

# ANNUAL REPORT

## 2017 - 2018

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Gawler



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## Statement of Commitment to Aboriginal Australians

The Town of Gawler is situated on the traditional lands of the Kaurna people and we respect their spiritual relationship with their country. We acknowledge the Kaurna people as the custodians of the greater Adelaide Plains region and that their cultural and heritage beliefs are still as important to the living Kaurna people today.

Front page photograph:

Official opening of the Gawler Dog Park at Clonlea Reserve With Mayor Karen Redman and Mr Matt Mitchell.

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# MESSAGE FROM THE MAYOR



I am pleased to present the Town of Gawler Annual Report for the 2017/2018 financial year.

Gawler is one of the fastest growing Councils in the State, and continues to present unique challenges and opportunities for our town. In this regard, one of the key priorities of Council continues to be that growth is planned for and sustainable, with infrastructure delivered to support our growing population. Some highlights over the past year have been:

**September 2017** - Council launched the Southern Entrance Gateway Statement, a developer funded sculptural work by renowned Adelaide artist Greg Johns. Titled "Land Lines" the artwork consists of fifty elements made of weathered steel to reflect the colours of Australia's inland landscape amongst other themes. Split across both sides of Main North Road, the sculpture stretches over one hundred metres creating a visual illusion that they are moving as you drive past.

**December 2017** - Council resolved to support the State Government's preferred alignment of the Gawler East Link Road to ensure that the project was able to progress. This decision was not made lightly as the final alignment does not meet Council's strategic vision for a future connection to Tiver Road, however, Council recognised the funding constraints for this important project.

Council continues to proactively engage with the State Government on the Gawler East Link Road project to ensure that

the final road being delivered is one that meets the needs of our existing and future communities. We will continue to lobby for the inclusion of trunk services, footpaths, street lighting and an offset roundabout at the Link Road's connection with Potts Road to enable a future extension to Tiver Road, as was Council's original strategic intent for the road.

Construction of the Link Road will commence later in 2018 and once complete the road will hopefully facilitate a reduction in the major traffic volumes currently being experienced along Adelaide Road and through Gawler's town centre. It may also activate the Gawler East development area providing the necessary base-road infrastructure to give developers confidence in progressing land divisions and enabling new housing construction that will ultimately support an additional population of approximately 10,000 people.

**January 2018** - Council celebrated the completion of Gawler's Active Town Precinct – Bike Hub that was partly funded by the Australian Government's National Stronger Regions Fund. The Bike Hub, adjacent to the Gawler Visitor Information Centre and Pioneer Park, provides a wonderful destination for local and visiting cyclists. Equipped with bike storage and repair facilities, the Bike Hub also has shaded seating, toilets, showers and an electric vehicle charging station all contained within a tourism precinct that overlooks Council's premier reserve – Pioneer Park.

**February 2018** - Council received advice from the State Government's Places for People funding program that it had been successful in its application for just over \$1M as a contribution towards the redevelopment of Walker Place. This redevelopment, due to commence in 2019, sees a combined investment of approximately \$2.3M in creating a pedestrian-friendly outdoor environment that can easily transform into an outdoor event space in the heart of Gawler. The Walker Place redevelopment will activate local businesses and provide our community with improved amenities, including new public toilets, digital wayfinding and the opportunity to linger in a beautified urban landscape.

Council's major investment in the Gawler Civic Centre continued throughout

2017/18. As construction progressed it became more and more evident that Council's investment in this iconic project was vital for the facility to remain usable. Issues such as deteriorating stonework, water leaks, extensive pigeon infestation/roosts, integrity of the balconies and facades have been fixed thanks to Council's commitment to the project. The State Heritage Listed Institute and Town Hall buildings have been completely refurbished with the centre due to be open early 2019. Repointing of the stonework has been achieved and the roof and floor structures strengthened and earthquake-proofed ensuring that these amazing buildings will remain standing and providing good useful service for another 100+ years.

Part-funded by a \$5.6M grant from the Australian Government's National Stronger Regions Fund, this regional business and cultural hub puts Gawler front and centre in our region for the first time in many years. The Gawler Civic Centre is a true community facility, creating the pre-eminent social, cultural, heritage and business innovation centre for the region.

Council has continued to build on its sound financial performance, with the 2017/18 financial year resulting in an underlying operating surplus of approximately \$515,000, this being the fifth consecutive year that Council has achieved its financial sustainability target of an operating surplus. The ongoing application of prudent budget and treasury management principles and practices will continue to see Council's net financial liabilities maintained at a financially sustainable level. This is a fantastic outcome given our growth pressures.

It certainly has been a busy year and I wish to thank the Elected Members of Council, our hardworking Council staff, and our wonderful band of community volunteers for their ongoing dedication and commitment to our fantastic town.

I trust you will find this Annual Report informative as it showcases the achievements of the Town of Gawler on behalf of our community during the past twelve months.

Mayor  
Karen Redman



# MESSAGE FROM CHIEF EXECUTIVE OFFICER



The year proved another busy and challenging period for the organisation. Many positive outcomes have been achieved, while areas to learn and improve have also been identified.

Council's attention was directed at both delivering targeted services to the community while also managing the delivery of several 'iconic' projects. These include The Civic Centre redevelopment, Gawler East Link Road, Murray Street and Bridge upgrade and Walker Place concept proposal.

As our community continues to experience growth pressures the need for added financial assistance has driven Council to seek and be successful in receiving \$1,523,301 in grant funding over the year. The money has been applied to deliver many varied and exciting facilities to the community.

Council's financial management discipline continues to provide the rigour required relative to the financial challenges at hand. Increasing cost of service delivery while reduced capacity to generate alternate revenues has driven Council to strive for continuous improvement and efficient and effective resource allocation. The end of year financial position having achieved an underlying operating surplus of \$515,000 is testament to the collective efforts in this regard.

The coming years will see Council continue its focus on careful financial management as informed by its ten-year Long Term Financial Plan and Asset Management Plans.

Customer service continues to be a daily management imperative. Enhancement in technology-enabling applications will further improve customer interactions and experiences. On line interactions with

people undertaking development in the Council area is one such important example where improved information sharing and more timely decisions has improved customer satisfaction

I would like to thank all staff and Council volunteers who continue to deliver a wide range of quality services to the community.

I would also like to thank the Mayor and Council Members for their ongoing support throughout the year.

In closing, this Annual report details the diversity of the services and outcomes achieved by the Gawler Council which is here to serve the needs and help achieve Gawler community's aspirations.

Henry Inat  
Chief Executive Officer

# HIGHLIGHTS FOR 2016/17

## *Adoption and/ or progression of key planning documents:*

- Public Art Framework
- Social Services and Infrastructure Services Study – Background and Research Findings
- Social Services and Infrastructure Services Study – Needs Assessment and Recommendations
- Smart Community (City) Strategy
- Gawler Aquatic Centre Needs and Feasibility Analysis

## **Major Capital Investment projects:**

- New footpaths – 2.13km along 7 roads
- Footpath renewal - 970m along 3 roads
- Programmed resealing of sealed roads – 6.1kms across 18 roads
- Programmed re-sheeting of unsealed roads – 444m
- New kerb and gutter – 145 metres
- Street lighting upgrades in Murray Road, Willaston
- Active Town Precinct – Bike Hub
- Murray Street and surrounds CCTV Camera Network
- Gawler Civic Centre Redevelopment
- Southern Gateway Entrance Statement Sculpture
- Dog park
- Fitness trail
- Aquatic centre upgrades
- Lions Park BBQ and shelter

In total, the Town of Gawler invested \$13.3M in capital works programs this year.



