and other stakeholders having interest in the protection of the Gawler River floodplain.

The GRFMA Board conducted six (6) Ordinary meetings and convened two (2) Special meetings during the report period. Further, the GRMA's Audit Committee met on four (4) occasions.

The GRFMA Audit Committee provides an important role between the Authority, its management and its constituent Councils. The committee provides suggestions and recommendations to the GRFMA Board about actions to be taken to enhance financial and operational governance, considered to be in the best interests of the subsidiary and its constituent Councils.

Numerous Committee and Working Group meetings were also undertaken enabling the progression of activities identified necessary by the GRFMA Board.

Sincere thanks are extended to all who have been available for e-meetings and alternate means of communication allowing the business of the GRFMA to progress effectively. Special mention is also made of the assistance of the Town of Gawler Council which provided staff and associated IT, permitting the scheduling and conduct of e-meetings as required.

Notwithstanding the above, there have been a number of significant achievements throughout the report period, some of which are briefly outlined below.

Charter and Governance – Charter Review 2 Review Implementation

As reported in 2019, a periodic review of the Charter and associated governance (Charter Review 1) had been primarily completed with a legal review of proposed amendments having to be taken prior to adoption by the GRFMA's Board which occurred on the 28 January 2020.

This stage of the review was undertaken to make provision for some immediate amendments to the Charter necessary for continuing operation.

A number of amendments were proposed and supported with the following identified as the most important:

- Increasing the Audit Committee's GRFMA Board member representation,
- Clear prescription of the powers, functions, and duties to be undertaken by the Executive Officer,
- Setting the constituent council's percentage share contributions for capital works having a maximum value of \$1 million, and
- Making provision for the GRFMA's to prepare a Strategic Plan, Long-term Financial Plan, Asset Management Plan, Annual Business Plan, and associated budget documentation.

A more comprehensive review (Charter Review 2) commenced in April 2020 with Jeff Tate Consulting being engaged to undertake the required work. This work which will explore further governance and operational processes including options for alternative management (i.e., other than the Authority) for the Gawler River and supporting financial arrangements. This work is due for completion and report to the Authority in December 2020. Following consultation and subsequent approval process with constituent councils it is intended any new Charter arrangements will be operational from 1 July 2021.

Northern Floodway Project Advocacy and Progress

Since endorsing the Northern Floodway Project, the GRFMA has maintained constant advocacy initiatives pursuing funding for the project.

Recognising the need to continue liaison with the Federal and State Governments, the GRFMA Board requested that a further Advocacy program be implemented. Working in conjunction with Mr Phil Harrison, Playford Council's Advocacy Officer, the Chair and Chief Executive Officers visited three (3) Federal Government Ministers, four (4) SA Senators, three (3) local Federal Government Members of Parliament, three (3) State Members of the Legislative Council and three (3) State Members of Parliament advising of the work undertaken by the GRFMA to progress the Northern Floodway Project and seeking financial support.

All politicians engaged with acknowledged the importance of fixing this recurring flooding issue. To date funding sources remain unclear.

Other activities undertaken recently importantly include:

- Liaison with the South Australian Stormwater Management Authority (SMA) indicating the need for a Stormwater Management Plan (SMP) to be undertaken for the greater Gawler River from its convergence with the North and South Para Rivers to its outfall with the sea. The work is deemed necessary to satisfy the requirements of the SMA and future applications for funding for the Northern Floodway Project and any other flood mitigation associated works.
- GRFMA Board decision to pursue application for funding from the SMA for portion of the cost of the required SMP and associated Stage 1 scope and 30% design for the proposed Northern Floodway Project.
- A Working Group is to be formed to work with the SMA to scope investigative works required to develop the required SMP.

Bruce Eastick North Para Flood Mitigation Dam (BENPFMD) Operation and Safety Activities

The following activities have been pursued:

- **Safety Emergency Plan:**
The GRFMA endorsed partnership with the Local Government Association of South Australia Council Ready Program which aims to support councils with emergency management planning, and activities that strengthen disaster resilience in communities. The program is being centrally coordinated by the Local Government Association of South Australia (LGA-SA), with a team of project facilitators providing tailored assistance to councils between 2019 and 2021. The report is due for completion in December 2020.
- The LGA Mutual Liability Scheme assisted in facilitating an initial and separate Strategic Risk Workshop with GRFMA Board Members to identify relevant strategic risks associated with management of the Authority, in relation to the construction, operation and maintenance of flood mitigation infrastructure for the Gawler River.
- **Operations and Maintenance Manual:**
AURECON Engineering Consultants were engaged to prepare an updated dam operations and maintenance plan which was completion in June 2020
- **Site Environmental Management:**
The GRFMA and Light regional Council have commenced work with the Natural Resources Adelaide and Mount Lofty Ranges Landscape Board for the establishment of a revegetated zone around the land comprising the BENPFMD.

Gawler River UNHaRMED Management Tool (GRUMP)

In 2019 the GRFMA entered into partnership with the Bushfire and Natural Hazards CRC and the University of Adelaide to develop a decision support tool (UNHaRMED) to explore how to manage flood risk into the future. The model tool once developed will also be available to other local government authorities and floodplain managers responsible for flood-associated social, environmental, and economic risk modelling and subsequent management.

The Executive Officer and the GRFMA Project Management team has worked with other partners during the year to progress the development of the tool. It is expected that work will be completed by December 2020.

Chair and Executive Officer Review and Re-appointment

Reviews were undertaken of the Chair and Executive Officer's positions with the following decisions being confirmed by the GRFMA:

- Chair and Independent Member – re-appointed for a period of three (3) years pursuant to the relative provisions of the GRFMA Charter.
- Executive Officer – Contract of Employment continued for an additional two (2) years.

Outgoing and New GRFMA Board Members

Acknowledgement is made of Cr Stephen Coppins assistance and service to the GRFMA as City of Playford Board Member from November 2018 – November 2019 and the Board welcomed replacement Board Member Cr Peter Rentoulis and new Deputy Member Cr Clinton Marsh.

Audit Committee Membership

The GRFMA re-appointed the following members of the Audit Committee for a further two years until 30 June 2022):

- Mr Peter Brass – Chair and Independent Member
- Cr Malcolm Herrmann (Adelaide Hills Council) – Committee Member
- Mr Greg Pattinson (City of Playford) – Committee Member

The GRFMA continues to prioritise the delivery of the Northern Floodway Project to provide increased protection for the lower reaches of the Gawler River.

An overall objective remains, to provide 1:100 Average Recurrence Interval protection for the Gawler River floodplain.

Ian J. Baldwin
Chair and Independent Member
Gawler River Floodplain Management Authority

Gawler River Floodplain Management Authority (GRFMA)

The Gawler River

The Gawler River is formed by the confluence of the North Para and South Para in the town of Gawler and is located in the Adelaide Plains district of South Australia. The district surrounding the river produces cereal crops and sheep for both meat and wool, as well as market gardens, almond orchards, and vineyards. The farm gate output of the Gawler River Floodplain horticultural areas is estimated to be at least \$225 million.

Purpose of the GRFMA

The Gawler River Floodplain Management Authority (GRFMA) was formed as a Regional Subsidiary under Section 43 and Schedule 2 of the Local Government Act 1999 on 22 August 2002. The Constituent Councils are the Adelaide Hills Council, The Adelaide Plains Council, The Barossa Council, The Town of Gawler, Light Regional Council, and the City of Playford.



The Charter provides for one independent person, who is not an officer, employee, or elected member of a Constituent Council, to be appointed as the Chairperson of the Board of Management of the GRFMA for a term of two years.

The Charter sets down the powers, functions, safeguards, accountabilities, and an operational framework.

The Authority has been established for the purpose of coordinating the planning, construction, operation, and maintenance of flood mitigation infrastructure for the Gawler River, and for the following functions:

- to raise finance for the purpose of developing, managing, and operating and maintaining works approved by the Board;
- to provide a forum for the discussion and consideration of topics relating to the Constituent Council's obligations and responsibilities in relation to management of flooding of the Gawler River;
- to advocate on behalf of the Constituent Councils and their communities where required to State and Federal Governments for legislative policy changes on matters related to flood mitigation and management and associated land use planning with Gawler River flood mitigation;
- to facilitate sustainable outcomes to ensure a proper balance between economic, social, environmental, and cultural consideration; and
- to provide advice as appropriate to the Constituent Councils in relation to development applications relevant to the Authority's roles and functions.



Governance

The Board

The Authority is governed by the Board of management

The Board comprises of

- one independent person, who is not an officer, employee, or elected member of a constituent council, to be appointed as the Chairperson of the Board of Management of the GRFMA for a term of two years.
- Two persons appointed from each of the six constituent councils (12 members in total). Council appointees comprise of the Council CEO, or delegate and one Elected Member.
- Deputy Board members as appointed by each constituent council

The Members of the Board are:

Council	Board Members	Deputy Board Members
Chairperson & Independent Member	Mr Ian Baldwin	
Adelaide Hills Council	Cr Malcolm Herrmann Mr Marc Salver	Cr Pauline Gill
Adelaide Plains Council	Cr Terry-Anne Keen Mr James Miller	Cr John Lush Mr Robert Veitch
The Barossa Council	Mayor Bim Lange Mr Gary Mavrinac	Cr Russell Johnstone
Town of Gawler	Cr Paul Koch Mr Sam Dilena	Cr Nathan Shanks Mr Ben DeGilio
Light Regional Council	Cr William Close Mr Brian Carr	Mr Andrew Philpott
City of Playford	Cr Agapios (Peter) Rentoulis Mr Greg Pattinson	Cr Clinton Marsh

Meetings of the Board are held at such time and such place as the Board decides subject only to the requirement that there will be at least one meeting in every two calendar months. A special meeting of the Board may be held at any time and may be called at the request of the Chairperson or at the written request of six members of the Board representing all the Constituent Councils.

Ordinary meetings of the Board are generally held bi-monthly on the third Thursday of the even months commencing at 9.45 am: excepting December which is held on the second Thursday. Meetings are hosted by the Constituent Councils on a rotational roster with six Board meetings and one Special Meeting was held during the year as follows:

- Thursday 15 August 2019 Gawler
- Thursday 17 October 2019 Mallala (Adelaide Plains)
- Thursday 12 December 2019 Playford
- Thursday 27 February 2020 Kapunda (Light)
- Thursday 16 April 2020 Video Conference (required for COVID-19 protocols)
- Tuesday 12 May 2020 Video Conference (Special Meeting) (required for COVID-19 protocols)
- Thursday 11 June 2020 Barossa

Technical Assessment Panel

A Technical Assessment Panel has been appointed to support the decision-making processes of the Board with delegated powers to provide advice and manage the technical aspects of the design, assessment, and construction of the various parts of the Scheme.

The Members of the Panel are:

- Mr Ian Baldwin, Independent Chair
- Ms Ingrid Franssen, Manager Flood Management, DEWNR
- Dr Moji Kan, Principal Engineer Dams, SA Water
- Mr Matt Elding, Barossa Council
- Mr Braden Austin, Playford Council
- Mr David Hitchcock Executive Officer
- Mr Dino Musolino, Observer, Lower Gawler River representative

No meetings of the Panel were held during the year, however, email out of session consideration was undertaken to consider proposed repairs to the Lower Level Outlet Pipe and Baffle Block replacement at the Bruce Eastick North Para Flood Mitigation Dam.

Audit Committee

An Audit Committee has been appointed to review:

- the annual financial statements to ensure that they present fairly the situation of the Board, and
- the adequacy of the accounting, internal control, reporting and other financial management systems and practices of the Board on a regular basis.

The Committee held four meetings during the year:

- 09 August 2019
- 27 November 2019
- 12 February 2020
- 09 June 2020

The members of the Committee are:

- Mr Peter Brass, Independent Member
- Mr Greg Pattinson, City of Playford
- Cr Malcolm Herrmann, Adelaide Hills Council

At the 16/4/2020 Ordinary meeting the GRFMA Board resolved to reappoint the current membership of the GRFMA Audit Committee for a further two years (1 July 2020 until 30 June 2022).

Executive Officer

Mr David Hitchcock has been appointed Executive Officer on a contract basis (part time) to 31 December 2021.

External Auditor

Dean Newbery and Partners have been appointed as the external auditor for the financial year period 2019/20 until 2023/24.

Charter and Governance Review Working Group

On 16/8/18 the Authority endorsed commencement of a GRFMA Charter and Governance Review to be undertaken in two phases consisting of:

1. A charter review to be undertaken as a shorter-term action; and
2. Following completion of the charter review a further process to scope and consider other contemporary governance arrangements be undertaken.

Charter Review 1 has now been completed and key elements of changes to be affected in the new charter are:

Clause	Change
1.2	Provision of Definitions
3.1.4	New wording to facilitate sustainable outcomes to ensure a proper balance between economic, social, environmental, and cultural considerations.
4.3.11	New options to identify Board and Deputy Board Members.
4.5.1	New process for appointment of Chairperson three-year term.
6.	Reworded and reorganised to reflect Role and Functions and provision for a new Code of Practice for Meeting Procedures
7.2	Clarifies obligations of the Authority regarding Register of Interest and Related Party Disclosures
8.4.2	Sets limit of overdraft facility.
8.5.2	Provides direction on draw down of loan funds.

Clause	Change
9.4.1 and 9.4.2	Establishment of Committees - Provides opportunity for more than one independent Audit Committee member and term of appointment.
11.1	Requires separate funding agreement with constituent councils where capital or maintenance costs exceed \$1 Million in any one year.
12	Provision for Annual Business Plan and Annual Budget - clarification that Council approve the Budget as a whole.
13	New Management Framework requiring a Long-Term Financial Plan, a Strategic Plan and an Asset Management plan as well as annual budget.
21	Clarifies dispute resolution process between Authority and one or more constituent councils.
23.3	No change to financial contributions by constituent councils. Depreciation falls within the scope of the Authorities operational costs.
24	New identification of non-derogation and Direction by constituent councils.

The new Charter (Charter Review 1) commenced from 28 January 2020 and a transition program will be undertaken to affect the new GRFMA Management Framework requiring a Long-Term Financial Plan, a Strategic Plan, and an Asset Management plan as well as annual budget.

The Authority has now separately initiated Charter Review 2 of the Charter review so as to facilitate a process to scope and consider other contemporary governance arrangements that the GRFMA might, with constituent council support, adopt in seeking to deliver its purpose of coordinating the planning, construction, operation and maintenance of flood mitigation infrastructure for the Gawler River.

This process is to also examine percentage rate contributions (subscriptions) pursuant to the current Charter (2015), Clause 10. Financial Contributions to the Authority (now Clause 11 in the proposed Charter, Stage 1, 2019).

GRFMA Policies

The following Policies have been adopted to provide management guidelines for the day-to-day business of the GRFMA:

- Procurement and Operations Policy
- Grant Policy
- Internal Review of Decisions Policy
- Public Consultation Policy
- Access to Meetings and Documents Policy
- Dam Valuation Policy
- Treasury Management Policy

The purpose of policies is to provide prudent management guidelines for the day-to-day management of the affairs of the Authority.

Meetings

All meetings of the GRFMA and its committees are open to the public, except for those matters to be considered under Section 90 of the Local Government Act 1999.

No Freedom of Information requests were received during the year.

Forum	Total Resolutions for the year	Resolutions to exclude the Public – S90(3)	Purpose	Order for docs to remain confidential - S91(7)	%
Board	131	6	Possible commercial advantage of a Person	6	4
Technical Assessment Panel	0	0	N/A	0	0
Audit Committee	23	0	N/A	0	0

Evaluation of Performance Against the Business Plan

Part A: Funding

Performance Targets:	Timings:	To be measured by:	Actual Achievements:
Grant Claims	At all times	Lodge claims monthly for the payment of Commonwealth and State Government Grants.	<input checked="" type="checkbox"/> Claims lodged according to grant conditions
Maintain positive Cash Flow	At all times	Positive bank account balances at all times.	<input checked="" type="checkbox"/> Positive cash flow maintained

Part B: Proposed Flood Mitigation Scheme Works

South Para Works Completed 2012
<p>The South Para Reservoir is under the control and management of SA Water Corporation who agreed to undertake the required modifications to the South Para Reservoir to provide the required level of flood mitigation capacity as a cost to the Scheme. Dam safety review and design proposal to modify the dam wall and spillway was completed September 2005</p> <p>Detailed hydrology study of the catchment completed by Department of Transport, Energy, and Infrastructure March 2007.</p> <p>Practical completion of the modification works to the dam wall and spillway was achieved June 2012.</p>

Gawler River Flood Mitigation Scheme	
One	What will the Mark Two Scheme Include? (Note these steps may occur concurrently and not necessarily in the following order).
Two	<p>Reconfirm with the Constituent Councils that a 1 in 100-year level of protection is the protection standard that is to be pursued in the development of the Gawler River Flood Mitigation Scheme – Mark Two Strategy. N.B. The protection standard does not guarantee full protection for all flood events. <i>The Findings Report 2016 advises the 1 in 100 ARI event is considered to be the minimum desirable level of flood protection for new development as well as for much of the existing floodplain development.</i></p> <p>Determine if a second dam on the North Para River or modification to the Bruce Eastick North Para Flood Mitigation Dam is an option. The GRFMA Board has recently accepted a tender for a Findings Report to undertake an assessment to determine if a second dam is required and feasible. <i>The Findings Report 2016 advised enlarging the existing Bruce Eastick North Para Flood Mitigation Dam on the North Para offers the greatest level of protection with least impacts and is rated as the most favoured structural mitigation option. This option deferred pending completion of the Northern Floodway Project proposal. Noting feasibility of raising the height of the Bruce Eastick Dam is still a strategic consideration. Both the Northern Floodway Project and raising the height of the Bruce Eastick Dam will entail considerable financial costs beyond the annual budget of the GRFMA.</i></p>
Three	The Gawler River Floodplain Mapping Model should be maintained as the reference tool to demonstrate the level of flood protection and validity of design of land proposed for development as part of the approval process. To achieve this, the model should be upgraded to include recent works such as the Northern Expressway works and the additional floodplain mapping completed as part of the Light River Templers Creek Salt Creek Mapping Study by the Adelaide Plains Council. <i>Completed.</i>
Four	To further develop the preliminary assessment of possible local area levees prepared in the 2008 Gawler River Floodplain Mapping Study at Gawler, Angle Vale and Two Wells and develop a levee strategy for Virginia to a robust design standard with a staging plan. Undertake a cost benefit study for each stage of the plan. <i>Currently being considered in association with the Northern Floodway Project proposal.</i>
Five	Establish a protocol with the Floodplain Councils that where development of land in areas identified as ‘at risk of flooding’ is planned to proceed by the implementation of a local area levee that mapping of the proposed levees on the Gawler River Floodplain Mapping Study Model will be required. <i>It is anticipated the Gawler River Unharmful Mitigation Project, currently underway, will contribute to understanding of this issue and relevant strategies.</i>

Six	Maintain a working relationship with the Australian Rail Track Corporation to ensure that any changes to Railtrack infrastructure of culverts and rail heights are mapped on the Gawler River Floodplain Mapping Study Model to identify any changes to flooding impacts. Ongoing – new modifications to the rail bridge commenced June 2020.
Gawler River Flood Mitigation Scheme	
Seven	Develop a funding strategy for flood protection that is delivered by local area levees on the questions of who should own and maintain the levees and whether local area levees are regional works that the GRFMA should fund or are they local works that are the responsibility of the local Council. Currently being considered in association with the Northern Floodway Project proposal.
Eight	Investigate opportunities for funding partners and grants to undertake the necessary assessments and designs. Ongoing.
Nine	The Scheme will also seek to clarify, through the Local Government Association, the policy and legal framework around maintenance of rivers and creeks where those rivers and creeks are part of the regional flood management plan. Under current legislation a landowner is responsible for the condition of a creek or waterway on private land. Currently under review by Department Environment and Water. GRFMA submission provided.

Part B: Maintenance of the Scheme

Performance Targets:	Timings:	To be measured by:	Actual Achievements:
Six monthly inspection	June and December	Completion of Inspection Report	<input checked="" type="checkbox"/> Comprehensive Dam inspection (Newman Engineering) carried out Jan 2018 <input checked="" type="checkbox"/> Dam Break Consequence study completed June 2019. <input checked="" type="checkbox"/> Road Access Repairs completed February 2019. <input checked="" type="checkbox"/> Dam Survey Monument (5 year) Survey completed April 2019. <input checked="" type="checkbox"/> Lower Level Outlet Pipe and stilling basin dewatered and inspections undertaken March 2019.

Part C: Operation of the Regional Subsidiary

Performance Targets:	Timings:	To be measured by:	Actual Achievements:
Reports to Stakeholders	Bi-Monthly	Key Outcomes Summary to be published following each Board Meeting	<input checked="" type="checkbox"/> Key Outcomes Summary prepared following GRFMA meetings
Charter Review 1 and Charter Review 2	December	The performance of the Executive Officer be reviewed annually Charter Review	<input checked="" type="checkbox"/> Review conducted in December 2020 <input checked="" type="checkbox"/> GRFMA Charter Review (1 st stage) completed June 2019 <input checked="" type="checkbox"/> GRFMA Charter Review (2 nd stage) commenced April 2020
	August	The appointment of Auditor, Bank Operators, levels of insurance, appropriate registrations, delegations, and policies be reviewed annually.	<input checked="" type="checkbox"/> New External Auditor 2019-2024 appointed June 2019 <input checked="" type="checkbox"/> Appropriate levels of insurance reviewed in July 2019
Review of the Business Plan	By 31 st March	Review the Business Plan prior to preparing the Budget Forward to the Councils	<input checked="" type="checkbox"/> June 2019 – Business Plan 2019-2023 adopted <input checked="" type="checkbox"/> June 2019 – Achievements against the Business Plan 2019-23 presented
Budget 20/21	By 31 st March, June, October, December	Adopt for consultation forward to Councils – Adopt Budget – copy to Councils in 5 days – Conduct Budget Reviews	<input checked="" type="checkbox"/> March 2020 – Council consultation <input checked="" type="checkbox"/> Budget 2020-2021 adopted at June 2019 Board meeting
Subscriptions	June December	Send half year subscriptions to Council	<input checked="" type="checkbox"/> All first half subscriptions paid <input checked="" type="checkbox"/> All Second half subscriptions paid

Performance Targets:	Timings:	To be measured by:	Actual Achievements:
Report to Constituent Councils	Following each Board meeting By 30 th September	The receipt of the following reports by Councils, Board Meeting Key Outcomes Summary Annual Report including Annual Financial Statements	<input checked="" type="checkbox"/> Key Outcomes Summary prepared following meetings <input checked="" type="checkbox"/> Annual Report forwarded electronically to Councils.
Governance	Ongoing	Policies and new management framework documents developed and reviewed	<input checked="" type="checkbox"/> Draft new Fraud and Corruption and Public Interest Disclosure Policies <input checked="" type="checkbox"/> Strategic Plan, Asset Management Plan and Long Term Financial Plan to be developed
Annual Operations		<p>Advocacy for construction of Northern Floodway project.</p> <p>Completion of the detailed Dam Failure Consequence. Assessment of the Dam pursuant to ANCOLD guidelines.</p> <p>Review of Dam Safety Emergency Plans and Operation and Maintenance Manuals.</p> <p>Dewatering and repair of the low-level inlet pipe and stilling basin.</p> <p>Scheduled inspection.</p> <p>Environmental management of land associated with the Dams location.</p> <p>GRUMP decision support tool to manage flood risk.</p> <p>Revegetate land zone around the Bruce Eastick North Para Flood Mitigation Dam.</p>	<input checked="" type="checkbox"/> Ongoing – Still to realise actual funding commitment by State and Federal Government <input checked="" type="checkbox"/> Completed <input checked="" type="checkbox"/> Completion June 2020 <input checked="" type="checkbox"/> On hold till late 2020 discussion with contractors <input checked="" type="checkbox"/> Periodic inspections GRFMA officer level <input checked="" type="checkbox"/> Annual land management lease in place <input checked="" type="checkbox"/> Nearing completion due end June 2020 – delayed due to COVID-19 <input checked="" type="checkbox"/> Commenced June 2020

Financial Statements 2019-20

GAWLER RIVER FLOODPLAIN MANAGEMENT AUTHORITY
ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 June 2020
CERTIFICATION OF FINANCIAL STATEMENTS

We have been authorised by the Gawler River Floodplain Management Authority 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 Authority's financial position at 30 June 2020 and the results of its operations and cash flows for the financial year.
- internal controls implemented by the Authority provide a reasonable assurance that the Authority's financial records are complete, accurate and reliable and were effective throughout the financial year.
- the financial statements accurately reflect the Authority's accounting and other records.



David Hitchcock
EXECUTIVE OFFICER
13/8/20



Ian Baldwin
CHAIRMAN
13/8/20

GAWLER RIVER FLOODPLAIN MANAGEMENT AUTHORITY

STATEMENT OF COMPREHENSIVE INCOME
for the year ended 30 June 2020

	Notes	2020 \$	2019 \$
INCOME			
Subscriptions	4	230,300	231,577
Investment income	1(d)	1,042	1,718
State Government Grants	3	98,980	-
Other Income		100	5,024
Total Income		330,422	238,319
EXPENSES			
Contractual Services	5	235,881	129,856
Depreciation	1(h), 11	321,163	233,081
Other		21,155	16,746
Total Expenses		578,198	379,684
OPERATING SURPLUS / (DEFICIT)		(247,776)	(141,365)
NET SURPLUS / (DEFICIT)		(247,776)	(141,365)
transferred to Equity Statement			
Other Comprehensive Income			
<i>Amounts which will not be reclassified subsequently to operating result</i>			
Changes in revaluation surplus - infrastructure, property, plant & equipment		-	5,830,163
Total Other Comprehensive Income		-	5,830,163
TOTAL COMPREHENSIVE INCOME		(247,776)	5,688,798

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

GAWLER RIVER FLOODPLAIN MANAGEMENT AUTHORITY

STATEMENT OF FINANCIAL POSITION

as at 30 June 2020

	Notes	2020 \$	2019 \$
ASSETS			
Current Assets			
Cash and cash equivalents	1(d)	151,764	66,902
Trade and Other Receivables		32,152	1,958
Total Current Assets		183,916	68,860
Non-current Assets			
Infrastructure	10	25,329,000	25,329,000
Accumulated Depreciation Infrastructure	1(h), 10	(3,795,163)	(3,474,000)
Land	10	477,000	477,000
Total Non-current Assets		22,010,838	22,332,000
Total Assets		22,194,753	22,400,860
LIABILITIES			
Current Liabilities			
Trade & other payables		41,669	-
Borrowings		-	-
Total Liabilities		41,669	-
NET ASSETS		22,153,084	22,400,860
EQUITY			
Accumulated Surplus		13,471,111	13,718,887
Asset Revaluation Reserves	1(g)	8,681,973	8,681,973
TOTAL EQUITY		22,153,084	22,400,860

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

GAWLER RIVER FLOODPLAIN MANAGEMENT AUTHORITY

STATEMENT OF CHANGES IN EQUITY

for the year ended 30 June 2020

	Notes	Accumulated Surplus \$	Asset Revaluation Reserve \$	TOTAL EQUITY \$
2020				
Balance at end of previous reporting period		13,718,887	8,681,973	22,400,860
Restated opening balance		13,718,887	8,681,973	22,400,860
Net Surplus / (Deficit) for Year		(247,776)	-	(247,776)
Other Comprehensive Income				
Gain on revaluation of infrastructure, property, plant & equipment		-	-	-
Balance at end of period		13,471,111	8,681,973	22,153,084
2019				
Balance at end of previous reporting period		13,860,252	2,851,810	16,712,062
Restated opening balance		13,860,252	2,851,810	16,712,062
Net Surplus / (Deficit) for Year		(141,365)	-	(141,365)
Other Comprehensive Income				
Gain on revaluation of infrastructure, property, plant & equipment		-	5,830,163	5,830,163
Balance at end of period		13,718,887	8,681,973	22,400,860

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

GAWLER RIVER FLOODPLAIN MANAGEMENT AUTHORITY**STATEMENT OF CASHFLOWS**
for the year ended 30 June 2020

		2020	2019
	Notes	\$	\$
CASH FLOWS FROM OPERATING ACTIVITIES			
Receipts		299,175	236,374
Interest Receipts		1,055	1,800
Payments		<u>(215,367)</u>	<u>(146,602)</u>
Net Cash provided by (or used in) Operating Activities		84,863	91,572
CASH FLOWS FROM INVESTING ACTIVITIES			
<u>Payments</u>			
Expenditure on new/upgraded assets		<u>-</u>	<u>(84,081)</u>
Net Cash provided by (or used in) Investing Activities		-	(84,081)
Net Increase (Decrease) in cash held	8.1	84,863	7,491
Cash & cash equivalents at beginning of period		66,902	59,412
Cash & cash equivalents at end of period	8.2	151,764	66,902

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

GAWLER RIVER FLOODPLAIN MANAGEMENT AUTHORITY**UNIFORM PRESENTATION OF FINANCIAL STATEMENTS****for the year ended 30 June 2020**

	Notes	2020 \$	2019 \$
Operating Revenues		330,422	238,319
Less: Operating Expenses		(578,198)	(379,684)
Operating Surplus/(Deficit) before Capital Amounts		(247,776)	(141,365)
Less Net Outlays in Existing Assets			
Capital Expenditure on renewal and replacement of Existing Assets		-	-
Less Depreciation Amortisation and Impairment		(321,163)	(233,081)
Less Proceeds from Sale of Replaced Assets		-	-
		(321,163)	(233,081)
Less Net Outlays on New and Upgraded Assets			
Capital Expenditure on New and Upgraded Assets		-	84,081
Less Amounts received specifically for New and Upgraded Assets		-	-
Less Proceeds from Sale of Surplus Assets		-	-
		-	84,081
Net Lending / (Borrowing) for Financial Year		73,386	7,635

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

**Gawler River Floodplain Management Authority
Notes to and forming part of the Financial Statements
for the year ended 30th June 2020**

Note 1 - Statement of Significant Accounting Policies

a) The Local Government Reporting Entity

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

The Gawler River Floodplain Management Authority is a Regional Subsidiary under Section 43 and Schedule 2 of the Local Government Act 1999. The Constituent Councils are the Adelaide Hills Council, The Barossa Council, Town of Gawler, Light Regional Council, Adelaide Plains Council and The City of Playford.

All funds received and expended by the Authority have been included in the financial statements forming part of this financial report.

b) Basis of Accounting

This financial report has been prepared on an accrual basis and is based on historical costs and does not take into account changing money values, or except where specifically stated, current valuation of non-current assets.

c) Employees

The Authority has no employees.

d) Cash

For purposes of the statement of cash flows, cash includes cash deposits which are readily convertible to cash on hand and which are used in the cash management function on a day to day basis, net of outstanding bank overdraft.

e) Infrastructure

The Bruce Eastick North Para Flood Mitigation Dam was constructed in 2007. The valuation includes all materials, contractor's costs plus costs incidental to the acquisition, including engineering design and supervision fees and all other costs incurred.

f) Land

The dam land includes the land on which the dam is constructed, rights of way access to the land and 'right to flood' easements over the land upstream from the dam that will be inundated by dam waters for short periods of time during a flood event. The Board valuation was undertaken at 30th June 2011. Additional Land surrounding the dam was purchased in 2017/18 and was revalued by Asset Valuation and Consulting Pty Ltd in May 2017 for part lot 750 Kemp Road Kingsford.

**Gawler River Floodplain Management Authority
Notes to and forming part of the Financial Statements
for the year ended 30th June 2020**

g) Revaluation

The Board sought an independent valuation to be applied as at 30th June 2019, of the Bruce Eastick North Para Flood Mitigation Dam. The Board recognises that the dam is a unique infrastructure. The Board sought the advice of Entura (Hydro Tasmania), who provided a replacement cost valuation based on the actual construction contract costs, including some 'owner's costs' which would be incurred in the event of a replacement being necessary. The estimate of the replacement cost was \$25.245 million at June 2019. In accordance with Accounting Standard (AASB)13 Fair Value Measurement, it is to be noted that valuation has been under level 3 valuation.

Fair value level 3 valuations of buildings, infrastructure and other assets – There is no known market for these assets and they are valued at depreciated current replacement cost. The method involves:

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

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

h) Depreciation

The depreciation period for the Bruce Eastick North Para Flood Mitigation Dam is based straight line depreciation with an expected life of 80 years.

The depreciation period for the Access Road is based on straight line depreciation with an expected life of 15 years.

i) Revenue

Revenue from the Subscriptions is recognised upon the delivery of the service to customers.

Interest revenue is recognised on a proportional basis taking into account the interest rates applicable to the financial assets.

Revenue is stated net of the amount of goods and services tax (GST).

**Gawler River Floodplain Management Authority
Notes to and forming part of the Financial Statements
for the year ended 30th June 2020**

Note 2 - Schedule of Constituent Council's Interest in Net Assets as at 30th June 2020

Prepared to meet the requirements of Clause 16.6 of the Charter

"The 'Schedule of Constituent Councils' Interests in Net Assets' will reflect the proportionate contribution each Constituent Council has made to the growth of the net assets of the Authority having regard to the proportionate contribution to subscriptions. The Schedule when updated by the Board at the end of each financial year will reflect the proportionate contribution of each Constituent Council since the commencement of the Authority and once accepted by each Constituent Council will be evidence of the agreed proportion of a Constituent Council's interests in the net assets as at 30 June in that year."

For the purposes of this Clause all subscriptions by Constituent Councils have been included.

This Schedule has been prepared on the basis that the Authority was 'wound up' on 30 June 2020. The value of infrastructure and land as stated in the Audited Financial Statements at 30th June have been included. Grants and contributions from the Commonwealth Government, State Government and Northern Adelaide Barossa Catchment Water Management Board that have contributed to these costs have not been deducted.

Calculation of Net Equity

Assets

Investments / Debtors	\$ 183,916
Infrastructure	\$ 21,533,837
Land	\$ 477,000
	\$ 22,194,753

Less Liabilities

Accounts Payable / Creditors	\$ 41,669
NET EQUITY	\$ 22,153,084

Allocation of Councils Interest in Net Assets

Constituent Councils	Accumulated Subscriptions for Operations to 30 June 2020	Accumulated Subscriptions for Maintenance to 30 June 2020	Accumulated Subscriptions for Scheme Works to 30 June 2020	All Subscriptions to 30 June 2020	Percentage of Contributions to the Total	Council's Interests in Net Assets
Adelaide Hills Council	\$147,760	\$5,481	\$70,988	\$224,229	4.23%	\$937,075
The Barossa Council	\$147,760	\$27,452	\$354,951	\$530,163	10.01%	\$2,217,524
Town of Gawler	\$147,760	\$54,864	\$709,892	\$912,516	17.23%	\$3,816,976

**Gawler River Floodplain Management Authority
Notes to and forming part of the Financial Statements
for the year ended 30th June 2020**

Light Regional Council	\$147,760	\$27,452	\$354,951	\$530,163	10.01%	\$2,217,524
Adelaide Plains Council	\$147,760	\$91,538	\$1,183,146	\$1,422,444	26.85%	\$5,948,103
City of Playford	\$147,764	\$109,810	\$1,419,763	\$1,677,337	31.67%	\$7,015,882
	\$886,564	\$316,597	\$4,093,691	\$5,296,852	100%	\$22,153,084

Schedule of Constituent Councils' Interests in Net Assets' as at the 30th June 2020 adopted by the Board in accordance with Clause 16.6 of the Charter on 13 August 2020.