*Fitness trail at Clonlea Reserve*

### Sound Financial Management

- Underlying operating result of a \$577,000 surplus (after adjusting for advance Federal Government grant funding received) (2017/18 adopted budget of \$681,000 underlying surplus)
- Net Financial Liabilities ratio result of 77% (2017/18 adopted budget estimate of 83%, revised forecast of 75%)
- Asset Sustainability Ratio of 63% (policy target estimate of between 90-100%)
- Percentage of outstanding Rate Debtors as at the reporting date 4.21% (policy target of 4% or less)

### Community Support

#### Projects and Events:

- 2018 Anzac Commemorations (in-kind support)
- National Youth Week 2018
- Gawler Fringe (attended by approximately 5,000 people at Walker Place)
- Gawler Show (cash and in-kind support)
- Australia Day Breakfast (cash and in-kind support)
- National Reconciliation Week
- National Volunteer Week
- Youth Leadership Program
- Play in the Park
- NAIDOC Week
- Gawler Carols (cash and in-kind support)



*National Youth Week activities*

#### Community Grants:

- Community Grants (\$9,197 allocated across 10 community groups)
- Youth Sportsperson Sponsorship Program (\$3,000)
- Youth Artist Sponsorship Program (\$3,000)

#### Other Highlights

- National Reconciliation Week Community Fun Day in Apex Park
- 2018 Gawler Fringe opening in Walker Place



# PROFILE

## Past

***Established in 1839  
Gawler is South  
Australia's first country  
town and the largest and  
most significant historic  
town.***



*Faca Town Hall & Institute. Circa 1907*

Gawler is located 42 kilometres north of the Adelaide Central Business District and identifies itself as a separate township between the city and the country. Gawler Council covers an area of 42 square kilometres.

## Present

Gawler's population, according to the Australian Bureau of Statistics in 2017, was 23,547. Since its formation, Gawler has served as a regional centre providing retail, education, medical, community and recreational services and facilities. The catchment for Gawler includes the regions of Greater Adelaide, Adelaide Plains, Barossa and Lower Mid North and an estimated 110,000 people.

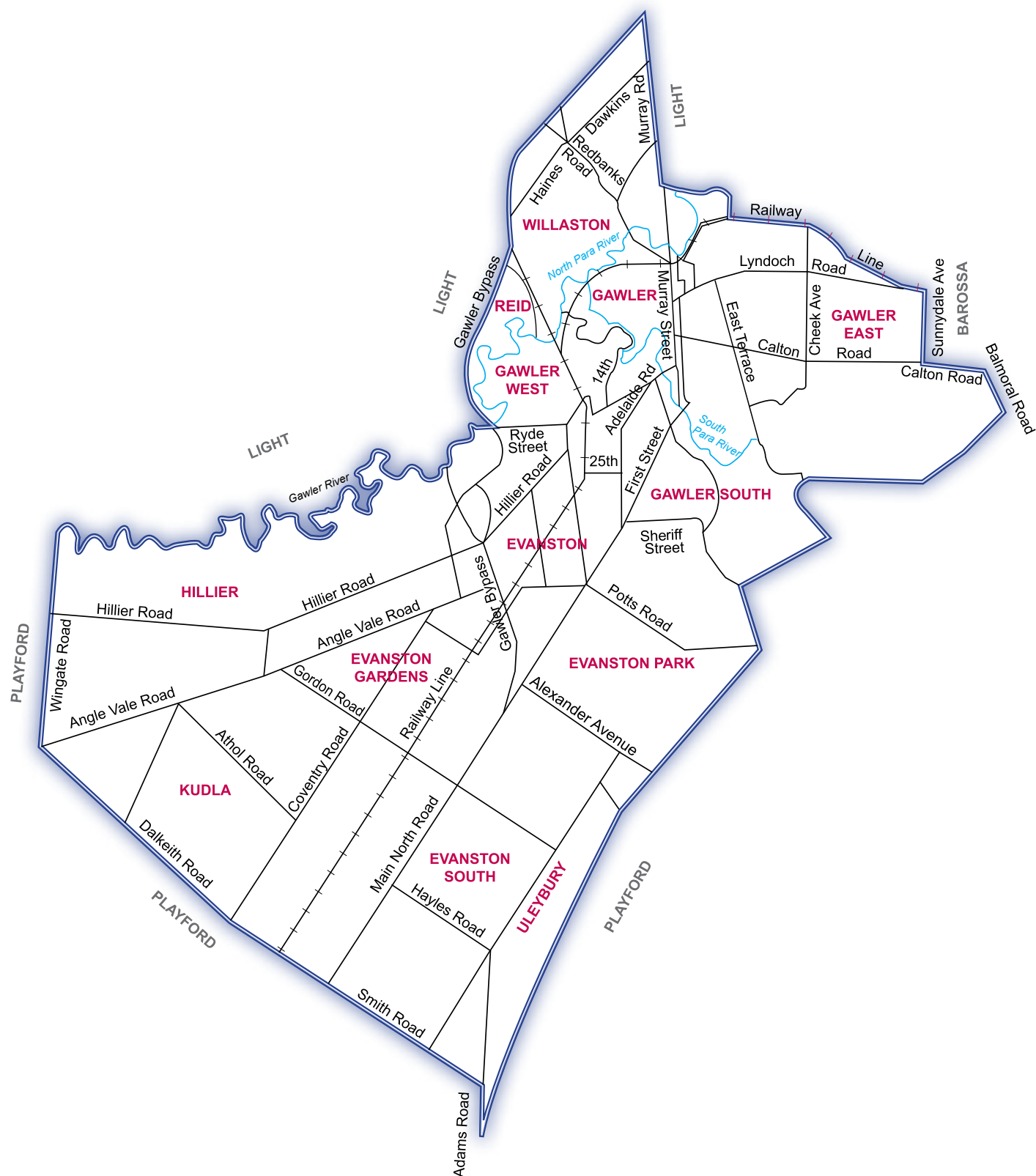
Young families, retirees and elderly citizens choose to live in Gawler for its relaxed lifestyle. Residents and visitors identify that the strong sense of history, community and environmental pride are major social assets for Gawler, complementing the services and facilities it provides.

The community is actively interested and involved in the changes that affect the town. Community consultation undertaken by the Council and the increasing use of social media provides avenues for public debate and the opportunity for residents to influence future outcomes.