Note 3 - Functions / Activities of the Association

- a) Revenues and expenses have been attributed to the following functions / activities, descriptions of which are set out in Note b.
- b) The activities of the Authority are categorised into the following function / activities:
 - Administration: The operations of the Authority and its Board
 - Other Environment: Flood Mitigation
- c) Functions of the Gawler River Floodplain Management Authority (excluding depreciation)

	Revenue			Expenses		Surplus (deficit)
	Year	Grants	Other	Total Revenue	Expenses Total	
Administration	2020	-	\$146,042	\$146,042	\$90,152	\$55,890
	2019	-	\$148,842	\$148,842	\$75,351	\$73,491
Other	2020	\$98,980	\$ 85,400	\$184,380	\$166,883	\$17,497
Environment:						
Flood Mitigation	2019	-	\$ 89,477	\$ 89,477	\$71,251	\$32,251
	2020	\$98,980	\$231,442	\$330,422	\$257,035	\$73,387
Total	2019	-	\$238,319	\$102,028	\$146,602	\$91,717

Note 4 - Subscriptions

The following subscriptions were levied on the Constituent Councils in accordance with Clause 11.2 of the Charter for the year:

Constituent Council	Maintenance		Operations		TOTALS	
	2020	2019	2020	2019	2020	2019
Adelaide Hills Council	\$ 1,476	\$ 1,548	\$24,166	\$23,683	\$25,642	\$25,231
The Barossa Council	\$ 7,396	\$ 7,758	\$24,166	\$23,683	\$31,562	\$31,441
Town of Gawler	\$14,791	\$15,515	\$24,166	\$23,683	\$38,957	\$39,198
Light Regional Council	\$ 7,396	\$ 7,758	\$24,166	\$23,683	\$31,562	\$31,441
Adelaide Plains Council	\$24,660	\$25,868	\$24,166	\$23,683	\$48,826	\$49,551
City of Playford	\$29,581	\$31,030	\$24,170	\$23,683	\$53,751	\$54,713
TOTAL	\$85,300	\$89,477	\$145,000	\$142,098	\$230,300	\$231,575

**Gawler River Floodplain Management Authority
Notes to and forming part of the Financial Statements
for the year ended 30th June 2020**

Note 5- Contractual Services

Contractual Services involve payments or liabilities for the external provision of services and include (net of GST):

Consultants	2020	2019
I Baldwin *	\$0	\$770
David Hitchcock	\$58,681	\$49,253
Ball PR	\$0	\$5,000
Water Technology	\$2,270	\$1,080
Entura	\$0	\$8,100
REMO Contractors	\$0	\$14,540
Norman Watehouse	\$500	\$0
HARC	\$0	\$38,360
HWL Ebswoth Lawyers	\$1,633	\$0
Business Risk A S Solutions	\$2,600	\$2,600
Steed Surveyors	\$0	\$4,050
Floodplain Management	\$900	\$0
SMEC	\$16,991	\$0
Safecom	\$27,714	\$0
Aurecon Australasia	\$5,102	\$0
Succession Ecology	\$4,292	\$0
Bushfire Natural Hazards CRC	\$101,266	\$0
Jeff Tate	\$6,875	\$0
HLB Mann Judd	\$7,057	\$6,103
TOTALS	\$235,881	\$129,856

* Payment of Chair Honorarium is noted in Note 15 Related Party Disclosures

Note 6 - Comparison of Budget and Actual Results (excluding depreciation)

	2020		2019	
	Budget	Actual	Budget	Actual
Revenue				
Administration	\$146,400	\$146,042	\$148,536	\$148,842
Other Environment: Flood Mitigation	\$0	\$100	\$0	\$0
State Grant	\$110,980	\$98,980	\$0	\$0
Maintenance	\$85,300	\$85,300	\$89,476	\$89,477
Other Environment: Flood Mitigation Capital	\$0	\$0	\$0	\$0
Total Revenue	\$342,680	\$330,422	\$238,012	\$238,319
Expenditure				
Administration	\$89,095	\$90,152	\$78,622	\$75,351
Other Environment: Flood Mitigation	\$25,150	\$27,858	\$0	\$0
Maintenance	\$158,475	\$139,025	\$157,400	\$71,251
Other Environment: Flood Mitigation Capital				
Total Expenditure	\$272,720	\$257,035	\$236,022	\$146,602
Surplus (deficit)	\$69,960	\$73,387	\$1,990	\$91,717

**Gawler River Floodplain Management Authority
Notes to and forming part of the Financial Statements
for the year ended 30th June 2020**

Note 7 - Expenditure Commitment

- i. An agreement has been entered into with David Hitchcock to provide Executive Officer and Supervision of Consultants services to 31 December 2021.

Note 8 - Reconciliation Statement of Cash Flows

Cash Flows from Operating Activities	2020	2019
Net deficit from operations	(\$247,776)	(\$139,496)
Adjust for non-cash items		
Depreciation	\$321,163	\$231,213
Decrease in Debtors	(\$ 30,194)	(\$146)
Increase in Creditors	\$ 41,669	\$0
Works on Access Road	\$ 0	(\$84,227)
Net Cash Increase from operating activities	\$ 84,862	\$7,344
8.2 Cash and cash equivalents		
Balance at bank	\$ 6,873	\$3,034
Balance at LGFA	\$144,891	\$63,868
Total cash and cash equivalents	\$151,764	\$66,902

Note 9 -Economic Dependence

The Gawler River Floodplain Management Authority (GRFMA) was formed as a Regional Subsidiary under Section 43 and Schedule 2 of the Local Government Act 1999 in August 2002, by a Charter that was amended and published in The South Australian Government Gazette on 27th February 2020 at page 474.

The Gawler River Floodplain Management Authority (GRFMA) is dependent upon subscriptions levied on the Constituent Councils in accordance with Clause 11.1 of the Charter for its continued existence and ability to co-ordinate the construction, operation and maintenance of flood mitigation infrastructure for the Gawler River.

No other payments have been made to Key Management Personnel of the Gawler River Floodplain Management Authority.

**Gawler River Floodplain Management Authority
Notes to and forming part of the Financial Statements
for the year ended 30th June 2020**

Note 10 - Non-Current Assets Summary

	Fair Value Level	2020				2019			
		At Fair Value	At Cost	Accum Dep'n	Carrying Amount	At Fair Value	At Cost	Accum Dep'n	Carrying Amount
Land and easements	-	\$477,000	-	-	\$477,000	\$477,000	-	-	\$477,000
North Para Dam Access Roads	3	\$84,000	-	(\$8,600)	\$75,400	\$84,000	-	(\$3,000)	\$81,000
North Para Dam	3	\$25,245,000	-	(\$3,786,563)	\$21,458,437	\$25,245,000	-	(\$3,471,000)	\$21,774,000
Total Infrastructure and Land		\$25,806,000	-	(\$3,795,163)	\$22,010,837	\$25,806,000	-	(\$3,474,000)	\$22,332,000
Comparatives		\$25,806,000	-	(\$3,474,000)	\$22,332,000	\$18,823,364	\$139,323	(\$2,311,850)	\$16,650,837

	2019		Carrying Amount Movements During the Year						2020	
	Carrying Amount	Additions		Disposals	Depreciation	Impairment	Transfers	Net Valuation		Carrying Amount
		New Upgrade	Renewals							
Land and easements	\$477,000	-	-	-	-	-	-	-	-	\$477,000
Access Roads	\$81,000	-	-	-	(\$5,600)	-	-	-	-	\$75,400
Infrastructure - North Para Dam	\$21,774,000	-	-	-	(\$315,563)	-	-	-	-	\$21,458,437
Total Infrastructure, Property, Plant & Equipment	\$22,332,000	-	-	-	(\$321,163)	-	-	-	-	\$22,010,837
Comparatives	\$16,650,837	\$84,081	-	-	(\$233,081)	-	-	\$5,830,163		\$22,332,000

Gawler River Floodplain Management Authority
Notes to and forming part of the Financial Statements
for the year ended 30th June 2020

Note 11 - 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 0.25% and 1.25% (2019: 1.25% and 1.5%).</p> <p>Carrying amount: approximates fair value due to the short term to maturity.</p>
Receivables - Fees & other charges	<p>Accounting Policy: 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: Unsecured, and do not bear interest. Although the authority is not materially exposed to any individual debtor, credit risk exposure is concentrated within the Authorities boundaries.</p> <p>Carrying amount: approximates fair value (after deduction of any allowance).</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>

Liquidity Analysis

2020	Due < 1 year	Due > 1 year ≤ 5 years	Due > 5 years	Total Contractual Cash Flows	Carrying Values
Financial Assets	\$	\$	\$	\$	\$
Cash & Equivalents	151,764	-	-	-	151,764
Receivables	32,152	-	-	-	32,152
Total	183,916	-	-	-	183,916
Financial Liabilities					
Payables	41,669	-	-	-	41,669
Total	41,669	-	-	-	41,669
2019	Due < 1 year	Due > 1 year; ≤ 5 years	Due > 5 years	Total Contractual Cash Flows	Carrying Values
Financial Assets	\$	\$	\$	\$	\$
Cash & Equivalents	66,902	-	-	-	66,9602
Receivables	1,958	-	-	-	1,958
Total	68,860	-	-	-	68,860

**Gawler River Floodplain Management Authority
Notes to and forming part of the Financial Statements
for the year ended 30th June 2020**

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.

Risk Exposures:

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

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

Liquidity Risk is the risk that Authority will encounter difficulty in meeting obligations with financial liabilities. In accordance with the model Treasury Management Policy (LGA Information Paper 15), liabilities have a range of maturity dates.

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

Note 12 Uniform Presentation of Financial Statements

	Notes	2020 \$	2019 \$
Operating Revenues		330,422	238,319
Less: Operating Expenses		(578,198)	(379,684)
Operating Surplus/(Deficit) before Capital Amounts		(247,776)	(141,365)
Less Net Outlays in Existing Assets			
Capital Expenditure on renewal and replacement of Existing Assets		-	-
Less Depreciation Amortisation and Impairment		(321,163)	(233,081)
Less Proceeds from Sale of Replaced Assets		-	-
		(321,163)	(233,081)
Less Net Outlays on New and Upgraded Assets			
Capital Expenditure on New and Upgraded Assets		-	84,081
Less Amounts received specifically for New and Upgraded Assets		-	-
Less Proceeds from Sale of Surplus Assets		-	-
		-	84,081
Net Lending / (Borrowing) for Financial Year		73,386	7,635
This Statement is to be read in conjunction with the attached Notes			

**Gawler River Floodplain Management Authority
Notes to and forming part of the Financial Statements
for the year ended 30th June 2020**

Note 13 – Contingencies & Assets & Liabilities not recognised in the Balance Sheet

There are no contingencies, asset or liabilities not recognised in the financial statements for the year ended 30 June 2020.

Note 14 - Events Occurring After Reporting Date

There were no events subsequent to 30 June 2020 that need to be disclosed in the financial statements.

Note 15 - Related Parties Disclosures

Key Management Personnel

The Key Management Personnel of the Gawler River Floodplain Management Authority (GRFMA) include the Chair, Board Members, Deputy Board Members and Executive Officer. In all Key Management Personnel were paid the following total compensation:

Salaries, honorarium allowances & Other Short Term Benefits	2020 \$	2019 \$
	\$66,930	\$57,012
TOTAL	\$66,930	\$57,012

	Amounts received from Related Party during the financial year	Amounts outstanding from Related Party at the end of the financial year
	2020 \$	2019 \$
Adelaide Hills Council	\$25,642	\$0
The Barossa Council	\$31,562	\$0
Town of Gawler	\$38,957	\$0
Light Regional Council	\$31,562	\$0
Adelaide Plains Council	\$48,826	\$0
City of Playford	\$53,751	\$0
TOTAL	\$230,300	\$0

The Authority has been established for the following purposes:

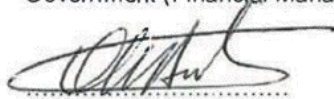
1. To co-ordinate the construction, operation and maintenance of flood mitigation infrastructure for the Gawler River. This purpose is the core business of the Authority;
2. To raise finance for the purpose of developing, managing and operating and maintaining works approved by the board;
3. To provide a forum for the discussion and consideration of topics relating to the Constituent Council's obligations and responsibilities in relation to management of flood mitigation for the Gawler River;
4. Upon application of one or more Constituent Councils pursuant to clause 3.2:
 1. to coordinate the construction, maintenance and promotion and enhancement of the Gawler River and areas adjacent to the Gawler River as recreational open space for the adjacent communities: and
 2. to enter into agreements with one or more of the Constituent Councils for the purpose of managing and developing the Gawler River.

GAWLER RIVER FLOODPLAIN MANAGEMENT AUTHORITY
ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 June 2020

CERTIFICATION OF AUDITOR INDEPENDENCE

To the best of our knowledge and belief, we confirm that, for the purpose of the audit of the Gawler River Floodplain Management Authority for the year ended 30 June 2020 the Authority's Auditor Dean Newbery and Partners has maintained its independence in accordance with the requirements of the Local Government Act 1999 and the Local Government (Financial Management) Regulations 2011 made under that Act.

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



David Hitchcock
EXECUTIVE OFFICER



Peter Brass
PRESIDING MEMBER AUDIT COMMITTEE

4/8/2020



Ian Baldwin
CHAIR GRFMA

GAWLER RIVER FLOODPLAIN MANAGEMENT AUTHORITY
ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 June 2020


CERTIFICATION OF AUDITOR INDEPENDENCE

To the best of our knowledge and belief, we confirm that, for the purpose of the audit of the Gawler River Floodplain Management Authority for the year ended 30 June 2020 the Authority's Auditor Dean Newbery and Partners has maintained its independence in accordance with the requirements of the *Local Government Act 1999 and the Local Government (Financial Management) Regulations 2011* made under that Act.

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


Andrew Aitken (Aug 7, 2020 17:51 GMT+9.5)
.....
Andrew Aitken
Chief Executive Officer
Adelaide Hills Council

Aug 7, 2020


James Miller
.....
James Miller
Chief Executive Officer
Adelaide Plains Council


Aug 11, 2020


Henry Inat (Aug 7, 2020 10:42 GMT+9.5)
.....
Henry Inat
Chief Executive Officer
Town of Gawler

Aug 7, 2020


Martin McCarthy
.....
Martin McCarthy
Chief Executive Officer
The Barossa Council

Aug 8, 2020


Sam Green
.....
Sam Green
Chief Executive Officer
City of Playford

Aug 10, 2020


Brian Carr
.....
Brian Carr
Chief Executive Officer
Light Regional Council

Aug 14, 2020



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North Adelaide SA 5006

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F: (08) 8239 0895

E: admin@deannewbery.com.au

ABN: 30 164 612 890

Certification of Auditor's Independence

I confirm that, for the audit of the financial statements of the Gawler River Floodplain Management Authority for the year ended 30 June 2020, I have maintained my independence in accordance with the requirements of APES 110 – Code of Ethics for Professional Accountants, Section 290, published by the Accounting Professional and Ethical Standards Board, in accordance with the *Local Government Act 1999 and the Local Government (Financial Management) Regulations 2011* made under that Act.

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

A handwritten signature in black ink, appearing to read 'J. Keogh'.

Jim Keogh

Partner

DEAN NEWBERY & PARTNERS

CHARTERED ACCOUNTANTS

Dated the 18th day of August 2020

Liability limited by a scheme approved under Professional Standard Legislation



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North Adelaide SA 5006

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**INDEPENDENT AUDITOR'S REPORT
TO THE MEMBERS OF THE GAWLER RIVER FLOODPLAIN MANAGEMENT AUTHORITY**

Opinion

We have audited the financial report of the Gawler River Floodplain Management Authority (the Authority), which comprises the Statement of Financial Position as at 30 June 2020, the Statement of Comprehensive Income, the Statements of Changes in Equity, the Statement of Cash Flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies, and other explanatory information and the Certification of Financial Statements.

In our opinion, the financial report presents fairly, in all material respects, the financial position of the Authority as at 30 June 2020, and its financial performance and its cash flows for the year then ended in accordance with the *Local Government Act 1999*, *Local Government (Financial Management) Regulations 2011* and the Australian Accounting Standards (including Australian Accounting Interpretations).

Basis for Opinion

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

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

Other Information other than the Financial Report and Auditor's Report Thereon

The Authority is responsible for the other information. The other information comprises the information included in the Authority's annual report for the year ended 30 June 2020, but does not include the financial report and our auditor's report thereon. Our opinion on the financial report does not cover the other information and accordingly we do not express any form of assurance conclusion thereon. In connection with our audit of the financial report, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial report or our knowledge obtained in the audit or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibility for the Financial Report

The Authority is responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards and the *Local Government Act 1999* and the *Local Government (Financial Management) Regulations 2011*. The Authority's responsibility includes establishing and maintaining internal control relevant to preparation and fair presentation of the financial report so that it is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the Authority is responsible for assessing the Authority's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless management either intends to liquidate the entity or to cease operations, or has no realistic alternative but to do so.