*Gawler Administration Centre*

# LOCAL GOVERNMENT AREA



# COUNCIL MEMBERS



## **Mayor, Karen Redman**

Corporate and Community Services Committee  
Infrastructure and Environmental Services Committee  
CEO Performance Management Panel  
External Funds Committee  
Gawler Heritage Collection Committee  
Audit Committee  
Reconciliation Action Plan Working Group (Deputy)  
War Memorial Working Group  
Local Government Association of SA  
Local Government Finance Association  
Metropolitan Local Government Group



## **Deputy Mayor Ian Tooley**

Corporate and Community Services Committee  
Infrastructure and Environmental Services Committee  
CEO Performance Management Panel  
Gawler Youth Advisory Committee  
War Memorial Working Group  
Local Government Association of SA (Proxy)  
Local Government Finance Association (Proxy)  
Metropolitan Local Government Group (Proxy)  
Reconciliation Action Plan Working Group



## **Cr Kevin Fischer**

Infrastructure and Environmental Services Committee  
Council Assessment Panel (2nd Deputy)  
War Memorial Working Group  
Northern Adelaide Waste Management Authority Board (Deputy)  
Gawler Business Development Group



## **Cr Marilyn Nicolson**

Infrastructure and Environmental Services Committee  
External Funds Committee  
Council Assessment Panel  
Northern Adelaide Waste Management Authority Board



## **Cr Beverley Gidman**

Audit Committee  
CEO Performance Management Panel  
Elderly Centre Advisory Committee



## **Cr Adrian Shackley**

Corporate and Community Services Committee  
Infrastructure and Environmental Services Committee  
Elderly Centre Advisory Committee  
External Funds Committee  
Gawler Heritage Collection Committee  
Gawler River Floodplain Management Authority  
Gawler Urban Rivers Biodiversity Working Group  
Gawler Community (Neighbourhood) House Inc Board



## **Cr David Hughes**

Corporate and Community Services Committee  
Infrastructure and Environmental Services Committee  
CEO Performance Management Panel  
Council Assessment Panel (Deputy)  
Reconciliation Action Plan Working Group  
War Memorial Working Group  
Gawler Health Advisory Council



## **Cr Robin Symes**

Corporate and Community Services Committee  
Infrastructure and Environmental Services Committee  
War Memorial Working Group



## **Cr Paul Koch**

Corporate and Community Services Committee  
Infrastructure and Environmental Services Committee  
CEO Performance Management Panel. External Funds Committee. Gawler Heritage Collection Committee  
Gawler Youth Advisory Committee. Audit Committee  
Gawler River Floodplain Management Authority (Deputy)  
Northern Adelaide Waste Management Authority Board  
Gawler Urban Rivers Biodiversity Working Group  
Reconciliation Action Plan Working Group (Deputy)  
Gawler Business Development Group (Deputy)  
Gawler Community (Neighbourhood) House Inc Board (Deputy)



## **Cr Jim Vallelonga**

Corporate and Community Services Committee  
CEO Performance Management Panel





*Having fun at the Gawler Aquatic Centre*

# COUNCIL MEMBER ALLOWANCES 2016/2017

## COUNCIL MEMBER ALLOWANCES 2017/2018

Council Member Allowances (July 2017 – June 2018)

Mayor.....	\$65,903
Deputy Mayor .....	\$20,595
Councillors.....	\$16,475

### Audit Committee Independent Member Allowances

Chair (Independent Member) \$5,279.

Independent Member \$4,223

Councillors sitting on this Committee receive no additional benefits or allowances.

### Council Development Assessment Panel Independent Member Allowances

Chair (Independent Member) \$5,200

Independent Member \$3,900

Councillors sitting on this Committee receive no additional benefits or allowances.

## COUNCIL MEMBER TRAINING AND DEVELOPMENT

All Council Members completed mandatory training as required by the Local Government Act 1999, in December 2014 following the local government general election.

Council Members attended the following training and development activities during 2017/18.

- Risk Management Information Briefing

## ELECTOR REPRESENTATION

Gawler Council is represented by the Mayor and 10 Area Councillors.

Council's total representation quota (the number of electors for each Councillor) is 1:1,590 (17,459 electors). A comparative table below compares local and similar sized councils to Gawler, as at 28 February 2018.

	Town of Gawler	The Barossa Council	Light Regional Council	City of Murray Bridge	City of Whyalla	City of Alexandrina	
Electors	17,459	17,555	10,358	14,372	15,247	20,211	(Information supplied by Local Government Association)
Councillors	11	12	11	10	10	12	
Ratio	1,590	1,462	941	1,437	1,524	1,684	

## PUBLIC PARTICIPATION AT MEETINGS

Members of the public are welcome to attend Council and Committee Meetings. Agendas of Council and Committee meetings are placed on public display no less than three days prior to meetings except for Special Meetings. Minutes are available for viewing within five days of each meeting at Council's Administration Office and on Council's website [www.gawler.sa.gov.au](http://www.gawler.sa.gov.au)

Members of the public have many opportunities to express their views to Council on particular issues.

1. **Deputations** – People wishing to appear at a meeting of Council, or Committee, must make a written request to the Chief Executive Officer, no later than two weeks prior to the meeting date. The request must include a summary of the deputation.
2. **Petitions** – Written petitions (including letters of multiple signatories) can be addressed to the Council on any issue within the Council's jurisdiction. The recommended petition format is published on Council's website.
3. **Written Requests** – A member of the public can write to the Council regarding any Council policy, activity or service. Service requests can also be made via Council's web site.
4. **Council Members** – Citizens can contact Members of the Council to discuss any issue relevant to Council.
5. **Public Open Forum** – is held at the commencement of each ordinary Council Meeting to encourage direct communication between the public and Council. There is a 20-minute open segment to make statements

# COUNCIL

or ask questions. The time available is allocated to speakers on an equal basis with a maximum five minutes per speaker. Therefore, if five people want to participate, then a maximum of four minutes each will be allocated. The Mayor will ask for the names of people wishing to participate.

6. **Staff Members** – Members of the public can contact Council staff to discuss any issue relevant to Council.
7. Council also holds workshops which in the majority of circumstances are held in public.

## DECISION MAKING

The Local Government Act 1999 sets out the principal roles, functions and objective of Councils, with a principal role being 'to act as a representative, informed and responsible decision maker in the interests of the community'.

To assist the elected Council to discharge its responsibilities to the community, it relies on the CEO and senior staff to guide policy formation, undertake day to day management of the Council and put into place the decisions made by Council.

A delegation is the means which a Council may authorise another person or body to exercise certain powers and functions. Delegation enables the Council to focus on policy and strategy and enables the day to day operations of the Council to be carried out by the Council's administration.

Section 41 of the Local Government Act 1999 enables Council to establish Committees to assist in the performance of its function. The role of a Committee is determined by Council and documented in a Terms of Reference.



*Mayors Civic Reception for Riley McGree*



## Attendance at Council and Council Committees by Council Members

In excess of 185 Officer Reports were presented to Council meetings for Council Member consideration in the 2017/18 financial year. The following table indicates the number of Council and Council Committee meetings held in that period and the attendance of the Council Member over the course of the same period. Note Council renewed its appointments of Members to Committees in November 2017, some membership may have changed at this time.