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

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Auditor's Responsibilities for the Audit of the Financial Report

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

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

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

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

DEAN NEWBERY & PARTNERS
CHARTERED ACCOUNTANTS



JIM KEOGH
PARTNER

Signed on the 18th day of August 2020,
at 214 Melbourne Street, North Adelaide

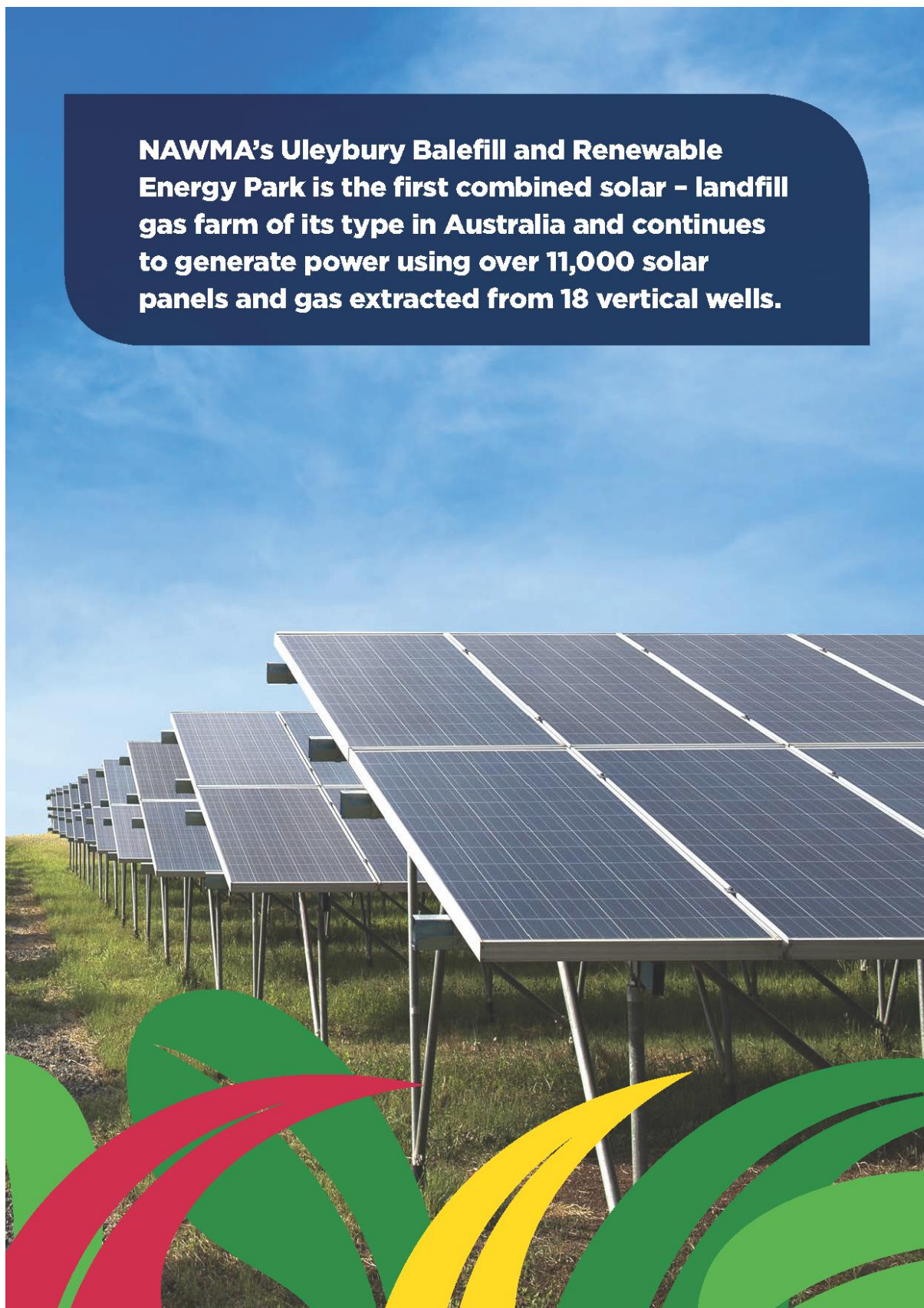


Annual Report

2019-2020



NAWMA's Uleybury Balefill and Renewable Energy Park is the first combined solar – landfill gas farm of its type in Australia and continues to generate power using over 11,000 solar panels and gas extracted from 18 vertical wells.



Contents

NAWMA Annual Report 2019-20



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15	Uleybury Balefill and Renewable Energy Park
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Our Mission & Objectives



About NAWMA

We provide local waste management and resource recovery services and infrastructure of global significance. We do this on behalf of our Constituent Councils: City of Salisbury, City of Playford and Town of Gawler.

Mission

To deliver world-class recycling and waste management services to our Constituent Councils.

Objectives

Objective 1: Achieve best practice in diversion of waste from landfill

Performance indicators:

- All Constituent Council households to have access to a three-bin system by 2020 (deferred until 2021/2022)
- Increase kerbside diversion from 45% to 70% by 2023
- Reduce the contamination rate of the kerbside recycling bin to less than 10% by 2023

Objective 2: Advocate and facilitate a circular economy

Performance indicators:

- Recycle 100% of yellow bin (household) recovered material in Australia by 2020, and only access international markets where domestic markets are not available or commercially viable)
- Engage with Constituent Councils to encourage the purchasing back of half (by weight) of their kerbside recovered recyclables in the form of sustainable procurement by 2023

Objective 3: Maintain cost-effectiveness in service delivery

Performance indicators:

- Efficiently manage the life of the Uleybury Landfill, while investigating landfill alternative technologies in readiness for post-closure

Report from the Independent Chairman



2019-2020 has been a year of consolidation for NAWMA, where we have continued to deliver a high level of services to our Constituent Councils and residents, while navigating the most volatile recycling market since the inception of kerbside recycling.

Without a doubt it has been NAWMA's most challenging year in which we have had no control over recycled commodity prices. FY20 saw periods of the lowest return for these commodities since the inception of kerbside recycling, exceeding both the global financial crisis and China SWORD (restrictions on importation of recyclable material).

Notwithstanding, where others interstate and overseas have failed, NAWMA has continued to operate a best practice Material Recovery Facility

controllable costs, generating greater revenues and working on new recycling initiatives, NAWMA posted a \$1.3M operating deficit for the financial year. Had NAWMA not acted with urgency and prudence, the operating result could have been much worse.

Testament to the leadership of the NAWMA Board and Constituent Councils, and with the support of Green Industries South Australia, NAWMA continued to invest and future proof the MRF. Three (3) projects were delivered in the financial year,



NAWMA's Chair Brian Cunningham and Chief Operations Officer Daniel Dunn take Federal Assistant Minister for Waste Reduction and Environmental Management the Hon Trevor Evans MP through a tour of the Material Recovery Facility.

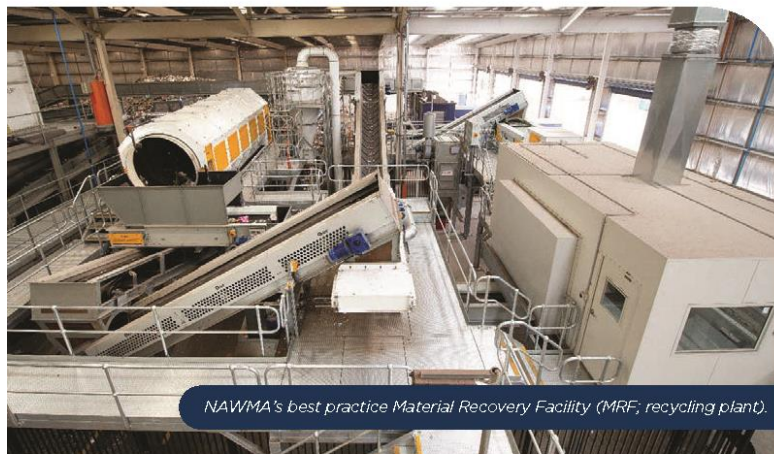
(MRF; recycling plant) and in FY20, proudly ensured that every single tonne of yellow top bin recyclables were marketed into domestic (Australian) and valid global recycling reprocessors.

The recycling market volatility has however impacted on NAWMA's 2019-2020 financial result. At the mid-year point, NAWMA's Administration under the guidance of the Board, commenced austerity and revenue boosting measures that assisted in balancing the low commodity returns. Despite reducing

on time and on budget. A MRF shed footprint extension accommodated Australia's first artificially trained robotic mixed recycling sorting machine, and South Australia's only glass recovery plant. These initiatives will deliver a return on investment within 2-3 years by sorting more and higher quality recyclables and minimising any material loss through the plant. We very much look forward to a time when restrictions are lifted, and we can show our community through this world class facility.



Report from the **Independent Chairman**



NAWMA's best practice Material Recovery Facility (MRF, recycling plant).

In terms of governance, the NAWMA Board and Audit Committee functioned well during the turbulent year and continued to provide a steady hand. Not satisfied with business as usual, and with a strong focus on the future, the Board established NAWMA's first special purpose vehicle (SPV, project advisory group) to investigate future options available for red-lid bin waste.

The SPV terms of reference are unambiguous; to accelerate thinking and develop options for when the Uleybury Bafell Renewable Energy Facility is closed in circa 2025-2027. The SPV is comprised of NAWMA Board representatives, Constituent Council Executive, and highly skilled independent parties that specialise in procurement, probity, social licencing and community consultation, and circular economy.

I chair the SPV and our Chief Executive Adam Faulkner is the dynamic and extremely competent driver of this initiative. We are all very proud of what has been achieved in a short timeframe and we will have more to say on this matter in the coming year(s).

Reputationally, NAWMA remains as one of Australia's leading waste management and resource recovery organisations and we continue to drive thought leadership in our field. We have the opportunity and the will to work with our Councils in stimulating economic and environmental activity in the Northern Region of Adelaide. This is widely recognised and amongst the many political, industry, international, and community visitors to our sites in 2019-2020, the visitation of Federal Assistant Minister Trevor Evans was a highlight.

Assistant Minister Evans showed a great deal of interest in NAWMA, and this interest was translated

into Commonwealth Policy as the National Waste Policy and recycling export bans were crafted.

We continue to be in dialogue with the Assistant Minister's Office. I take this opportunity to thank the NAWMA Board for their advice and leadership, our Constituent Councils (Mayors, Elected Members, Chief Executives, and Administrations) who have been strong and supportive in this tough economic year, as well as our very competent Audit Committee and SPV members. I also want to thank sincerely NAWMA's Chief Executive and his outstanding Senior Management Team,

together with our wonderful staff.

It is their efforts and commitment that make our organisation great. NAWMA continues to be an employer of choice, with a recent staff satisfaction survey revealing an overall 97% satisfaction.

Finally, I want to congratulate on behalf of all of us, NAWMA's Chief Executive Officer Adam Faulkner for winning the Inaugural Doug Dean Industry Leader of the Year Award, the most prestigious honour in the Australian waste management and resource recovery industry. It is well deserved and reflects well on NAWMA as an organisation. Well done Adam and Senior Management Team.

I look forward to a successful year in 2020-2021 in continuing to deliver our Strategic Plan outcomes to our Councils and our community and I reiterate our strong belief that whilst we face strong headwinds at present, our medium to long term future looks very bright, with all indications of returning to a balanced operating result within a few short years.

I commend to you the 2019-2020 Annual Report.



Brian Cunningham
Independent Chairman

Report from the Chief Executive Officer



In my 23 years in the waste management and resource recovery sector, I have not experienced operating conditions as difficult as the past 12 months. With returns for our recyclables reaching an all-time low, compounded by a significant mid-year increase in the Solid Waste Levy, I am very proud of how the Board and my team navigated this financial year.

We have continued to find recycling markets where others couldn't, all whilst undertaking a \$4M investment upgrade of the Material Recovery Facility (MRF). NAWMA is extremely fortunate to have a visionary Board and group of Constituent Councils who did not waver during the difficult times. And I am very fortunate to have a highly skilled and passionate team to help deliver a high standard of infrastructure and services to our community.

While we posted an operational deficit, we have reconstructed our Long-Term Financial Plan which models a return to a balanced budget in the years to come. Aligned with further efficiency measures, The Senior Management Team was restructured with two distinct teams led by Daniel Dunn as Chief Operating Officer (COO), and Rachel (Yi) Zhou as Chief Financial Officer (CFO). This change streamlined our management structure and allowed NAWMA to act quickly and decisively when the recycling commodity markets defied history. Instead of receiving revenue from the sale of the materials, it resulted in NAWMA having, at times, to pay to move over half of the yellow bin recyclables on to downstream recyclers.

We took the time to build the knowledge within our own Constituent Councils and those Client Councils accessing the MRF, hosting several information sessions and transparently showing the pressures facing NAWMA and other MRFs across Australia and the globe.

During the COVID-19 restrictions, we were one of the few organisations that continued business as usual, and in fact employed more staff during this period to accommodate all of the additional recyclables, hard waste and yard clean-ups that were undertaken by householders whilst at home.

In relation to the other NAWMA infrastructure, we commissioned a new side wall liner at Uleybury Bafell Renewable Energy Facility and finalised a design for the future upgrade of the Research Road (Pooraka) Resource Recovery Centre. Edinburgh North (Bellchambers Road) continues to be a high-traffic site with residents using the second-hand salvage store, the container deposit return depot, and our Resource Recovery Centre.

Our collection contractor upgraded their gas system which now allows for the 23 collection trucks to be autonomously filled with High Density Compressed Natural Gas overnight.

Accountability is critical in providing waste and recycling services to the northern community, so we embarked on a resident satisfaction survey, staff satisfaction survey, and NAWMA Board self-assessment, to enable us to keep improving. The results were by and large positive, while giving us some key development elements.

I attended the first Commonwealth Government National Plastics Summit in Canberra and have been feeding into the Federal Government's priorities around investment and policy intervention, which is all part of NAWMA's leadership position within the industry.

Our communications and education in the community continued, with the opening of a redeveloped Education Centre at our Edinburgh site. The focus of the Centre is community engagement and circular economy and showcases to residents the significant role their behaviours play through recycling. We continue to urge residents to help NAWMA and their community by putting the right things in the right bins through specially developed resources and site tours.

We are passionate about recycling, resource recovery, and transitioning to a more circular economy while delivering a balanced budget.



Adam Faulkner
Chief Executive Officer

The coming years look very positive, and I look forward to working in partnership with City of Salisbury, City of Playford and Town of Gawler in delivering excellent and efficient services.



NAWMA Governance

NAWMA is administered by a Board in accordance with the requirements of the Local Government Act (1999), the NAWMA Charter and various other policies. The Board are responsible for the overall governance, management and strategic direction of the Authority.

The Board meets bi-monthly and drives organisational performance to deliver efficient, best practice services and facilities to our Constituent Councils.

As defined by the NAWMA Charter, the membership of the Board comprises of ten (10) Directors -three Directors appointed by each of the Constituent Councils, and one independent person appointed by the Board who acts as Chair.

The Board appoints a Chief Executive Officer who is responsible for implementing the decisions made by the Board and the day to day operations of the Authority.

The Board held six (6) formal meetings over the 2019-2020 financial year. The table below details Board Member attendance at the six meetings. Several other matters were resolved by Circular Resolutions out of Board Meeting frequency.



Mr Brian Cunningham
Independent Chair
6 of 6 meetings



Mr Sam Green
City of Playford
6 of 6 meetings



Cr Shirley Halls
City of Playford
5 of 6 meetings



Ms Grace Pelle
City of Playford
4 of 6 meetings



Mr Charles Mansueto
City of Salisbury
5 of 6 meetings



Cr Julie Woodman
City of Salisbury
6 of 6 meetings



Cr Graham Reynolds
City of Salisbury
5 of 6 meetings



Mr Henry Inat
Town of Gawler
4 of 6 meetings



Cr Paul Koch
Town of Gawler
6 of 6 meetings



Cr Paul Little
Town of Gawler
5 of 6 meetings

Deputy Board Member	Meetings
Cr Clint Marsh City of Playford	3 of 3
Cr Diane Fraser Town of Gawler	3 of 3

Note: Deputy Board Directors attend meetings only as required.



Audit

In accordance with the requirements of the Local Government Act (1999), NAWMA has an established Audit Committee.

The functions of the Committee include:

- monitoring the integrity of NAWMA's financial statements, including its annual report, reviewing significant financial reporting issues and judgements which they contain;
- reviewing the adequacy of NAWMA's accounting, internal auditing, reporting and other financial management systems and practices on a regular basis; and

- reviewing and providing recommendations to NAWMA on the sustainability of its financial performance and proposals with respect to debt levels included in the strategic management plans and, in particular, the long-term financial plan.

The membership of the Audit Committee consists of six (6) members, three (3) members who are independent members (including the Chair), two (2) members who are NAWMA Board Directors, and the NAWMA Board Chair as an Ex-Officio member.

The Audit Committee held six (6) formal meetings over the 2019-2020 financial year. The table below details Audit Committee Member attendance at these meetings:



Mr Peter Brass
Independent Chair
6 of 6 meetings



Mr Mark McAllister
Independent Member
5 of 6 meetings



Mr Mark Labaz
Independent Member
6 of 6 meetings



Mr Charles Mansueto
Board Director
6 of 6 meetings



Cr Graham Reynolds
Board Director
6 of 6 meetings



Mr Brian Cunningham
Ex-Officio Member
4 of 6 meetings

The Audited Financial Statements for the year ended 30 June 2020 are provided from page 21.



NAWMA's Uleybury Landfill.

Technical Working Group

NAWMA's Technical Working Group (TWG), comprised of an Executive from each Constituent Council, meets ad-hoc to discuss any operational or strategic matter that has arisen for the Authority. The membership of the Technical Working Group is based upon skillset, and various Constituent Council Executives are called upon determined by the matters at hand.

The TWG members provide guidance and advice to NAWMA's Management and throughout 2019-2020 have been instrumental in implementing a number of the Authority's major achievements, particularly the Strategic Plan 2018-2025.

Constituent Council Chief Executive Officer Roundtable

NAWMA's Independent Chairman held seven (7) meetings of the Constituent Council CEO's to discuss strategic matters and facilitate collaboration in service delivery during 2019/2020. The roundtable meetings are assisted by the NAWMA CEO as subject matter expertise and secretariat duties.

Resource Recovery Resource Recovery Centres



NAWMA operates two Resource Recovery Centres (RRCs) within the northern Adelaide community.

NAWMA's Edinburgh North Resource Recovery Centre continues to provide several important resource recovery services. The facility houses:

- a drive-through, undercover Resource Recovery Centre for materials recovery,
- a Salvage and Save retail outlet operated by Mobo Group in association with NAWMA, which provides employment for community members and supports a disability workforce while providing an opportunity for the reuse of valuable household resources, and
- a recycling service for bottles and cans, operated by Scouts SA.

In addition to the Edinburgh North Resource Recovery Centre, NAWMA operates and manages the City of Salisbury owned Pooraka Resource Recovery Centre.

The Pooraka Resource Recovery Centre has been earmarked for a site upgrade in late 2020 with an emphasis on traffic management, fire protection standards and the minimisation of WH&S risks associated with loading/unloading of waste and recyclable materials.

In line with recommendations made during the COVID-19 pandemic, both of NAWMA's Resource Recovery Centres transitioned to cashless in early May 2020. Whilst the removal of cash at these sites is a necessary physical safety precaution, it is also part of a whole-of-business risk mitigation strategy and will remain in place long-term.

Statistics for the combined operations of the two Resource Recovery Centres for the year ended 30 June 2020 show more than:

- **114,000 customers** accessed the facilities delivering green waste and general waste;
- **14,000 tonnes of material** were transported to SUEZ-ResourceCO for processing into Refuse Derived Fuel (RDF);
- **6,000 mattresses** were recovered and recycled, almost doubling the number recovered during the 2018/2019 year;
- **4,000 tyres** were collected and recycled; and
- **114,000 litres of paint** was safely disposed of.

In partnership with Green Industries SA, NAWMA opened a Community Chemical and Paint Drop-off facility at the Edinburgh North Resource Recovery Centre in August 2019. A variety of hazardous household substances can now be responsibly disposed of, including poisons, acids, pharmaceutical products, brake fluids, lithium batteries and coolants. The facility, which is open to the public seven days a week, accepts household quantities only and is free of charge. In the first year of operation the site saw over 18,000kg of hazardous waste accepted for responsible disposal.

In August 2020 NAWMA will install and commission an expanded polystyrene (EPS) machine that can turn pure, clean foam into a form that can be reused to make other items such as photo frames and coat hangers. The purchase of this machine was made possible through a successful grant application with the State Government's Recycling Infrastructure program administered by Green Industries SA.

Residents are now able to recycle household quantities of clean, white, rigid polystyrene packaging foam for free at our Edinburgh North Resource Recovery Centre.

Each Year **NAWMA...**



Delivers services to
more than

110,000

households within
the Cities of Salisbury
and Playford and the
Town of Gawler



Generates

8,700

MWh of electricity to
power 1,900 SA homes
from Australia's first landfill
gas and solar power plant
at a landfill site.



Recovers

32,000

tonnes of organic
material which is sent
for composting in South
Australia



Processes

66,000

tonnes of landfill material



Provides
employment
for nearly

80

people



Sorts

55,000

tonnes of recyclables



Provides more than

30,000

hard-waste services

Resource Recovery Material Recovery Facility (MRF)



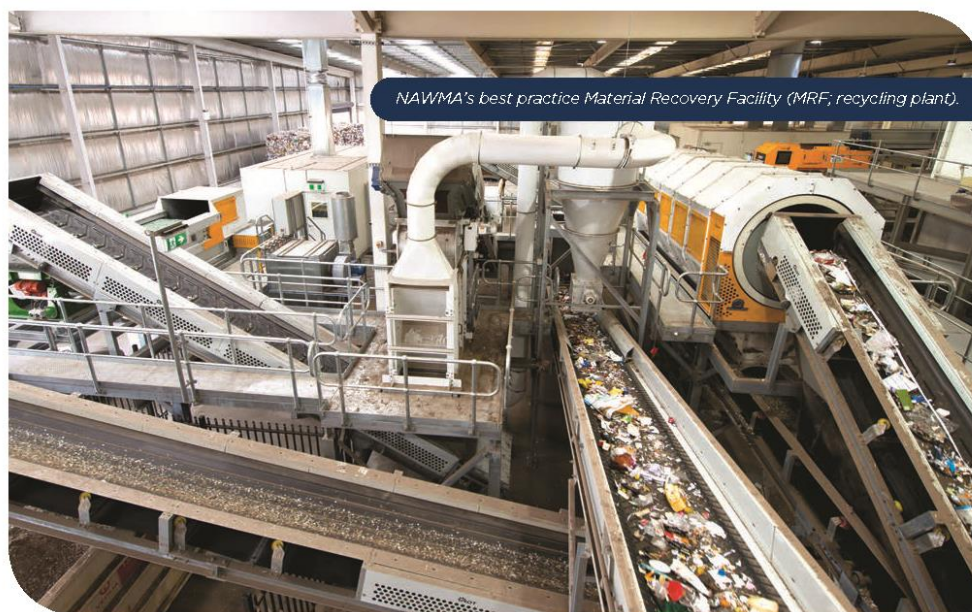
NAWMA houses the only local government owned and operated Material Recovery Facility (MRF) in South Australia, and one of few in Australia.

Our world-class best practice facility sorted more than 55,000 tonnes of kerbside recyclables during 2019-2020, recovering and processing high quality finished goods such as paper, plastics, glass, aluminium and steel.

These secondary raw materials were marketed locally, interstate and (where domestic markets do not exist or are not commercially viable) internationally.

looking to sell their recyclables. Through these difficult times, NAWMA is proudly continuing to responsibly recycle every tonne of recyclables presented to our MRF.

One of our biggest achievements in 2019-2020, was the construction of an extension to the MRF building to install and commission a glass fines recovery plant and robotics.



Operating its own MRF means NAWMA has some capacity to shield Constituent Councils from the full impact of the well-publicised deteriorated commodity markets.

NAWMA's MRF has been designed to enable flexibility in plant speed and labour force participation. This has resulted in achievement of a very high specification for the recovered materials, and hence the ability to continue to find markets (albeit at depressed conditions) while others across Australia and the globe have not. NAWMA's reputation for quality has continually put us in the front of a very long international queue of MRFs.

This investment is significantly enhancing the recoverability of material that was previously unrecoverable and was successfully commissioned in April 2020. Once at full capacity, we believe that as much as 14,000 tonnes of small broken glass and recyclables will be diverted away from landfill and create four (4) new jobs at NAWMA's Edinburgh MRF.

NAWMA commenced trials with many local civil contractors during the year, with a view to use recycled glass as virgin sand replacement material in roads and footpaths.

Resource Recovery Material Recovery Facility (MRF)



Our world-class, best practice facility with dedicated staff sorted more than 55,000 tonnes of kerbside recyclables during 2019-2020.















As well as reclaiming plastics for re-use, NAWMA commenced trials with civil contractors during the year, with a view to use recycled glass as virgin sand replacement material in roads and footpaths.

The MRF is a combination of trommels, magnets, eddy-currents, ballistic separators, and manual picking stations, fed by over half a kilometre of conveyor belts.



Resource Recovery Material Recovery Facility (MRF)

Financial and Operational Costs of doing Business

	2017	2019	2020
OPERATING COSTS (increased over time)	 Low	 Medium	 High
COMMODITY PRICING (deteriorated over time)	 High returns	 Modest returns	 Minor returns
CONTAMINATION (has remained too high)	 High	 High	 High
SOLID WASTE LEVY (cost to dispose of contamination has increased over time)	 SOLID WASTE LEVY: \$76 PER TONNE*	 SOLID WASTE LEVY: \$100 PER TONNE*	 SOLID WASTE LEVY: \$140 PER TONNE*

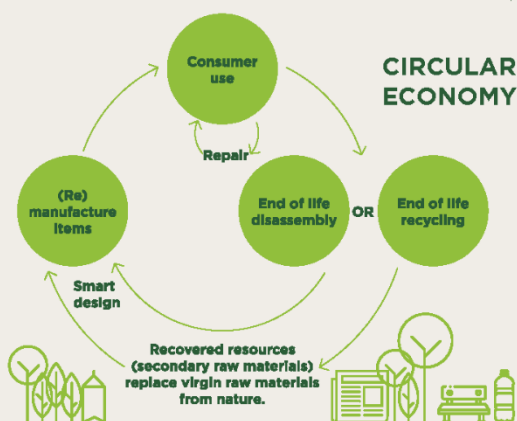
*Metro

OTHER FACTORS CURRENTLY AFFECTING OUR OPERATIONS

- Higher quality material required
- Reduced market size
- Increased export scrutiny
- Reduced onshore mills
- Fewer shipping lines available

THINGS WILL GET BETTER

-  Onshore employment creation
-  More paper mills under construction in 2025



Resource Recovery Food and Garden Organics

NAWMA's Food and Garden Organics (FOGO) green-lid bin collection is an opt-in service for the residents of our three Constituent Councils. The service continues to grow in popularity with more than 65,000 FOGO bins currently in service, with an overall average participation rate of 57%.

The kerbside collected organic material is transported to our Edinburgh North facility by Suez (NAWMA's kerbside collection contractor) using side-loader vehicles, specifically designed for the kerbside collection of bins.

The material is stored short-term, before being bulk hauled by sealed vehicles to one of Peats Soil and Garden Supplies facilities. The material is processed by Peats into mulch and compost products. Many of these products are used in large-scale operations such as vineyards and market gardens.

This financial year Peats processed more than 23,000 tonnes of kerbside collected material with another 9,000 tonnes of material sent for processing via NAWMA's Resource Recovery Centres.

In late 2019 NAWMA partnered with an experienced industry consultant, and City of Playford, to undertake a FOGO pilot within two selected areas of City of Playford. Residents within the pilot area without a FOGO service were offered the service without the price point (free of charge), and those with a FOGO service offered a caddy/liners.

All participants were provided with education materials and follow up check-in/reminders. The results of the pilot were very encouraging, with an increase in participation of 23% bringing the overall total participation in City of Playford to 75%. The results of the pilot in conjunction with modelling and discussion with our Constituent Councils will inform future decisions for the household FOGO service.

2019/2020 Tonnes Collected for our Constituent Councils

	 Waste	 Recycling	 FOGO	TOTAL	Diversion
Playford	18,989	6,856	6,253	32,098	41%
Salisbury	30,856	10,122	15,199	56,177	45%
Gawler	5,443	1,752	2,430	9,625	43%
Total (Tonnes)	55,288	18,730	23,882	97,900	43%



Food and Garden Organics disposal at our Edinburgh North site.

Uleybury Balefill and Renewable Energy Park



NAWMA's Uleybury Balefill and Renewable Energy Park is the first combined solar - landfill gas farm of its type in Australia and continues to generate power for the local community using over 11,000 solar panels and gas extracted from 18 vertical wells, and a network of horizontal wells in the active cell area.

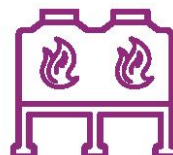
The following outlines the power generation and gas consumption during the 19/20 financial year:



**Over 1.7M kilowatt hours
of power exported
to the power network
from solar panels**



**Over 7M kilowatt hours
of power exported via
the gas generation
engine**



**Over 3.6M m3 of
landfill gas used as
energy to power the
gas engine**

Following the removal of valuable resources from the waste stream, 66,000 tonnes were deposited to the Uleybury Balefill and Renewable Energy Park in 2019-2020.

Almost 58,000 of these tonnes were processed and baled at NAWMA's Edinburgh North Waste Processing Facility (WPF). The Waste Processing Facility bales the material and transports it to Uleybury, with over 200 bales transported on

average per day, in partnership with Diamond Brothers Transport.

The Balefill Management Consultative Committee (BMCC), chaired by Cr Paul Little (Town of Gawler), continues to meet bi-monthly or as required.

The Committee provides nearby residents, Council, the EPA and NAWMA the opportunity to discuss topics relating to the site and its operations.

Uleybury Balefill and Renewable Energy Park



66,000 tonnes
of waste deposited in 2019-2020



58,000 tonnes
were processed and baled at NAWMA's
Edinburgh North Waste Processing Facility



200 bales
transported every day to the Balefill

Education and Community Engagement

In 2019/20 NAWMA further established its connection to the local community by opening a redeveloped Education Centre at its Edinburgh headquarters. The modern adult-learning facility highlights NAWMA's role within the Circular Economy and showcases examples of innovative local businesses who are redefining waste. Interpretive material at the Centre also educates residents about their significant role in the Circular Economy through their purchasing and recycling behaviours.

Prior to COVID-19 restrictions coming into place, several local community groups combined a visit to the Education Centre with the adjacent MRF to learn more, and see firsthand what happens after recyclables are collected at the kerbside.

Two videos were produced this year to reach out to residents via a different platform. The first had a corporate focus and gave an overview of all of NAWMA's operations and services. This video was translated into Mandarin and used to promote NAWMA during a trip attended by our Chief Executive Officer and Chief Operations Officer to City of Salisbury's Sister City Linyi, China.

The second video focussed specifically on household recycling and follows the journey of recyclables from the kerbside, through the MRF

to their eventual reuse. This was especially well received and has been used by various agencies and local governments in addition to NAWMA's Constituent and Client Councils.

With a good range of resources already in place, more detailed educational material was developed for specific purposes – these included fact sheets and infographics.

Facebook posts continued to give the community up-to-the-minute advice on NAWMA services and how to use them and were also key to our delivering timely messaging around service interruptions on extreme weather days. Engagement with the website continued to increase with monthly user sessions increasing by 50% between June 2019 and June 2020.



NAWMA's Education and Projects Coordinator Penelope Morrison takes NAWMA Chair Brian Cunningham and NAWMA Board Director (and Town of Gawler Chief Executive Officer) Henry Inat through an interactive display in the redeveloped Education Centre.

Education and Community Engagement



NAWMA's Customer Service

The focus for the NAWMA Customer Service Team for the 2019/2020 year was to create a great customer experience by putting our residents first. We achieved this with professional, clear, and concise communication via our Call Centre, email and website platforms and face to face.

To assist us in assessing our performance and to ensure we provide effective and efficient services, in FY20 we implemented feedback questionnaires at each touchpoint of the customer service experience. We began in April 2020 and at the end of the financial year had over 150 participants, which we will look to increase in the next financial year. The results received to date show that the vast majority of our Constituent Council residents are extremely happy with their customer service experience.

Our team also worked on some exciting technology to assist with consolidating our great customer experience focus. The first was a customer relationship management (CRM) like system which will enable us to tailor waste solutions based on the

needs of our residents. The system personalises a residents experience with NAWMA and will allow us to build a history for each household based on their interactions with us. This system has been in development for the entirety of the financial year and will be fully operational from 1 July 2020.

The second measure to be introduced will be an online chat function which will operate in conjunction with the NAWMA website. This opens another line of direct communication with our residents and enables them to have instant access to an experienced operator with an immediate response. This is a completely new concept for our Customer Service team at NAWMA and we look forward to implementing this in the last half of 2020.



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Northern Adelaide Waste Management Authority Financial Statements 2019-2020

NORTHERN ADELAIDE WASTE MANAGEMENT AUTHORITY

ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 June 2020

CERTIFICATION OF FINANCIAL STATEMENTS

I have been authorised by Northern Adelaide Waste Management Authority to certify the financial statements in their final form.
In our opinion:

- the accompanying financial statements comply with the *Local Government Act 1999, Local Government (Financial Management) Regulations 2011 and Australian Accounting Standards*.
- the financial statements present a true and fair view of the Authority's financial position at 30 June 2020 and the results of its operations and cash flows for the financial year.
- internal controls implemented by the Authority provide a reasonable assurance that the Authority's financial records are complete, accurate and reliable and were effective throughout the financial year.
- the financial statements accurately reflect the Authority's accounting and other records.


Adam Faulkner
Chief Executive Officer


Brian Cunningham
Chairperson

Date: 17 September 2020.



STATEMENT OF COMPREHENSIVE INCOME
for the year ended 30 June 2020

	Notes	2020 \$'000	2019 \$'000
INCOME			
User charges	2	38,644	33,758
Investment income	2	210	209
Reimbursements		-	67
Other	2	4	-
Total Income		38,858	34,034
EXPENSES			
Employee costs	3	3,042	2,753
Materials, contracts & other expenses	3	33,754	29,756
Finance costs	3	529	351
Depreciation, amortisation & impairment	3	2,841	1,394
Total Expenses		40,166	34,254
Operating Surplus / (Deficit)		(1,308)	(220)
Asset disposal & fair value adjustments	3	(48)	(9)
Amounts received specifically for new/upgraded assets		1,525	233
NET SURPLUS / (DEFICIT)		169	4
Other Comprehensive Income			
Changes in revaluation surplus - property, plant & equipment		-	-
Total Other Comprehensive Income		-	-
Total Comprehensive Income		169	4

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

Northern Adelaide Waste Management Authority Financial Statements 2019-2020

STATEMENT OF FINANCIAL POSITION for the year ended 30 June 2020

	Notes	2020 \$'000	2019 \$'000
ASSETS			
Current Assets			
Cash and cash equivalents	4	3,804	2,613
Trade & other receivables	4	3,848	3,172
Stock on Hand		25	64
Total Current Assets		7,677	5,849
Non-current Assets			
Property, Plant & Equipment	5	23,828	14,709
Total Non-current Assets		23,828	14,709
Total Assets		31,505	20,558
LIABILITIES			
Current Liabilities			
Trade & Other Payables	6	5,856	3,410
Provisions	6	255	191
Borrowings	6	2,522	1,186
Total Current Liabilities		8,633	4,787
Non-Current Liabilities			
Borrowings	6	12,446	6,318
Provisions	6	3,502	2,698
Total Non-current Liabilities		15,948	9,016
Total Liabilities		24,581	13,803
Net Assets		6,924	6,755
EQUITY			
Accumulated Surplus		6,264	6,095
Asset Revaluation Reserve		660	660
Total Equity		6,924	6,755

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



STATEMENT OF CHANGES IN EQUITY
for the year ended 30 June 2020

	Accumulated Surplus	Asset Revaluation Reserve	Total Equity
	\$'000	\$'000	\$'000
Balance at start of period - 1 July 2019	6,095	660	6,755
Net Surplus/ (Deficit) for Year	169	-	69
Balance at end of period - 30 June 2020	6,264	660	6,924
Balance at start of period - 1 July 2018	6,091	660	6,751
Net Surplus/ (Deficit) for Year	4	-	4
Balance at end of period - 30 June 2019	6,095	660	6,755

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

Northern Adelaide Waste Management Authority Financial Statements 2019-2020

STATEMENT OF CASH FLOWS for the year ended 30 June 2020

	Notes	2020 \$'000	2019 \$'000
CASH FLOWS FROM OPERATING ACTIVITIES			
Operating receipts from customers		37,972	33,342
Investment receipts		210	209
Operating payments to suppliers & employees		(34,807)	(31,429)
Finance payments		(504)	(351)
Net Cash provided by (or used in) Operating Activities	7	2,871	1,771
CASH FLOWS FROM INVESTING ACTIVITIES			
Amounts specifically for new or upgraded assets		2,085	233
Maturity of Investments		-	1,018
Sale of surplus assets	3	15	-
Expenditure on renewal/replacement of assets		-	-
Expenditure on new/upgraded assets		(3,663)	(480)
Net Cash provided by (or used in) Investing Activities		(1,563)	771
CASH FLOWS FROM FINANCING ACTIVITIES			
Proceeds from Borrowings		2,236	-
Repayments of Borrowings		(1,137)	(990)
Repayment of lease liabilities		(1,216)	-
Net Cash provided by (or used in) Financing Activities		(117)	(990)
Net Increase (Decrease) in cash held		1,191	1,552
Cash & cash equivalents at beginning of period	7	2,613	1,061
Cash & cash equivalents at end of period	7	3,804	2,613

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



Northern Adelaide Waste Management Authority Financial Statements 2019-2020

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2020

Note 1 - SIGNIFICANT ACCOUNTING POLICIES

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

1 Basis of Preparation

1.1 Compliance with Australian equivalents to International Financial Reporting Standards

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

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

The Authority is a Local Government Authority Section 43 Regional Subsidiary under the control of City of Salisbury, City of Playford and the Town of Gawler.