	Council	Corporate & Community Services Committee	Infrastructure & Environmental Services Committee	Gawler Heritage Collection Committee	Gawler Youth Advisory Committee	Elderly Centre Advisory Committee	CEO Performance Management Panel	External Funds Committee	Audit Committee
<b>Meetings held</b>	27	6	8	7	7	4	3	3	6
<b>Meetings attended</b>									
Mayor Redman	27	3	8	6			3	3	6
Cr Tooley	25	6	8		6		3		
Cr Fischer	22		8						
Cr Gidman	25					3	3		6
Cr Hughes	25	5	8				3	1	
Cr Koch	27	6	8	6	6		3	2	6
Cr Nicolson	20	1	5						
Cr Shackley	27	5	8	7		2		3	
Cr Symes	25	5	6						
Cr Vallelonga	27	3					3		



*World's Greatest Shave staff participants Deirdre, Laura and CEO Henry Inat*

# COMMITTEE STRUCTURES

## Corporate and Community Services Committee

The Corporate and Community Services Committee has been established to assist Council in the performance of the following functions of Council:

- Human resources;
- Information technology;
- Customer services;
- Insurance and legal;
- Economic development;
- Tourism
- Council property administration [leases];
- Community assistance and support;
- Home Assistance Scheme and other elderly support services;
- Children and Youth Services;
- Library and community information services;
- Sport, recreation and community facilities;
- Immunisation;
- Corporate communications and marketing;
- Local government and intergovernmental relations;
- Local government structural reform;
- Policy reviews;
- Records management; and
- Council Member services

Council has delegated powers under certain Acts of legislation to this Committee.



*Craft time at the Gawler Public Library*



### **Infrastructure and Environmental Services Committee**

The Infrastructure and Environmental Services Committee has been established to assist Council in the performance of the following functions of Council:

- Public Works
  - o Roads
  - o Footpaths
  - o Stormwater
  - o Flood mitigation and flood protection
  - o Parks, gardens, playgrounds and reserves
- Traffic Management
- Murray Street upgrade
- Directional and Civic Signage
- Asset Management
- Property Management (maintenance and upgrades)
- Cemeteries
- Development
  - o Building
  - o Planning
  - o Heritage
- Waste Management
- General inspectorial services
  - o Animal and plant control
- Environment and community health
- Emergency Management

Council has delegated powers under certain Acts of Legislation to this Committee.



*Senator Simon Birmingham and Mayor Karen Redman officially opening the Bike hub*

### **Chief Executive Officer Performance Management Panel**

The CEO Performance Management Panel is established to assist the Council in the performance of the following functions by acting as a selection panel pursuant to section 98(4) of the Act in the event of a vacancy in the position of Chief Executive Officer.

The Panel is established to inquire into and report to the Council on the following matter(s) within the ambit of the Council's responsibilities:

- The Chief Executive Officer's Performance
- The Chief Executive Officer's Performance Measures
- The remuneration and conditions of employment for the Chief Executive Officer

The Panel is established to perform or discharge delegated powers, functions or duties that are delegated to the Council from time to time such as appointing a consultant to review remuneration package of the Chief Executive Officer and make recommendations to the Panel.

### **Elderly Centre Advisory Committee**

The Elderly Centre Advisory Committee has been established to assist Council in the effective and efficient management of the Elderly Centre.

The Committee consisted of:

1. Mr Lance Hatcher - Independent Member - Chair
2. Dr Bruce Eastick - Deputy Chair
3. Ms Margaret Heinrich - SA Pensioner Association
4. Ms Elizabeth Hudman - Gawler Care and Share Group
5. Ms Penka Tayloe - Gawler Care and Share Group
6. Ms Mary Meyer - SA Weight Watchers Association Inc.
7. Mr Peter Modra - Senior Citizens Club
8. Ms Joan Snowball - Gawler Low Vision Support Group
9. Ms Julie Sheridan - Revival Fellowship
10. Cr Beverley Gidman
11. Cr Adrian Shackley

### **External Funds Committee**

The External Funds Committee has been established to assist Council perform the following functions:

- Obtain input into the grant design and the writing process
- Coordinate, communicate and act as a liaison point between the Grants consultant, Council Members, Council staff, the community and relevant organisations. It will maintain an inclusive and consultative process for the development of Council and community grant submissions
- Provide assistance in line with the community grant writing assistance procedure to community organisations
- Provide feedback and strategic advice on progress, milestones, issues and policy directions regarding the Grant's consultancy project



- Promote and support grant submission concepts within Council and in the community eg. letters of support, spokesperson at community meetings
- Committee members can review and comment on draft grant submissions with feedback provided to the Special Projects Officer and Grants consultant

The Committee inquires into and reports to the Council on the following matter(s):

- Grant opportunities identified by Council Members or staff must be provided to the Committee Chairperson and information then provided to the Committee for discussion. This includes funding opportunities for Council, community groups and/or potential strategic collaborations with other organisations for grants in excess of \$10,000.

The Committee provides advice to the Council on the following:

- Strategic advice and guidance regarding the sourcing, researching, development and submission of grants, community grants, Fringe Festival grants
- Review, prioritise and make recommendations into the overall feasibility and viability of applying for a grant
- Strategies to mitigate emerging issues associated with development and implementation of grant submissions

Council has delegated powers under certain Acts of legislation to this Committee.

#### **Gawler Heritage Collection Committee**

The Gawler Heritage Collection Committee provides advice to Council on the following:

- Implementation, management and review of the Gawler Heritage Collection, the Gawler Heritage Collection Management Plan and related policies and procedures.
- Identifying internal and external grant funding and sponsorship opportunities.
- Initiatives that restore the status, significance and awareness of the Collection within Council's administration and the broader community.
- Local issues, projects, public program initiatives, events and community engagement opportunities in regard to the Collection.
- Any other matters referred to it by the Council, other Council committees and the CEO.

The Committee consisted of:

1. Judy Gillett-Ferguson (Chair)
2. Mayor Karen Redman (Deputy Chair)
3. Cr Adrian Shackley
4. Cr Paul Koch
5. Helen Hennessy
6. Paul Barnett
7. Brian Thom



*School Holiday Micro bit Club activity*

#### **Gawler Youth Advisory Committee**

The Gawler Youth Advisory Committee assists Council to perform the following functions:

- Provide a communication link between young people in the Gawler community and Council
- Promote a positive image of young people in the community
- Ensure the Council Youth Plan remains relevant and is implemented

The Committee provides advice to Council on the following:

- Matters affecting youth
- Informing the Gawler community about issues facing young people
- Identifying funding opportunities and preparation of grant applications.
- Initiatives that raise the profile of young people and encourage the positive development of youth

The Committee consisted of:

1. Stefan Anesbury
2. Saphron Giannos
3. Jade Hancock
4. Isabella Harrauld
5. Madison Kennewell
6. Ashlee Littleford
7. Angus MacDonald
8. Jaimee McDougall
9. Karley McDougall
10. Angus Millikan
11. Luke Mollett
12. Vinh Nguyen
13. Daniel Niutta
14. Isaac Solomon
15. Sebastian Trudgen
16. Andrew Welch
17. Cr Paul Koch
18. Deputy Mayor Ian Tooley

# OTHER COUNCIL COMMITTEES

## Other Council committees

### Audit Committee

The Audit Committee established under Section 126 of the Local Government Act 1999. This Committee includes a minimum of two independent members with recent and relevant financial, risk management and internal audit experience.