1.2 Historical Cost Convention

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

1.3 Critical Accounting Estimates

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

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

1.4 Rounding

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

2 The Local Government Reporting Entity

Northern Adelaide Waste Management Authority operates as a regional subsidiary pursuant to Section 43 of the SA Local Government Act 1999 and Section 25 of the Local Government Implementation Act, and has its principal place of business at Woomera Avenue, Edinburgh Park SA 5111.

These financial statements have been prepared for use by the Constituent Councils of the Authority.

3 Income Recognition

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

4 Cash, Cash Equivalents and other Financial Instruments

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

Receivables are generally unsecured and do not bear interest.

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

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

Northern Adelaide Waste Management Authority Financial Statements 2019-2020

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2020

Note 1 - SIGNIFICANT ACCOUNTING POLICIES (cont)

5 Infrastructure, Property, Plant & Equipment

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

5.1 Initial Recognition

All assets are initially recognised at cost. Cost is determined as the fair value of the assets given as consideration plus costs incidental to the acquisition, including architects' fees and engineering design fees and all other costs incurred. For assets acquired at no cost or for nominal consideration, cost is determined as fair value at the date of acquisition.

The cost of non-current assets constructed by the Authority includes the cost of all materials used in construction, direct labour on the project and an appropriate proportion of variable and fixed overhead.

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

5.2 Materiality

Assets with an economic life in excess of one year are only capitalised where the cost of acquisition exceeds materiality thresholds established by 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. No capitalisation threshold is applied to the acquisition of land or interests in land.

5.3 Subsequent Recognition

Certain asset classes are revalued on a regular basis such that the carrying values are not materially different from fair value. For infrastructure and other asset classes where no active market exists, fair value is determined to be the current replacement cost of an asset 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.

5.4 Depreciation of Non-Current Assets

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

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

Plant, Furniture & Equipment	5 to 10 years
Buildings	30 years
Waste Facility	10 to 20 years
Landfill Construction	Amortised proportionately to rate of filling
Landfill Capping & Rehabilitation	Amortised proportionately to rate of filling

5.5 Land Assets

As at 30 June 2018, an independent valuation was undertaken on all Land and Building assets held by the Authority. The independent valuation was undertaken by AssetVal Pty Ltd and valued land and building assets to the current market value.

Given the material value of Land and Building assets subsequent to the valuation performed, Land and Building assets are shown as a separate class of asset and disclosed accordingly in Note 5.



NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2020

Note 1 - SIGNIFICANT ACCOUNTING POLICIES (cont)

5.6 Impairment

Assets that have an indefinite useful life are not subject to depreciation and are reviewed annually for impairment. Assets that are subject to depreciation are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable.

An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount (which is the higher of the present value of future cash outflows or value in use).

For assets whose future economic benefits are not dependent on the ability to generate cash flows, and where the future economic benefits would be replaced if the Authority were deprived thereof, the value in use is the depreciated replacement cost. In assessing impairment for these assets, a rebuttable assumption is made that the current replacement cost exceeds the original cost of acquisition.

6 Payables

6.1 Goods & Services

Creditors are amounts due to external parties for the supply of goods and services and are recognised as liabilities when the goods and services are received.

Creditors are normally paid 30 days after the month of invoice. No interest is payable on these amounts.

7 Employee Benefits

7.1 Salaries, Wages & Compensated Absences

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

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

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

7.2 Superannuation

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

Accumulation Fund Members

Accumulation fund members receive both employer and employee contributions on a progressive basis. Employer contributions are normally based on a fixed percentage of employee earnings in accordance with Superannuation Guarantee Legislation (9.5% in 2019/20; 9.5% in 2018/19). No further liability accrues to the employer as the superannuation benefits accruing to employees are represented by their share of the net assets of the Fund.

Contributions to Other Superannuation Schemes

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

Northern Adelaide Waste Management Authority Financial Statements 2019-2020

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2020

Note 1 - SIGNIFICANT ACCOUNTING POLICIES (cont)

8 Rehabilitation

Expenditures relating to ongoing rehabilitation and restoration reduce any provision previously established.

The Authority annually monitors the liability recorded for landfill rehabilitation and restoration estimates and make adjustments to the liability as required to ensure an accurate projected cost of the liability is showing in the balance sheet.

An independent assessment of the Authority's landfill capping and post closure rehabilitation obligations was undertaken by Golder Associates Pty Ltd as at 30 June 2020.

9 Comparative Information

Comparative information has been reclassified to be consistent with the current year disclosure of equivalent information in accordance with Australian Accounting Standards. Comparative information has not been amended for any changes to accounting standards.

10 Critical Accounting Estimates and Judgements

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

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

11 New Accounting Standards

The Authority has applied AASB 16 for the first time from 1 July 2019. AASB 16 superseded AASB 117 Leases, Interpretation 4 Determining whether an arrangement contains a Lease and other related Interpretations. The standard sets out the principles for the recognition, measurement, presentations and disclosure of leases and requires lessees to recognise most leases on the balance sheet under a single on-balance sheet model. The Authority has lease contracts for its waste processing facilities, plant, machinery and motor vehicles. Before the adoption of AASB 16, the Authority classified each of its leases (as lessee) at the inception date as either a finance lease or an operating lease.

The Authority adopted AASB 16 using the modified retrospective method of adoption. Under this method, the standard has been applied retrospectively with the cumulative effect of initially applying the standard recognised as an adjustment to the opening balance of Accumulated Surplus as at 1 July 2019 and comparatives have not been restated.

The Authority recognised right-of-use assets and lease liabilities for those leases previously classified as operating leases, except for short-term leases with lease terms that end within 12 months of the date of the date of initial application and leases of low-value assets. The right-of-use-assets for all leases were recognised based on the amount equal to the lease liabilities.

No adjustments were needed for any previously recognised prepaid or accrued lease expenses as there were none. Lease liabilities were recognised based on the present value of the remaining lease payments, discounted using the incremental borrowing rate at the date of initial application.



NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2020

Note 1 - SIGNIFICANT ACCOUNTING POLICIES (cont)

The effect of adoption of AASB 16 as at 1 July 2019 (increase/(decrease)) is as follows:

	\$'000
Assets	
Property, Plant & Equipment	5,870
Total Assets	5,870
Liabilities	
Borrowings	5,870
Total Liabilities	5,870
Accumulated Surplus	nil

12 Stock on Hand

The Authority records stock on hand as at reporting date to reflect the value of stockpiled recycled finished goods held. The value attributed to stock items is based on the expected sale price of goods held based on existing contract rates held with customers and/or public market rates, whichever is applicable.

Northern Adelaide Waste Management Authority Financial Statements 2019-2020

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2020

Note 2 - INCOME

	2020	2019
	\$'000	\$'000
USER CHARGES		
Waste Management Operations	38,644	33,758
	38,644	33,758
INVESTMENT INCOME		
Interest Income: Local Government Finance Authority	26	39
Rental income	184	170
	210	209
OTHER INCOME		
Sundry Income	-	-
Promotional Income	4	-
	4	-

Note 3 - EXPENSES

EMPLOYEE COSTS		
Salaries and Wages	2,521	2,362
Employee leave expense	100	4
Superannuation	206	214
Workers' Compensation Insurance	62	31
Other	153	142
	3,042	2,753
MATERIALS, CONTRACTS & OTHER EXPENSES		
Auditor's Remuneration		
Auditing the financial reports	25	18
Other Services	-	-
Bad and Doubtful Debts	1	-
Lease costs	59	1,378
Promotions	13	22
Bank Fees	36	33
Landfill Royalty	196	213
Contractors	23,948	18,535
Electricity	267	266
Environmental Protection Agency Levy	8,158	7,818
Fuels & Oils	187	281
Professional services	364	279
Waste Recycle Bins	-	360
Administration & Other Expenses	500	553
	33,754	29,756



NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS
for the year ended 30 June 2020

Note 3 - EXPENSES (cont)

	Notes	2020 \$'000	2019 \$'000
DEPRECIATION, AMORTISATION & IMPAIRMENT			
Waste Processing Facility		218	222
Uleybury Landfill Plant & Equipment		30	29
Education Program Plant & Equipment		1	1
Office Furniture & Equipment		40	28
Property & Improvements		17	15
Landfill Cell Stage Three		315	297
Landfill Capping Stage Three		131	119
Post Closure Rehabilitation		81	71
Buildings		144	130
Material Recovery Facility		519	482
Right-of-use-assets		1,345	-
		2,841	1,394
FINANCE COSTS			
Interest on Loans and Overdraft		336	351
Interest on Leases		193	-
		529	351
ASSET DISPOSALS			
Proceeds from disposal		15	-
Less: Carrying amount of assets sold		(63)	(9)
Gain (Loss) on disposal		(48)	(9)
Note 4 - CURRENT ASSETS			
CASH & CASH EQUIVALENTS			
Cash on Hand and at Bank		2,786	1,552
Deposits at Call		1,018	1,061
		3,804	2,613
TRADE & OTHER RECEIVABLES			
Debtors - general		3,668	3,025
Accrued Revenues		180	147
		3,848	3,172

Northern Adelaide Waste Management Authority
Financial Statements 2019-2020



NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS
for the year ended 30 June 2020

Note 5 - PROPERTY, PLANT & EQUIPMENT

	2019 \$'000				2020 \$'000			
	AT FAIR VALUE	AT COST	ACCUM DEPN	CARRYING AMOUNT	AT FAIR VALUE	AT COST	ACCUM DEPN	CARRYING AMOUNT
Land	1,776	-	-	1,776	1,776	-	-	1,776
Waste Processing Facility	-	3,269	(1,597)	1,672	-	3,285	(1,852)	1,433
Uleybury Landfill Plant & Equipment	-	2,125	(1,994)	131	-	2,125	(2,024)	101
Education Program Plant & Equipment	-	34	(30)	4	-	34	(31)	3
Office Furniture & Equipment	-	177	(65)	112	-	199	(100)	99
Property & Improvements	-	1,605	(1,490)	115	-	1,605	(1,507)	98
Landfill Cell Stage Three	-	3,084	(1,137)	1,947	-	3,084	(1,451)	1,633
Landfill Capping Stage Three	-	1,050	(265)	785	-	1,116	(397)	719
Post Closure Rehabilitation	-	1,591	(1,125)	466	-	2,304	(1,207)	1,097
Buildings	3,285	247	(238)	3,294	3,285	1,491	(338)	4,438
Material Recovery Facility	-	5,178	(823)	4,355	-	7,475	(1,343)	6,132
Right-of-use-assets	-	-	-	-	-	7,581	(1,345)	6,236
WIP	-	52	-	52	-	63	-	63
	5,061	18,412	(8,764)	14,709	5,061	30,362	(11,595)	23,828



NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS
for the year ended 30 June 2020

Note 5 - PROPERTY, PLANT & EQUIPMENT (Cont)

	2019 \$'000	Movement in Property, Plant & Equipment during the Financial Year						2020 \$'000
	CARRYING VALUE	ADDITIONS		Disposals	Revaluation	Adjustments	Depreciation	CARRYING VALUE
		Renewal/ Replacement	New/ Upgrade					
Land	1,776	-	-	-	-	-	-	1,776
Waste Processing Facility	1,672	16	-	(37)	-	-	(218)	1,433
Uleybury Landfill Plant & Equipment	131	-	-	-	-	-	(30)	101
Education Program Plant & Equipment	4	-	-	-	-	-	(1)	3
Office Furniture & Equipment	112	27	-	-	-	-	(40)	99
Property & Improvements	115	-	-	-	-	-	(17)	98
Landfill Cell Stage Three	1,947	-	-	-	-	1	(315)	1,633
Landfill Capping Stage Three	785	66	-	-	-	(1)	(131)	719
Post Closure Rehabilitation	466	713	-	-	-	(1)	(81)	1,097
Buildings	3,294	-	1,314	(26)	-	-	(144)	4,438
Material Recovery Facility	4,355	-	2,296	-	-	-	(519)	6,132
Right-of-use-assets	5,870	1,711	-	-	-	-	(1,345)	6,236
WIP	52	11	-	-	-	-	-	63
	20,579	2,544	3,610	(63)	-	(1)	(2,841)	23,828
2019	15,567	64	777	(9)	(296)	-	(1,394)	14,709

Northern Adelaide Waste Management Authority Financial Statements 2019-2020

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2020

Note 6 - LIABILITIES

		2020		2019	
		\$'000		\$'000	
	Notes	Current	Non-current	Current	Non-current
TRADE & OTHER PAYABLES					
Goods & Services		3,481	-	2,263	-
Accrued expenses - other		1,548	-	1,147	-
Amounts received in advance		827	-	-	-
		5,856	-	3,410	-
BORROWINGS					
Loans		1,056	7,547	1,186	6,318
Lease Liabilities		1,466	4,899	-	-
		2,522	12,446	1,186	6,318
PROVISIONS					
Annual Leave		198	-	147	-
Long Service Leave		57	99	44	74
Provision for Capping Stage 3A		-	1,116	-	1,050
Provision for Post Closure Site Rehabilitation		-	2,287	-	1,574
		255	3,502	191	2,698
Movements in Provisions					
		Opening Balance	Additional Amounts Recognised/ (Derecognised)	Payments	Closing Balance
Provision for Capping Stage 3A		1,050	66	-	1,116
Post Closure Site Rehabilitation		1,574	713	-	2,287
Total		2,624	779	-	3,403



Northern Adelaide Waste Management Authority Financial Statements 2019-2020

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2020

Note 7 - 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 Statement of Cash Flows is reconciled to the related items in the Statement of Financial Position as follows:

	Notes	2020 \$'000	2019 \$'000
Total cash & equivalent assets	4	3,804	2,613
Less: Short-term borrowings		-	-
Balances per Cash Flow Statement		3,804	2,613
(b) Reconciliation of Change in Net Assets to Cash from Operating Activities			
Net Surplus (Deficit)		169	4
Non-cash items in Income Statement			
Depreciation, amortisation & impairment	3	2,841	1,394
(Gain) / Loss on Disposal of Assets	3	48	9
Grants for capital acquisitions treated as Investing Activity		(2,085)	(233)
Bad Debts Expense	3	1	-
		974	1,174
Add (Less): Changes in Net Current Assets			
Net (increase) decrease in receivables		(676)	(483)
Net (increase) decrease in inventory		39	(15)
Net increase (decrease) in trade & other payables		2,446	1,139
Net increase (decrease) in other provisions		88	(44)
Net Cash provided by (or used in) operations		2,871	1,771
(c) Financing Arrangements			
Credit Card Facilities		15	15
LGFA Cash Advance Debenture Facility		2,500	2,500



Northern Adelaide Waste Management Authority Financial Statements 2019-2020

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2020

Note 8 - FINANCIAL INSTRUMENTS

Recognised Financial Instruments

Bank, Deposits at Call, Short Term Deposits	Accounting Policy: Carried at lower of cost and net realisable value; Interest is recognised when earned. Terms & conditions: Deposits on Call do not have a maturity period and have an average interest rates of 0.4% (2019: 1%). Carrying amount: approximates fair value due to the short term to maturity.
Receivables - Gate Fees & Associated Charges	Accounting Policy: Carried at nominal values less any allowance for doubtful debts. An allowance for doubtful debts is recognised (and re-assessed annually) when collection in full is no longer probable. Carrying amount: approximates fair value (after deduction of any allowance).
Liabilities - Creditors and Accruals	Accounting Policy: Liabilities are recognised for amounts to be paid in the future for goods and services received, whether or not billed to the Authority. Terms & conditions: Liabilities are normally settled on 30 day terms. Carrying amount: approximates fair value.

Net Fair Value

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

Risk Exposure

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

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

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

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



Northern Adelaide Waste Management Authority Financial Statements 2019-2020

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2020

Note 8 - FINANCIAL INSTRUMENTS (Cont)

2020

	Fixed interest maturing in			Non- interest bearing	Total
	≤ year	> 1 year ≤ 5 years	> 5 years		
	\$'000	\$'000	\$'000	\$'000	\$'000
Financial Assets					
Amortised Cost					
Cash Assets	7,472	-	-	-	7,472
Receivables	-	-	-	3,848	3,848
Total	7,472	-	-	3,848	11,320
Financial Liabilities					
Payables	-	-	-	5,856	5,856
Borrowings	2,522	9,135	3,311	-	14,968
Total	2,522	9,135	3,311	5,856	20,824

2019

	Fixed interest maturing in			Non- interest bearing	Total
	≤ year	> 1 year ≤ 5 years	> 5 years		
	\$'000	\$'000	\$'000	\$'000	\$'000
Financial Assets					
Amortised Cost					
Cash Assets	1,061	-	-	-	1,061
Receivables	-	-	-	3,172	3,172
Total	1,061	-	-	3,172	4,233
Financial Liabilities					
Payables	-	-	-	3,410	3,410
Borrowings	1,186	4,977	1,341	-	7,504
Total	1,186	4,977	1,341	3,410	10,914

Northern Adelaide Waste Management Authority Financial Statements 2019-2020

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2020

Note 9 - COMMITMENTS FOR EXPENDITURE

	2020 \$'000	2019 \$'000
Notes		
Expenditure Commitments		
Other expenditure committed for (excluding inventories) at the reporting date but not recognised in the financial statements as liabilities:		
Audit Services	-	15
Waste Collection, Processing and Mobile Garbage Bin Supply Contracts	81,468	80,696
	81,468	80,711
These expenditures are payable:		
Not later than one year	18,976	14,049
Later than one year and not later than 5 years	62,492	56,136
Later than 5 years	-	10,526
	81,468	80,711

The Authority manages multiple external contracts with external suppliers for the collection, processing and disposal of waste on behalf of its Constituent Councils and customers. The commitments disclosed above reflect a consolidation of multiple contracts entered into with external suppliers. In future years, all contracts will be required to be renewed with external suppliers in accordance with adopted procurement policies and procedures.

Note 10 - EVENTS OCCURRING AFTER REPORTING DATE

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



Northern Adelaide Waste Management Authority Financial Statements 2019-2020

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2020

Note 11 - LEASES

The Authority leases external operations facilities, waste processing plant & machinery and motor vehicles.

	Buildings & Other Structures \$'000	Plant & Motor Vehicles \$'000	Total \$'000
At 1 July 2019	5,701	169	5,870
Additions of right-of-use-assets	-	1,711	1,711
Depreciation Charge	(811)	(534)	(1,345)
At 30 June 2020	4,890	1,346	6,236

Set out below are the carrying amounts of lease liabilities and the movements during the period.

	2020 \$'000
At 1 July 2019	5,870
Additions	1,711
Accretion of interest	193
Payments	(1,409)
At 30 June 2020	6,365
Current	1,466
Non-Current	4,899

Note 12 - DISCLOSURES OF RELATED PARTY TRANSACTIONS

The Key Management Personnel include the Chair of the Board, Chief Executive and other officers prescribed under Section 112 of the Local Government Act 1999. In all, 6 persons were paid the following total compensation:

	2020 \$'000	2019 \$'000
Salaries, allowances & other short term benefits	751	803
Long term benefits	3	59
TOTAL	754	862

**Northern Adelaide Waste Management Authority
Financial Statements 2019-2020****NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS**
for the year ended 30 June 2020**Note 12 - DISCLOSURES OF RELATED PARTY TRANSACTIONS (Cont)****Transactions with Related Parties:**

The following transactions occurred with Related Parties

Related Party Entity	Sale of Goods and Services (\$'000)	Amounts Outstanding from Related Parties (\$'000)	Description of Services Provided to Related Parties
City of Salisbury	15,699	1,550	Provision of waste collection, processing and disposal services
City of Playford	9,633	899	Provision of waste collection, processing and disposal services
Town of Gawler	2,555	240	Provision of waste collection, processing and disposal services

Amounts recorded as outstanding from Related Parties are recorded in Trade and other receivables in Note 4.

The Related Parties disclosed above are equity owners of the Authority and are referred to as Member Councils. Member Councils have equal representation on the Board of the Authority and accordingly have significant influence on the financial and operating decisions of the Authority. No one Member Council individually has control of those policies.

Note 13 - CONTINGENCIES & ASSETS & LIABILITIES NOT RECOGNISED

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

1. POTENTIAL INSURANCE LOSSES

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

The Authority 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 the Authority may have existed at reporting date.

2. LEGAL EXPENSES

All known costs have been recognised.

3. PERFORMANCE BONDS/GUARANTEES

The Authority has a performance bond/guarantee held with the Local Government Finance Authority to the Environment Protection Authority for an amount of \$1,350,000 in accordance with the requirements under its Post Closure remediation obligations for the Uleybury Landfill site.



NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2020

Note 14 - FAIR VALUE MEASUREMENTS

The Authority measures and recognises the following assets at fair value on a recurring basis after initial recognition:

- Land assets
- Building assets
- Stock on Hand

The Authority does not subsequently measure any liabilities at fair value on a recurring basis, or any assets or liabilities at fair value on a non-recurring basis.

(a) Fair value hierarchy

AASB 13: *Fair Value Measurement* requires the disclosure of *fair value information* according to the relevant level in the fair value hierarchy. This hierarchy categorises fair value measurements into one of three possible levels based on the lowest level that a significant input can be categorised into. The levels are outlined below:

Level 1

Measurements based on quoted prices (unadjusted) in active markets for identical assets or liabilities that the entity can access at the measurement date.

Level 2

Measurements based on inputs other than quoted prices included in Level 1 that are observable for the asset or liability, either directly or indirectly.

Level 3

Measurements based on unobservable inputs for the asset or liability.

The fair value of assets and liabilities that are not traded in an active market is determined using one or more valuation techniques. These valuation techniques maximise, to the extent possible, the use of observable market data. If all significant inputs required to measure fair value are observable, the asset or liability is included in Level 2. If one or more significant inputs are not based on observable market data, the asset or liability is included in Level 3.

Valuation techniques

The Authority selects valuation techniques that are appropriate in the circumstances and for which sufficient data is available to measure fair value. The availability of sufficient and relevant data primarily depends on the specific characteristics of the asset or liability being measured. The valuation techniques selected by the association are consistent with one or more of the following valuation approaches:

- Market approach: uses prices and other relevant information generated by market transactions involving identical or similar assets or liabilities.
- Income approach: converts estimated future cash flows or income and expenses into a single current (i.e. discounted) value.
- Cost approach: reflects the current replacement cost of an asset at its current service capacity.

Each valuation technique requires inputs that reflect the assumptions that buyers and sellers would use when pricing the asset or liability, including assumptions about risks. When selecting a valuation technique, the Authority gives priority to those techniques that maximise the use of observable inputs and minimise the use of unobservable inputs. Inputs that are developed using market data (such as publicly available information on actual transactions) and reflect the assumptions that buyers and sellers would generally use when pricing the asset or liability are considered observable, whereas inputs for which market data are not available and therefore are developed using the best information available about such assumptions are considered unobservable.

Northern Adelaide Waste Management Authority Financial Statements 2019-2020

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2020

Note 14 - FAIR VALUE MEASUREMENTS (Cont)

The following tables provide the fair values of the Authority's assets measured and recognised on a recurring basis after initial recognition, categorised within the fair value hierarchy.

Notes	Level 1 \$	Level 2 \$	Level 3 \$	Total \$
2020				
(\$'000)				
Recurring fair value measurements				
Infrastructure, Property, Plant & Equipment				
- Land 5	-	1,776	-	1,776
- Buildings 5	-	3,285	-	3,285
- Stock on Hand	25	-	-	25
Total financial assets recognised at fair value	25	5,061	-	5,086

2019
(\$'000)

Recurring fair value measurements

Infrastructure, Property, Plant & Equipment				
- Land 5	-	1,776	-	1,776
- Buildings 5	-	3,285	-	3,285
- Stock on Hand	64	-	-	64
Total financial assets recognised at fair value	64	5,061	-	5,125

(b) Disclosed fair value measurements

The following table provides the level of the fair value hierarchy within which the disclosed fair value measurements are categorised in their entirety and a description of the valuation technique(s) and inputs used.

	Fair Value Hierarchy Level	Valuation Technique	Inputs Used
There has been no change in the techniques used to measure the value of items disclosed in the financial statements.	1	Market	Based on expected sale price of goods based on existing contract prices.
There has been no change in the valuation technique(s) used to calculate the fair values disclosed in the financial statements.	2	Market Value	Observable sales of similar properties - both vacant land and land with improvements.

Northern Adelaide Waste Management Authority
Financial Statements 2019-2020



ANNUAL FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 June 2020

CERTIFICATION OF AUDITOR INDEPENDENCE

To the best of our knowledge and belief, we confirm that, for the purpose of the audit of Northern Adelaide Waste Management Authority for the year ended 30 June 2020, the Authority's Auditor, HLB Mann Judd, 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*.

Adam Faulkner
Chief Executive Officer

Mark Labaz
Chairperson – Audit Committee

22/09/2020

Date:

The updated NAWMA website has proven to be an invaluable resource for residents providing up-to-date information on all of NAWMA's operations and services as well as a range of options for booking services online.





NAWMA

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STAFF REPORTS

MATTERS TO BE CONSIDERED BY THE COMMITTEE ONLY

Matters for Information.

5.2 STRATEGIC PLAN UPDATE NOVEMBER 2020

Responsible Executive Manager : Mr Barry Porter

Report Author : Ms Sarah Young

Delegated Authority : Matters for Information.

Attachments : 1 [↓](#). Strategic Plan Update - November 2020

Purpose

The purpose of this report is to highlight how the monthly forward agenda is contributing to the delivery of Council's Draft Strategic Plan (2020-24).

STAFF RECOMMENDATION

That Council receive the Strategic Plan Update report for November 2020.

Relevance to Strategic Plan

This report outlines how each of the forward agenda items for November are contributing to the delivery of Council's Draft Strategic Plan 2020-24. The Draft Strategic Plan has an overarching theme of **Community and City Foundations**.

Council already has in place a set of decision-making filters to ensure we plan strategically for the future. These filters are front of mind when making decisions about our services and/or any new projects:

- We will work with other levels of government and stakeholders to ensure we maximise any opportunity to leverage external funding.
- We will finish what we have started in terms of our longer term projects that the community is expecting us to deliver.
- We will ensure that we meet our legislative requirements and legal obligations.
- We will stick to our Finance Strategy to achieve long term financial sustainability while still delivering planned services, responsibly managing debt and promoting the growth of the city.

For the next four years an additional Community and City foundations filter is to:

- Adjust existing services where necessary to ensure foundational needs of our community are being met and only initiate new projects if they are considered foundational or time critical.

These foundational needs were identified by our community and are summarised under the following themes:

- Community Theme 1 - Improving safety and accessibility
- Community Theme 2 - Lifting city appearance
- Community Theme 3 - Connecting with our community and each other
- Community Theme 4 - Supporting local employment opportunities
- Community Theme 5 - Using money wisely

Relevance to Public Consultation Policy

There is no requirement to undertake public consultation as part of this report.

Background

In 2019 discussions commenced with Council about its new Strategic Plan and agreement was reached that instead of thinking for just four years ahead, Council would take a longer 12-year approach to strategic planning. This will involve considering what Council can deliver in the next three strategic plans.

Community and City Foundations 2020-24

The desire to focus more on 'foundations' in the coming four years (2020-24) emerged. This Plan will ensure we prioritise the foundational needs of our community, through the services we provide and in any new projects we deliver.

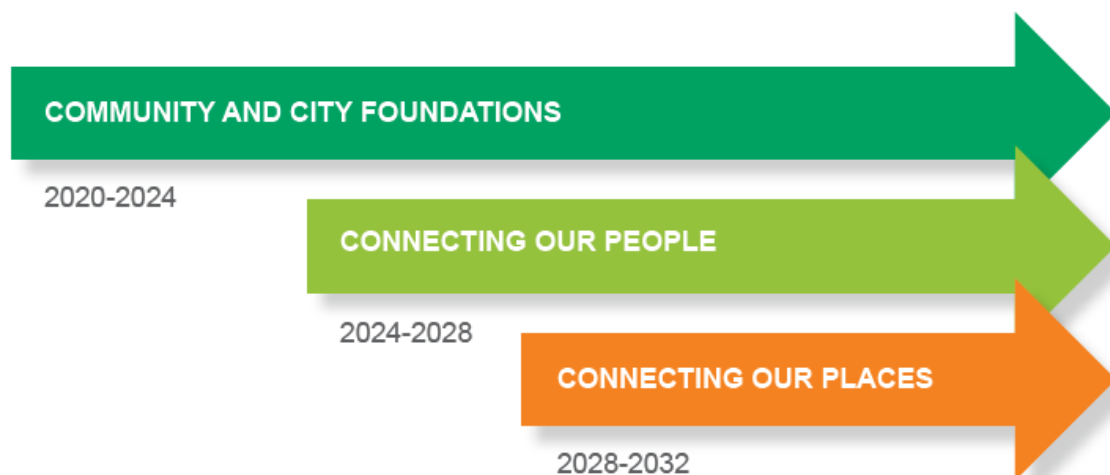
Connecting Our People 2024-28

This plan will focus on areas that help to connect our people to each other and their local community. Our existing services will be adjusted to enhance physical and social connections at the local community level.

Connecting Our Places 2028-32

This plan will focus on projects and services that connect our places. This means adjusting existing services where necessary to enhance connections across the city and initiating projects to help connect key places across the city.

The image below outlines how the three plans and focus areas will interact with each other over the coming twelve years.



Current Situation

The Draft Strategic Plan 2020-24 has been developed based on extensive community engagement and is currently out for public consultation (2-29 November 2020). Attachment 1 includes details of how the items that will be considered by Council in November relate to the delivery of the Draft Strategic Plan 2020-24. If any changes are made to Community Themes in the Draft Plan prior to it being adopted, this will be reflected in future reports.

Future Action

Council will receive future monthly reports.



Strategic Plan Update - November 2020

Council has in place a set of decision making filters to ensure we plan strategically for the future. These filters are front of mind when making decisions about our services and/or any new projects:

- We will work with other levels of government and stakeholders to ensure we maximise any opportunity to leverage external funding.
- We will finish what we have started in terms of our longer term projects that the community is expecting us to deliver.
- We will ensure that we meet our legislative requirements and legal obligations.
- We will stick to our Finance Strategy to achieve long term financial sustainability while still delivering planned services, responsibly managing debt and promoting the growth of the city.

For the next four years an additional Community and City Foundations filter is to:

- Adjust existing services where necessary to ensure foundational needs of our community are being prioritised and only initiate new projects if they are considered foundational or time critical.

These foundational needs were identified by our community and are summarised under the following themes in our **Draft Strategic Plan 2020-24**:

Community Theme 1

Improving safety and accessibility

Community Theme 2

Lifting city appearance

Community Theme 3

Connecting with our community and each other

Community Theme 4

Supporting local employment opportunities

Community Theme 5

Using money wisely

Each of the Council forward agenda items for November are listed below, helping to explain how they relate to the delivery of Council's Draft Strategic Plan (2020-24).



Adoption of the City of Playford Annual Report 2019/20

Decision-making filter(s):

- Ensuring we meet our legislative requirements and legal obligations

Last time the item was considered:

- New item

Previous Council resolutions relating to this item

- Nil

Community benefit:

- The Annual Report 2019/20 provides a record of Council's performance during the 2019/20 financial year.
- It includes key information about Council, a summary of our achievements during the year and how we are tracking against our performance measures.

Advocacy Update

Decision-making filter(s):

- Working with other level of government and stakeholders to ensure we maximise any opportunity to leverage external funding

Last time the item was considered:

- This item is a regular quarterly update. The previous briefing was at the 14 July 2020 Strategic Planning Committee meeting

Previous Council resolutions relating to this item

- Nil

Community benefit:

- A summary of Council's advocacy efforts that aligns to the implementation of the Strategic Plan

Adoption of the Disability Access and Inclusion Plan 2020-24

Decision-making filter(s):

- Ensuring we meet our legislative requirements and legal obligations
- Community and City Foundations
 - Community Theme 1 Improving safety and accessibility

Last time the item was considered:

- Ordinary Council Meeting – 22 September 2020

Previous Council resolutions relating to this item (Resolution 4231)

- *That Council receive the City of Playford Draft Disability Access & Inclusion Plan 2020-2024 to be released for public consultation for a period of 28 days from 28 September*



2020 to 25 October 2020 in accordance with Council's requirements under the Local Government Act 1999 and the City of Playford Public Consultation Policy.

- When the report is brought back for consideration by Council for endorsement, it shall also outline the role of the Access and Inclusion Committee in Council projects. .

Community benefit:

- The DAIP will ensure Council meets its legislative obligations and will help to guide improvements to Council's services so that they are more inclusive to people with a disability.

Strategic Planning Framework – 12 month Rolling Work Plan

Decision-making filter(s):

- All filters

Last time the item was considered:

- New item

Previous Council resolutions relating to this item

- Nil

Community benefit:

- This item will explain how the Strategic Plan will be used to guide our strategic and service planning work over the next 12 months.

ICAC Program Implementation

Decision-making filter(s):

- Community and City Foundations
 - Community Theme 3 Connecting with our community and each other

Last time the item was considered:

- The ICAC Implementation Program Update was received by Council at the 27 October Ordinary Council meeting

Previous Council resolutions relating to this item (Resolution 4290)

- That the Committee note and receive the ICAC Implementation Program Update October 2020 report (Attachment 1).

Community benefit:

- Regular reporting to Council on the implementation of the recommendations received from ICAC and Auditor General.
- The key outcomes associated with the ICAC program implementation are: Transparent and evidence based decision making; Clarity of responsibility and accountability; Increased rate payer trust in Council; Adherence to policy; and Non-negotiable compliance.



2020/21 Quarterly Organisational Performance Report – Quarter 1

Decision-making filter(s):

- Community and City Foundations
 - Community Theme 3 Connecting with our community and each other

Last time the item was considered:

- The 2019/20 Quarter 4 report was received at the 18 August 2020 Services Committee meeting.

Previous Council resolutions relating to this item (Resolution 4170)

- *The 2019/20 Quarterly Organisational Performance Report – Quarter 4 be received by Council.*

Community benefit:

- The Quarterly Organisational Performance Report provides an update made in the applicable quarter towards the services and projects funded in the 2020/21 Annual Business Plan and the achievement of the strategic outcomes set out in the Strategic Plan.
- The Quarter 1 Report has been prepared in line with the five Community Themes from the draft Strategic Plan 2020-2024 that is currently out for public consultation.

Update on Marketing and Communications Plans

Decision-making filter(s):

- Community and City Foundations
 - Community Theme 3 Connecting with our community and each other

Last time the item was considered:

- This item is a regular quarterly update. The previous briefing was at the 18 August 2020 Services Committee.

Previous Council resolutions relating to this item

- Nil

Community benefit:

- Communications planning supports Council to engage and communicate effectively with the community and other stakeholders, keeping them informed and connected to the work we do.
- It enables accountability and transparency, two way communication and building of community pride.



Welcoming Cities Membership Update

Decision-making filter(s):

- Community and City Foundations
 - Community Theme 3 Connecting with our community and each other

Last time the item was considered:

- 23 June 2020 Ordinary Council meeting.

Previous Council resolutions relating to this item (Resolution 4078)

- *That Council endorses becoming a Committed member level of Welcoming Cities.*
- *Council considers its future membership level of Welcoming Cities in line with the effectiveness of Councils ATSI and CALD service delivery.*
- *That within 6 months that the Council be provided with an informal gathering to outline membership categories and the benefits to community and council with the continuing membership of Welcoming Cities.*
- *That post informal gathering Council consider upgrading Council's membership from Committed to a Premium level with any budget implications being dealt with in a future, appropriate budget review.*
- *That the Marketing team prepare a promotional video, which highlights our multicultural community featuring Elected Members, members of our community and staff.*

Community benefit:

- This item will provide an update to the Council on the Welcoming Cities membership initiative.