The functions of the Audit Committee include:

- reviewing annual financial statements to ensure that they present fairly the affairs of Council; and
- proposing, and providing information relevant to, a review of Council's strategic management plans or annual business plan; and
- proposing, and reviewing, the exercise of powers under section 130A; and
- liaising with Council's auditor; and
- reviewing the adequacy of the accounting, internal control, reporting and other financial management systems and practices of Council on a regular basis

The Committee is comprised of three Council Members (including the Mayor) and two Independent Members.

### Council Assessment Panel

Councils play an important and significant role as a 'relevant authority' under the Planning, Development and Infrastructure Act 2016, assessing and making decisions about development applications which will impact on the character and amenity of the area.

Council delegates to the Council Assessment Panel under Planning, Development and Infrastructure Act 2016 to exercise their development assessment powers and functions. The Panel comprises of four specialist, independent experts including the Presiding Member, as well as one Council Member.

### Subsidiaries

The following Subsidiary Committees have been established in accordance with the requirements of the Local Government Act. Annual Reports for these subsidiaries are available in this document.

- Northern Adelaide Waste Management Authority (NAWMA) (Section 43)
- Gawler River Floodplain Management Authority (GRFMA) (Section 43)

### Confidential Items considered

Confidential Items as at 1 July 2017 to 30 June 2018	Numbers of Orders
Total number of orders made under Section 90(2) of the Act in the financial year	36
Total number of orders made under Subsection 91(7) in the financial year	30
Number of orders made in the financial year that expired, ceased to apply or were revoked during the financial year	32



*NAWMA Material Recovery Facility*

# CONFIDENTIAL ITEMS CONSIDERED

Original Meeting Date	Last Review Meeting Date	Subject	Nature of Confidentiality Section 90(3)	Status as at 30/6/2017
22/07/2014	22/05/2018	Material Recovery Facility Operated by the Northern Adelaide Waste Management Authority (CC14/182)	(d)	Revoked
23/06/2015	22/05/2018	Rural Land Use and Infrastructure Investigation	(m)	Remains in confidence
31/08/2015	22/05/2018	Rural Land Use and Infrastructure Investigation	(m)	Remains in confidence
15/12/2015	24/10/2017	Provision of a Kerbside Waste Management Collection Service	(i)	Revoked
22/12/2015	24/10/2017	Barkley Crescent, Willaston – Divestment Report	(b)	Revoked
22/03/2016	22/05/2018	Proposed Permanent Road Closure Report	(b)	Remains in confidence
13/04/2016 26/04/2016	24/10/2017	Dean Newbery & Partners Management Report	(e)	Revoked
26/04/2016	24/10/2017	Northern Adelaide Waste Management Authority Strategic Property Investigation	(b)	Revoked
26/04/2016	22/05/2018	Property Divestment Update	(b)	Remains in confidence
26/04/2016	24/10/2017	River Corridor Land for Sale	(b)	Revoked
28/06/2016	24/10/2017	Barkley Crescent, Willaston – Divestment	(b)	Revoked
23/08/2016	26/04/2017	Town of Gawler Administration Centre Formal Lease Offer - Ground Floor	(b)	Revoked
27/09/2016	26/04/2017	Peter Kittle Motor Company Pty Ltd Information Update	(m)	Revoked
27/09/2016	22/05/2018	Evanston Gardens Community Centre - Deed of Variation to Federal Government Funding Agreement	(b) & (h)	Remains in confidence
25/10/2016	25/10/2018	Gawler East Link Road Update	(a) & (h)	Partially revoked
22/11/2016	22/05/2018	Proposed Permanent Portion Road Closure - Sixth Street, Gawler South	(b)	Remains in confidence
13/12/2016	18/07/2017	Peter Kittle Motor Company Pty Ltd Information Update	(d) & (m)	Revoked
13/12/2016	18/07/2017	Gawler East Structure Plan Development Plan Amendment	(m)	Revoked
14/02/2017 28/02/2017	22/05/2018	Willaston Stormwater Upgrade – Stage 1 – Tender Recommendation	(d) & (k)	Revoked
28/02/2017	22/05/2018	Local Government Association of SA Business Case for a Public Lighting Service	(c)	Remains in confidence
28/02/2017	22/05/2018	Business Innovation Hub Business Plan	(b) & (d)	Revoked
28/03/2017	22/05/2018	Acquisition of Land, Evanston Gardens	(b)	Remains in confidence
11/04/2017	22/05/2018	Gawler Vintage, Veteran and Classic Vehicle Club Inc – 13 Little Paxton Street Lease Proposal	(b)	Revoked
26/04/2017	22/05/2018	Divestment Strategy Update	(b)	Remains in confidence
26/04/2017	22/05/2018	Cunningham & Harvey Accountants – Enquiry To Purchase 12 Reid Street Gawler	(b)	Revoked
26/04/2017	22/03/2018	Acacia Green Tree Removal	(h)	Revoked
26/04/2017	22/05/2018	Gawler Vintage, Veteran and Classic Vehicle Club Inc – 13 Little Paxton Street Lease Proposal	(b)	Revoked
23/05/2017	22/10/2017	Greyhound Racing SA Lease Matter	(h)	Revoked
23/05/2017	22/05/2018	Local Contributory Wall Update – 5 & 5A Duffield Street (Bounding High Street), Gawler East	(b)	Remains in confidence
25/05/2017	22/05/2018	Commercial and Rural Areas Development Plan Amendment – Statement of Intent	(m)	Remains in confidence
04/07/2017	22/05/2018	Gawler East Structure Plan Development Plan Amendment	(m)	Not kept confidential
18/07/2017	24/10/2017	Northern Adelaide Waste Management Authority	(b) (d)	Revoked



Original Meeting Date	Last Review Meeting Date	Subject	Nature of Confidentiality Section 90(3)	Status as at 30/6/2017
25/07/2017	22/05/2018	Business Innovation Hub Preferred Operator	(d) (k)	Revoked
22/08/2017	24/10/2017	Greyhound Racing SA Lease Matter	(h)	Revoked
22/08/2017		Alleged Breach of Code of Conduct by a Council Member Investigation	(a)	Not kept confidential
26/09/2017	22/05/2018	Local Government Association Procurement Electricity Supply Contracts	(d)	Revoked
26/09/2017	22/05/2018	Road Closure and Divestment of Land at Krieg Road, Evanston Park	(b)	Partially Revoked
03/10/2017	22/05/2018	Local Government Association Procurement Electricity Supply Contracts	(d)	Revoked
24/10/2017	16/02/2018	Smithfield Memorial Park – Plan of Management 2018-2023	(j)	Revoked
24/10/2017	22/05/2018	Gawler River Floodplain Management Authority – Funding of Land Acquisition	(j)	Revoked
24/10/2017	N/A	Review of Confidential Items	a, b, c, d, e, h, i, k, m	Not kept confidential
21/11/2017	22/05/2018	Gawler East Link Road Update Report	(b) (j)	Remains in confidence
28/11/2017	22/05/2018	Business Innovation Hub Draft Management Agreement	(k)	Revoked
28/11/2017	22/05/2018	Public Lighting Dispute Update	(i) (j)	Remains in confidence
28/11/2017	N/A	Allegation of a Breach of Code of Conduct by a Council Member Investigation	(a)	Not kept confidential
30/11/2017	22/05/2018	CEO Performance Management Review Update	(a)	Revoked
30/11/2017	08/03/2018	Legal Agreements – Evanston Gardens Development Plan Amendment (Privately Funded DPA)	(h)	Revoked
30/11/2017	22/05/2018	Land Management Agreement – Commercial and Rural Areas Development Plan Amendment	(h)	Revoked
05/12/2017	22/05/2018	Gawler East Link Road Update Report	(b) (j)	Remains in confidence
12/12/2017	22/05/2018	Land Management Agreement – Commercial and Rural Areas Development Plan Amendment	(h)	Revoked
12/12/2017	22/05/2018	Land Management Agreement – Evanston Gardens Development Plan Amendment	(h)	Revoked
12/12/2017	22/05/2018	Divestment of Land at Overway Bridge Road, Gawler West	(b)	Remains in confidence
12/12/2017	N/A	Confidential Recommendations from Committees	(a)	Not kept confidential
07/02/2018	22/05/2018	Gawler East Link Road Update – Key Financial Elements	(j)	Remains in confidence
20/02/2018	22/05/2018	Gawler Civic Centre Project Update	(b)	Remains in confidence
27/02/2018	22/05/2018	Offer to Purchase Council Land Adjoining Smithfield Memorial Park, Evanston South	(b)	Remains in confidence
27/02/2018	22/05/2018	Gawler River Floodplain Management Authority – Reappointment of Chairperson	(a)	Remains in confidence
27/03/2018	22/05/2018	Divestment Strategy for Lot 300 Angle Vale Road, Evanston Gardens	(b)	Partially Revoked
10/04/2018	22/05/2018	Rural Areas – Statement of Intent – Development Plan Amendment	(m)	Remains in confidence
24/04/2018	22/05/2018	Rural Areas – Statement of Intent – Development Plan Amendment	(m)	Remains in confidence
22/05/2018	N/A	Divestment of Council Land, Evanston South	(b)	Remains in confidence
22/05/2018	N/A	Social Enterprise Cafe Preferred Operator	(d), (k)	Partially Revoked

Original Meeting Date	Last Review Meeting Date	Subject	Nature of Confidentiality Section 90(3)	Status as at 30/6/2017
22/05/2018	N/A	Fleet Fuel Card Tender Result	(k)	Remains in confidence
22/05/2018	N/A	Review of Confidential Items	a, b, c, d, h, k, m)	Not kept confidential
26/06/2018	N/A	Karbeethan Master Plan – Extension Options	(b)	Remains in confidence
26/06/2018	20/07/2018	Business Innovation Hub Draft Management Agreement		Revoked



*User groups at the Gawler Sport and Community Centre*

# CORPORATE GOVERNANCE

## *Role of the Chief Executive Officer*

The Chief Executive Officer provides leadership to the organisation and is responsible for ensuring Council's local by-laws, decisions and policies are implemented in line with the Local Government Act 1999, and other relevant legislation.

The Chief Executive Officer is also responsible for providing timely professional advice to Council and managing a professional relationship with the Mayor, Councillors, staff and volunteers.

## **Role of Council**

The role of Council as set out in the Local Government Act can be summarised as follows:

- Provide for the government and management of the Council area
- Act as a representative, informed and responsible decision maker in the interests of the community
- Provide and co-ordinate various public services and facilities
- Develop the community and resources in a socially just and ecologically sustainable manner
- Encourage and develop initiatives for improving quality of life of its residents
- Represent the interests of the residential and business community
- Exercise, perform and discharge statutory powers, functions and duties.

## **Risk Management**

Local Government in South Australia is self-insured through the Local Government Risk Services with all insurance covers placed through this scheme (Workers Compensation, Public Liability, Professional Indemnity, Building, Fleet, etc.).

Council continues to work towards compliance with the SA Local Government Associations 'One System' approach to Work Health and Safety. Council employs a Work Health Safety Officer to provide formal consultations with staff via the Work Health Safety Committee and through the Local Government Association Workers Compensation Scheme.

## **Auditor Remuneration**

Remuneration paid to Council's auditors, Dean Newbery and Partners for work performed in the 2017/18 financial year was \$29,660.

## **Human Resources**

Council recognises that equal opportunity will contribute to a workplace respectful of individuals' diversity, and supports:

- an inclusive, affiliative and legislatively compliant workplace
- a strategy to be an Employer of Choice
- Council's reputation as a leader in the community

Council's future success depends upon the skills, knowledge, energy and commitment of its employees. A clear strategic focus in human resource management aligns the organisation with its business strategy. A highly productive and competent workforce will deliver services that demonstrate Council's ability to meet infrastructure, community and financial responsibilities.

Council needs to attract, develop and retain talented and skilled individuals and provide a stimulating, supportive and safe work environment that enables them to maximise their contribution.

## **Senior Executive Officers Annual Remuneration**

Gawler Council's Executive Group consisted of the Chief Executive Officer and five Managers each receiving a package of base salary in the range of \$154,750 to \$255,700 inclusive of Superannuation contributions and may also include allowances or benefits such as use of a private motor vehicle and provision of telecommunications equipment and salary sacrifice contributions. The register of employee remuneration and benefits is available for inspection upon request at the Administration Centre.

## **Community Engagement**

Council is committed to including residents and ratepayers in its decision making process and has developed a Public Consultation Policy.

This Policy sets out the principles and procedures that Council will follow to involve the community in planning and decision making in the local area. It also ensures accountability of the Council to the community through effective communication and consultation strategies.



The principles underpinning this Policy are:

- The community has a right to be involved in and informed about decisions affecting their area
- Community involvement in Council decision making will result in greater confidence in the Council and more responsible decision making
- Council decision making should be open, transparent and accountable
- The level of consultation with the community will vary depending on the community interest in the topic, the number of persons potentially affected by the topic and the requirements for consultation set out in the Act for specific topics
- Council's need to balance community views and interests with the other influences such as budgetary constraints
- The community has a right to be informed and to influence decisions which affect their lives.

Council consultation involves seeking and receiving feedback, as well as providing information. Consultation with residents and ratepayers takes a variety of forms including:

- Hand delivered or posted circular letters
- Letters personally addressed to individuals, including questionnaires
- Street meetings, local area meetings and/or community meetings
- Various pamphlets or publications
- Telephone sample surveys
- The use of social media such as Facebook
- Web based surveys.

The following are examples of consultation undertaken by Council:

- Reserve Development - local residents consulted on Plans related to facilities and equipment for reserves or open spaces
- Development Applications - residents are notified (where there is a legislative requirement to do so) of some Development Applications. When an application is publicly notified, residents have the opportunity to write to Council expressing their view on the application or personally address the Council before a decision is made
- Strategic Management Plans (i.e. Traffic and Transport Management Plans) – consult broader community and targeted stakeholders with specific interest in the subject matter.
- Streetscape Upgrades – consultation with a defined catchment area around the project in developing the concept plan and then a key juncture of implementation of the works
- Resident Forums – various forums are convened on an 'as needed' basis to enable residents to discuss proposals with Council staff and Elected Members that may impact them.