Appointment of the Deputy Mayor

Decision-making filter(s):

- Ensuring we meet our legislative requirements and legal obligations

Last time the item was considered:

- Council appointed the current Deputy Mayor at the 26 November 2019 Ordinary Council Meeting.

Previous Council resolutions relating to this item (Resolution 3843)

- *In accordance with Section 51(3) of the Local Government Act 1999, Council resolve to continue to have a Deputy Mayor.*
- *That a Deputy Mayor be appointed for a term of 12 months.*
- *In accordance with Section 51(4) of the Local Government Act 1999 Cr Baker be appointed to the position of Deputy Mayor.*

Community benefit:

- For any periods that the Mayor is absent, the Deputy Mayor may act in the office of the Mayor. This includes but is not limited to the following duties; chairing and attending meetings as required, attending civic functions, assuming the role of spokesperson for Council and other duties as required by existing policy and/or procedure.



- The Deputy Mayor also fulfils the following responsibilities: supports the Mayor in the leadership of the Council Member body; attends regular debrief and planning sessions prior to Council Meetings with the Chief Executive Officer and Mayor; Member of the Chief Executive Officer Review Committee; exercise other functions of the Council as the Council determines; and supports the Mayor in the delivery of Citizenship Ceremonies.

Appointment to the Civic Events Committee

Decision-making filter(s):

- Community and City Foundations
 - Community Theme 3 Connecting with our community and each other

Last time the item was considered:

- Appointments to this Committee were considered at the 18 September 2019 and 23 July 2019 Ordinary Council Meetings.

Previous Council resolutions relating to this item (Resolutions 3363, 3364 & 3659)

Resolution 3363

- Council endorses the re-establishment of the Civic Events Committee under Section 41 of the Local Government Act 1999, and in doing so endorses the Civic Events Committee's Charter as per Attachment 1, with the following amendment:
- That item 6.1.2 be amended to read, Three (3) Elected members to be appointed by Council for a period not exceeding 2 years.
- That the first meeting of the Committee will be held on the 1st Wednesday in February 2019 starting at 4:00pm.
- Council appoints Cr Smallwood-Smith, Cr Halls and Cr Tame as Elected Member representatives to the Civic Events Committee until 24 November 2020.

Resolution 3364

- Council appoints Cr Smallwood-Smith as Presiding Member to the Civic Events Committee for a period of 2 years.

Resolution 3659

- Council appoint Cr Ryan to the Civic Events Committee for a period of 01 August 2019 to 24 November 2020.

Community benefit:

- The Civic Events Committee provides advice and recommendations to Council on strategic matters relating to the planning and delivery of Council's Civic Events, and support Council in the delivery of the events.



First Budget Review 2020/21

Decision-making filter(s):

- Ensuring we meet our legislative requirements and legal obligations
- Sticking to our Finance Strategy to achieve long term financial sustainability while still delivering planned services, responsibly managing debt and promoting the growth of our city.
- Community and City Foundations
 - Community Theme 5 Using money wisely

Last time the item was considered:

- This is a new item

Previous Council resolutions relating to this item

- Nil

Community benefit:

- The purpose of this review is to adjust the budget for any changes in circumstances and priorities since the adoption of the Budget in July 2020.

5.3 ADVOCACY UPDATE

Responsible Executive Manager : Mr Sam Green

Report Author : Mr Greg Pattinson

Delegated Authority : Matters for Information.

Purpose

To provide an update to the Committee on Council's advocacy efforts.

STAFF RECOMMENDATION

The Advocacy Update report be received and noted.

Relevance to Strategic Plan

3: Smart Jobs & Education Program

Outcome 3.3 Sustainable economic transformation

Relevance to Public Consultation Policy

There is no requirement under the Council's Public Consultation Policy to consult on this issue.

Background

The City of Playford has a role to influence and create opportunities for the community. Through Council's advocacy efforts we aim to influence policy, service delivery and investment decisions by State and Federal Governments, and other key stakeholders, for the benefit of the existing and future residents in the City of Playford.

The following principles guide Council advocacy efforts.

- **Strategically aligned:**
 - Our work will seek to support the delivery of the Community Vision and the Strategic Plan.
- **Evidence Based:**
 - Our priority projects will have rational and sound research and data to support their merits.
- **Partnerships:**
 - We will partner with State and Federal Governments or other organisations to address issues of current interest.
- **Solution oriented:**
 - Our approach will incorporate solutions, not just issues and aim to be innovative.

- **Proactive, not reactive:**

- We will identify and advocate projects through a considered approach. However, our advocacy principles will guide us if required to respond to unforeseen or emerging issues.

Current Situation

Advocacy occurs at all levels of the organisation and by the Mayor and Councillors, through day to day interactions with State and Federal Government agencies, service providers, non-government organisations and with businesses. These interactions are very important in positioning the City of Playford and ensuring services and investment occur in the City.

Examples of advocacy efforts from the Mayor and Councillors have included:

Council Motions regarding:

- That the Mayor write a letter of support, on behalf of the Council, to the Federal Minister for Health, The Hon Greg Hunt MP and also to the Royal Australian College of General Practitioners, to support Dr Chandura from the Elizabeth North Clinic expressing the Council's support for the classification of the Elizabeth North Clinic to be retained as a "District of workforce shortage/area of need" to assist in the retention of suitable medical professionals to support the local community.
- That that Mayor write to the Minister for Infrastructure and Transport, The Hon Corey Wingard MP, seeking information on funding opportunities from the State Government to upgrade footpath crossover points that are currently not DDA compliant.
- That the administration bring back a report to Elected Members in relation to the intersection of King and Penfield Road at Virginia that includes the following:
 - 1. The latest crash data on the intersection for the last 5 years;
 - 2. Whether council intends to make a formal application to the relevant authorities (State or Federal) for the construction of a tear drop solution at the intersection; and
 - 3. Council write to DPTI and ask them to remove the Give Way Signs currently in place at the intersection and at the approach to the intersection along King Road and replace them instead with Stop Signs and the appropriate line marking.

Federal Budget 2020-21 – Local Government Perspective

The 2020-21 Federal Budget has been brought down under what Treasurer Josh Frydenberg has described as "the most severe global economic crisis since the Great Depression."

The global economy is expected to contract by 4.5% in 2020 and more than 1 million Australians have lost their jobs. The underlying cash deficit for 2020-21 is expected to reach \$213.7 billion, and net debt is estimated to peak at \$966.2 billion on 30 June 2024 (43.8% of GDP – a fraction of the debt-to-GDP ratio experienced in comparable advanced economies).

Road funding

State	Roads to Recovery \$m	Bridges Renewal \$m	Identified Local Roads Grants \$m	Black Spots \$m	Total \$m
SA	\$54.8	\$3.1	\$21.0	\$8.4	\$87.3

The Supplementary Local Roads Program for South Australia was extended last year, for the 2019-20 and 2020-21 financial years. The Program was originally introduced in 2004-05 to rectify South Australia's unfair share of the local roads component of FAGs funding. No mention is made to further extend the program in the 2020-21 Budget Papers.

Local Roads and Community Infrastructure

A key announcement includes a further \$1 billion investment in the Local Roads and Community Infrastructure (LRCI) Program. This is likely to translate into another \$2.8M over two years for the City of Playford in addition to the \$1.4M allocated recently to boosting the Playford footpath roll-out program.

Financial Assistance Grants (FAGs)

- The 2020-21 Budget maintains the system of payments to support local government, through Financial Assistance Grants (FAGs).
- In 2020-21 the Australian Government will provide \$2.54B in FAGs funding. This includes \$1.3B which was brought forward from the 2020-21 estimate and paid to states and territories on 25 May 2020.
- The FAGs as a proportion of Commonwealth Tax Revenue in 2020-21 is therefore estimated to be 0.6%. This is higher than the 0.55% estimate in 2019-20 because of expected lower Commonwealth revenue.

FAGs continue to comprise two components: general purpose assistance grants; and untied local roads grants.

General Outcomes of Interest

The Commonwealth Government has released a Federal Budget couched in terms of Australia's recovery from the economic effects of COVID-19 featuring tax cuts, infrastructure investment and new stimulus measures for the housing sector.

- Tax Cuts between 3% - 6% determined on annual income and living circumstances
- \$14B investment in Infrastructure
- An additional 10,000 places will be made available under the First Home Loan Deposit Scheme
- The Government is also allowing the National Housing Finance and Investment Corporation to issue a further \$1 billion in bonds to encourage more investment in affordable housing. The bond aggregator program seeks to facilitate institutional investment to provide lower cost loans to the community housing sector

Advocacy Initiatives

A range of strategic advocacy efforts are occurring in relation to specific issues and also to position the needs of the City of Playford with other levels of Government, NGOs and the private sector. A few key initiatives are outlined below.

Gawler River

The Gawler River flows west of Gawler Township to the Gulf St Vincent at Port Gawler and has been subject to major flooding on average once in every 10 years for over the past 160 years. Recent major floods have occurred in 1992, 2005 and 2016.

The GRFMA has identified the Northern Floodway project as the most immediate and cost-effective option to significantly reduce flooding within the lower Gawler River.

Funding for the project is estimated between \$27 - \$42M. The GRFMA is seeking funding from the State and Federal governments for the construction of the Northern Floodway with constituent councils to be responsible for ongoing maintenance and operations costs.

The State Government has indicated that funding is available through the Stormwater Management Authority, subject to the completion of a Stormwater Management Plan (SMP) and funding contribution from Councils.

Council has been supporting the GRFMA through:

- Supporting the executive officer and chair with the GFRMA advocacy efforts
- Meeting with key stakeholders to discuss progressing the project
- Support the GRFMA with the strategy to progress the development of an SMP and associated advocacy
- City of Playford have formally offered the support of a Project Manager to progress the SMP and first stage of the Northern Floodway project

University Presence

The City of Playford is seeking a University to establish a significant presence in the City of Playford. A person who is educated and skilled is better placed to gain employment. Six percent of the Playford community has obtained a university degree compared to 21% of greater Adelaide.

Engagement with the youth of the City of Playford identified strong aspirations for careers requiring post-secondary training and education including being a social worker, midwife, teachers, vet, aged care worker, councillor and doctor.

Council and The University of Adelaide has developed a brief to conduct market research to:

- Provide an indication and projection of what potential students in the area would have an interest in studying.
- Understand the fields of study of interests of school students specifically in year 11 and 12 in the City of Playford.
- An understanding of the potential mature age students within the City of Playford.
- Understand how to make studying at the University accessible to potential students in the catchment area and an understanding of the barriers that may exist.

State Election

The next State election will occur in March 2022. The Electoral Districts Boundaries Commission has released its draft report on proposed electorate boundary redistribution. This has proposed several changes to the Electorates in the City of Playford. Although not finalised, both major parties have started to consider their candidates for the electorates. They are also in the process of firming up their policies.

Advocacy has commenced to ensure that the interests of the City of Playford and residents are considered through the election. This has included meetings with the current local Members of Parliament and the development of an Election Prospectus has commenced.

Infrastructure SA

Infrastructure SA role is to provide independent advice to government to enable informed and evidence-based decisions on infrastructure planning, investment, delivery and optimisation and to ensure better planning and more transparent decision-making for critical public infrastructure projects for the State.

Council administration have met with the CEO of Infrastructure SA on several occasions and had the opportunity to take the CEO on a tour of the City. This enabled a detailed discussion on the infrastructure challenges for the City, including duplication of Curtis Road, provision of sewer to Angle Vale and Virginia, renewal of existing assets, and infrastructure provision associated with managing the growth of the City.

Virginia Main Street

Council has committed to upgrade the Virginia Main Street. This project aims to enhance the town centre as the regional hub for shopping, accessing services, community activities and socialising. It will contribute to the town centre's vibrancy and support the growth of the local economy while ensuring the local character is celebrated. The project, further to Council's commitment, has been able to attract and leverage funding from several sources including Roads to Recovery, Power Line Environment Committee (to underground power lines) and Places for People Program.

With such a major project occurring, to ensure coordinated infrastructure upgrades and to minimise the impact on the local businesses Council has identified an opportunity to install mains sewerage infrastructure as part of the project. Council has been in ongoing conversations with SA Water regarding the provision of sewer. The conversations were escalated to the CEO of SA Water to maximise the opportunity to achieve a positive outcome. The challenge for SA Water is to deliver the project within their regulatory environment, without an identified and approved project budget.

Grant Opportunities

The tables below outline the current grants being sought or are under consideration, recently successful grants and the external funding Council is eligible to spend over this financial year. It contains funding allocated from the State and Federal Governments on a formula basis and funding received through grant programs.

Current Grant Opportunities

Grant	Project	Funding Sought ('000)	Status	Outcome
SA Community Wellbeing & Resilience	Mosaic Re-beautification Playford Women's Shed	\$14	Applications closed 17 July 2020	pending
Live Music Australia – Federal Government Office for the Arts	Hosting and Promoting live music	\$70	Applications closed 13 September	pending
American Express Music Backers	Supporting emerging artists	\$35	Applications close 9 November 2020	pending
National Careers Institute Partnership Grants Program	Two submissions 1). Creative Industries focus 2). Graduate Bridging Project - Industry experience for Graduates – Joint application with Salisbury and Port Adelaide Enfield	1) \$349 2) \$282	Applications closed 30 June 2020	pending
Green Adelaide Water Sustainability	Rejuvenation of Playford Treatment Wetlands	\$94	Applications under consideration announced October 2020	pending
Department for Infrastructure and Transport	Gawler Rail Electrification Project – Proposed Vegetation Impacts and Amenity Offsets	Not Applicable (Offer of Recompense) \$246	The Offer is subject to correspondence that accepts the proposal.	pending
History Trust of SA	Uleybury Museum	\$2.5	Application closed 24 August 2020	pending

Eligible Grants and External Funding 2020 – 21 Financial Year

Allocated grants funds to be expended for 2020-21 FY	Project	Funding Sought ('000)	Status	Funding Received ('000)
Federal Government – Bridges Renewal Program	East Parkway Bridge, Andrews Farm	\$168	Approved this is a 50/50 funded project	\$168
SA Community Wellbeing & Resilience	Youth Engagement	\$74	Approved	\$69
Commissioner for Children and Young People	Ambassador Network	\$5	Approved	\$5
Commissioner for Children and Young People	Minecraft - Gaming	\$5	Approved	\$5
Roger Rasheed Foundation	Secombe Street Sports Coaching	\$40	Approved	\$40
Wyatt Trust	Work-Pays – Financial Literacy	\$20	Approved	\$20
South Australian Housing Authority (SAHA)	Elizabeth Park Neighbourhood Renewal	\$259	Approved	\$259
Department of Industry, Innovation and Science	Creating Nature Corridors – Adams Creek	\$7	Approved	\$7
Greener Neighbourhoods	Street Tree Planting	\$58	Approved	\$56
Greener Neighbourhoods	Greening Davoren Park – Aligning Road Renewal	\$54	Approved	\$54
Department of Human Services	HACC	\$93	Approved	\$93
Department of Health	CHSP - Federal	\$3,708	Approved	\$3,708
Arts SA	State Library	\$310	Approved	\$310
Places for People	Virginia Main Street and Institute Park	\$2,656	Approved	\$2,656
Special Local Roads Federal Government	One Tree Hill Road	\$1,100	Approved	\$1,100
Local Road and Community Infrastructure Program (LRCI Program)	New Footpaths	\$1,395	Approved	\$1,395
Grassroots Football,	Angle Vale Community	\$1,000	Approved	\$590

Cricket, and Netball Facility Program	Sports Centre Stage 5			
Community Gardens Grant	Development of Community Garden in Smithfield Plains/Davoren Park	\$75	Approved	\$75
Commonwealth Financial Assistance Grants	General Purposes Grants	Untied and determined by Federal Government	Cash payments made in 2019-20 FY	\$9,865
Commonwealth Financial Assistance Grants	Local Roads	Determined by Federal Government	Cash payments made in 2019-20 FY	\$1,394
Commonwealth Financial Assistance Grants	Supplementary Local Roads	Determined by Federal Government	Approved	\$647
NDIS	Information, Linkages and Capacity Building/CALD Connections	Determined by Federal Government	Approved	\$364
Northern Communities Health Foundation	Playford Suicide Prevention Network		Approved	\$17
Commissioner for Children & Young People	Commissioner's Conversation Project		Approved	\$5
State Government – SA Music Development Office	N1 Records (Contemporary Music Organisations Program)		Approved	\$115
General Motors-Holden	Youth Creative Industry Project		Approved	\$300
State Department of Environment & Water	Greening Adelaide – Smith Creek Trail		Approved	\$59
Commissioner of Highways	Commonwealth Infrastructure Investment Black Spot Program – Gawler-One Tree Hill Rd/ Uley Rd		Approved	\$92
State Department of Innovation & Skills	NSS Live		Approved	\$19
State Department of	NSS Content Creation		Approved	\$20

Innovation & Skills				
Adelaide & Mount Lofty NRM Board	NRM hosted Project Officer		Approved	\$109
Commissioner of Highways	Commonwealth Infrastructure Investment Black Spot Program - Coventry Rd-Anderson Walk Roundabout		Approved	\$563
State Department of Education	Playford 10		Approved	\$105
SA Council of Social Services	Playford 10		Approved	\$130
SA Council of Social Services	Playford 10		Approved	\$45
State Department of Human Services	Playford 10		Approved	\$60
Elizabeth Grove Primary School	Playford 10		Approved	\$21
SA Arts – Carclew House	Playford 10		Approved	\$8
			TOTAL	\$24 548

Future Action

Council will continue advocacy efforts to support the community, through representing the needs of the City, working in partnership with governments, community based organisations and industry. Council will identify opportunities through strong research, industry and community engagement and through understanding of State and Federal Government policies. Council will position opportunities to influence and change State and Federal policies to meet community needs. These opportunities will support a diverse and thriving community attracting private and public investment in the City, driving economic outcomes and building the social capacity of the City.