*Trinity College students at the Youth Summit*

### **Internal Review of Council Decisions (Section 270)**

Gawler Council is committed to transparent decision making processes and to providing access to a fair and objective process for the internal review of its decisions. Grievances may arise from dissatisfaction with a decision about a policy, process, service or fee. Council will attempt to resolve grievances quickly and efficiently without the need for formal applications to be lodged. The processes in place provides guidance for dealing with formal requests for internal review of decisions of Council, its employees and other people acting on behalf of Council.

Internal Review of a Council decision is a process established by legislation (Section 270 of the Local Government Act 1999) that enables a resident or ratepayer to request that Council reconsider the evidence relied on to make a decision, including new evidence if relevant. The Council will apply its Internal Review of a Council Decision Policy and Procedures upon receipt of a signed Internal Review Application Form.

Internal Reviews of decisions are only appropriate where a particular identifiable decision is in issue. Internal Reviews of decisions cannot necessarily provide immediate resolution of grievances. For these reasons, lodging a formal 'Complaints and Requests for Services' through Council's website or with Customer Service staff may be more appropriate processes in the first instance.

This year the Town of Gawler received the following request to undertake an Internal Review under Section 270 of the Local Government Act 1999.

- Review of a decision under the Development Act 1993. Declined

### **Freedom of Information**

Seven Freedom of Information applications were received, two were withdrawn and five were determined by Council under the Local Government Freedom of Information Act in the twelve months to 30 June 2018.

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

Freedom of Information Officer  
Town of Gawler, PO Box 130, Gawler SA 5118

### **Complaints Management**

During the 2017/18 financial year, Council Members were involved in a number of complaints, instigated by both Council Members and members of the public.

If a complaint relates to Part 2 – Behavioural Code, of the Code of Conduct for Council Members (the Code), it may be investigated and resolved in any manner which Council deems appropriate in its process for handling alleged breaches of this Part. This can include, but is not limited to: a mediator or conciliator, the Local Government Governance Panel, a regional governance panel or an independent investigator.

Four complaints were received during 2017-18 and two of these were resolved pertaining to Part 2 of the Code. One complaint was referred to an independent investigation which lead to the Council Member being found to have breached Part 2 of the Code. The cost of this investigation was \$4132.74. One complaint was resolved through mediation, while the remaining two are still currently under investigation.

Alleged breaches of Part 3 of the Code made to a Council or to the Office for Public Integrity may be referred to the Ombudsman for investigation under Section 263 of the Local Government Act 1999, by the Council's Chief Executive Officer or by the Independent Commissioner Against Corruption, if so determined.

The Ombudsman SA advised three complaints had been received under Part 3 of the Code and he had declined to investigate all three.

### **Freedom of Information Statement**

The Freedom of Information Statement is published annually by Gawler Council in accordance with the requirements of the Freedom of Information Act 1991 and is available on the Council's website.

### **Access to Council Documents**

Many Council documents are available for public inspection at Town of Gawler Administration Centre, 43 High Street, Gawler East, in accordance with Section 132 and Schedule 5 of the Local Government Act 1999. Citizens may purchase these documents by payment of the fees set out in the Fees and Charges Register. Many of the documents are also available for viewing on Council's website: [www.gawler.sa.gov.au](http://www.gawler.sa.gov.au)

# FINANCIAL OVERVIEW

## Registers

Members Register of Interests, Members Register of Allowances and Benefits Members Gifts and Benefits, Campaign Donation Returns, Officers Register of Salaries, Officers Register of Interests, Employees Gifts and Benefits, Fees and Charges, Assessment Book, By Laws, Community Land, Community Management Plan Delegations, Development Applications, Dogs, Parking Controls and Public Roads

## Codes and Policies

Codes of Conduct or practice and Council Policies are available on the Council website, including those required by legislation.

## Community Land and Council Facilities

Gawler Council has Community Land Management Plans developed for public parks, reserves and other land under Council's care and control. These plans identify the purpose for which the land is held, the objectives of the management of the land and policies or proposals that may affect the land.

A register of community land is available for inspection on Council's website.

As the owner of community land Council recognises that it has a key role to play in providing a diverse range of recreation, sport and other facilities in collaboration with local clubs, associations, organisations and groups to meet the needs and interests of the community. This is one of many services that Council provides which contributes towards the creation of healthy and active communities.

A number of policies have been developed to provide a framework and guide the development and establishment of Ground Leases between Council and community organisations.

## Operating Performance:

### *Council achieved an underlying operating surplus of \$515,000 for the reporting period*

Council achieved an underlying operating surplus of \$515,000 for the reporting period. The underlying result is achieved after removing the yearly comparison distortion caused by advance payments of the Federal Government Financial Assistance / Local Roads grant (a net \$96,000 in 2017/18) from the audited surplus of \$611,000 disclosed in the Statement of Comprehensive Income within the General Purpose Financial Statements.

The \$515,000 underlying surplus is below the \$681,000 surplus originally estimated in the 2017/18 adopted budget and the \$865,000 surplus forecast in Council's revised estimates.

The unfavourable variance of \$350,000 is directly attributable to \$350,000 of expenditure (including a component of work-in-progress from previous years) that was initially expected to be treated as capital expenditure (which is not included in the recurrent operating result). Upon review of such costs, and in consideration of Council's Asset Capitalisation Policy, these costs have now been expensed and are subsequently incorporated within the 2017/18 operating result. As a result, with the exclusion of this anomaly, the Council would have realised an underlying operating surplus of \$865,000, consistent with its 2017/18 revised forecast.

From a recurrent revenue perspective, Council's total operating revenue increased by 2.2% from the previous financial year. Key contributing factors include:

- 1) **5.1% (\$1.05m) increase in Rate revenue** (including 2% of 'new' General Rate revenue from new building development and residential land development)

- 2) **6.2% (\$40,000) increase in Statutory Charges revenue**, incorporating Development Application fees, Dog Registration fees, and Parking expiations
- 3) **2.8% (\$40,000) increase in User Charges**, incorporating user fees derived from property rentals and various Council facilities (e.g. Gawler Aquatic Centre, Gawler Sport & Community Centre, Visitor Information Centre, etc.)
- 4) **9.2% (\$287,000) increase in Grants, Subsidies and Contributions** (once distortion caused by advance payments of the Federal Government Financial Assistance / Local Roads grant is removed). This is directly attributable to an increase of 9% in Council's Financial Assistance / Local Roads grant funding.
- 5) **27.7% (\$155,000) decrease in Other Operating Revenue**, incorporating investment income, 'one-off' reimbursements, and other sundry revenue.

From a recurrent expenditure perspective, Council's total operating expenditure increased by 3.5% from the previous financial year. Key contributing factors include:



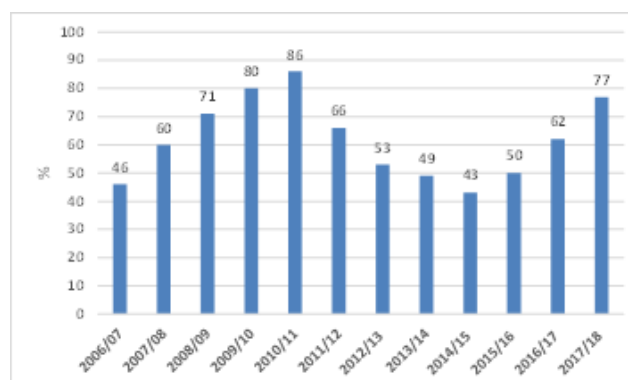
- 1) **4.6% (\$435,000) increase in Employee Costs**, including Enterprise Bargaining Agreement increments, Superannuation, Workers Compensation / Income Protection insurance, and leave liability increments
- 2) **3.0% (\$336,000) increase in Materials, Contracts and Other Expenses**, including key elements as follows:
  - a. **47% (\$152,000) increase in water consumption costs**, which was directly attributable to a 43% increase in the volume of water consumed (noting that the amount of rainfall in 2016/17 was 48% above that in 2017/18)
  - b. **19% (\$118,000) increase in Electricity consumption costs** (including streetlighting)
  - c. **16% (\$352,000) decrease in Kerbside Waste collection and disposal costs**, incorporating a 12% reduction in the volume of waste processed
  - d. Council **no longer paying rent for office space** in the Centrelink building on High Street, Gawler East (Council vacated the site in December 2016), realising ongoing annual savings of \$115,000
- 3) **0.7% (\$35,000) increase in Depreciation expense**. This increase is lower than previous years due to the reduced value of infrastructure assets acquired from new residential land developments (the value of assets acquired from developers in 2017/18 was \$481,000, compared to \$4.03m for 2016/17).
- 4) **17.6% (\$115,000) increase in Finance (interest) costs**, directly attributable to the planned increase of debt from \$12.064m to \$14.669m. Of the \$14.669m debt, \$6.607m (45%) is comprised of fixed term/interest debt (incorporating fixed half-yearly principal and interest repayments), and \$8.062m (55%) is comprised of variable interest debt (the latter of which can be repaid at any time as cashflow permits)

#### Financial Position:

The key measure of a Council's overall financial position is its Net Financial Liabilities Ratio, which measures the net financial liabilities of the Council as a percentage of total operating revenue. Net financial liabilities is a broader and more appropriate measure of indebtedness than the level of borrowings, because it includes items such as employee long-service/annual leave entitlements and other amounts payable as well as taking account of a Council's debtors, cash and investments.

It is Council policy, and the generally accepted industry view, that the ratio result not exceed 100% - i.e. that the Council's net financial liabilities not exceed the amount of annual operating revenue. Council's Net Financial Liabilities Ratio as at 30 June 2018 was 77%. The graph below indicates the Net Financial Liabilities Ratio performance of the Council since 2006/07.

#### Net Financial Liabilities Ratio: 2006/07 – 2017/18



As evidenced by the graph above, the ratio reduction that occurred from 2011/12 to 2014/15, which was predominantly due to a 40% reduction in debt between 2010/11 and 2015/16, provided Council with important increased borrowing capacity to fund major asset investment projects now unfolding across the town – most notably, the multi-year investment in restoring the State heritage-listed Town Hall and Gawler Institute as part of the 'Civic Centre redevelopment' project.

Since 2014/15, consistent with planned long term forecasts, the Net Financial Liabilities ratio has incrementally increased to 77% as at 30 June 2018.

The current Long Term Financial Plan forecasts the Net Financial Liabilities ratio not falling below 80% over the ten year horizon of the plan – indeed, from 2018/19 to 2025/26 it is currently not forecast to fall below 86% (i.e. it is only the last year of the Plan where the ratio result is forecast to marginally fall to 80%).

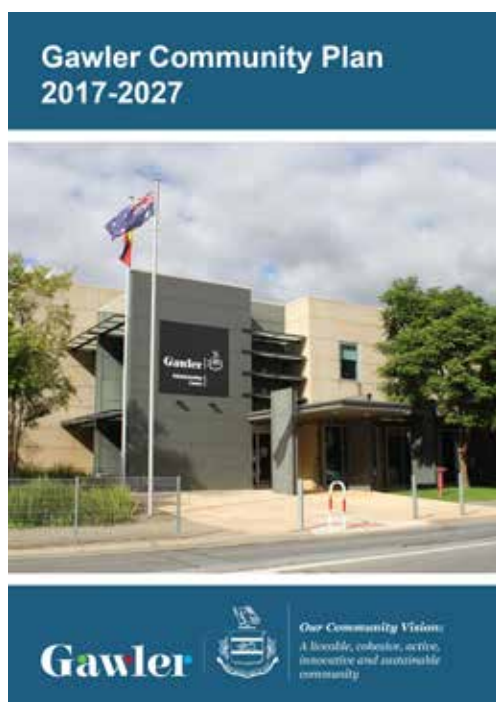
Consequently, unlike the actual performance trend of the previous ten years, the Long Term Financial Plan does not foreshadow a major reduction in the net financial liabilities in coming years to restore substantial borrowing capacity for the Council. As a result, Council will have to apply considerable ongoing financial constraint and discipline relative to its future proposed capital works programs, as there will be negligible borrowing capacity (estimated in the order of \$2m over the life of the Long Term Financial Plan) to fund either unforeseen capital investment (i.e. above the value of optimum investment already identified in Council's long term Infrastructure & Asset Management Plan) or emergency expenditure (e.g. following a major weather event such as the September 2016 major flooding event).

#### Asset Sustainability Ratio:

The Asset Sustainability Ratio result for the reporting period was 101%, which effectively means that the total capital investment in the replacement/renewal of existing assets was consistent with the associated identified funding requirement disclosed in Council's Infrastructure & Asset Management Plan. The prior years' results have been equally consistent at 99% (2016/17) and 97% (2016/17). It is Council policy that the target result for the Asset Sustainability Ratio be between 90-100%.

# CORPORATE REPORTING

*The Gawler Community Plan is Council's principal strategic document and a reflection of the community's collective aspirations.*



Community Plan 2017-2027

## Community Plan 2017 - 2027

The Gawler Community Plan is Council's principal strategic document and a reflection of the community's collective aspirations.

The Community Plan will guide Council's decision making over the next decade. It will influence the future allocation of resources for the type and level of infrastructure and services needed in the community. It will identify the role Council will play in advocating for infrastructure and service provision by other spheres of government, non-government organisations and the private sector.

To ensure the vision described in the Gawler Community Plan is ultimately achieved at a local level, the goals, objectives and strategies within the Plan cascade down and are reflected in other Council plans.

The Community Plan acknowledges Identity, Growth, Community, Environment and Leadership as key pillars of performance.

Council commenced a review of this Community Plan 2017-2027 in 2016, with the Plan adopted by Council in October following extensive community consultation.

## Corporate Plan 2014 - 2018

While the community's vision for Council is reflected in the Gawler Community Plan 2017 – 2027 and used to guide 'what' Council needs to do over the next decade in order to achieve this vision, the Corporate Plan 2014- 2018 outlines 'how' Council will achieve this vision.

The Corporate Plan outlines the Council's mission, values, capabilities, habits and key measures in order to become a high performing organisation and describes how the organisation will operate on a day to day basis to achieve long term objectives and targets. The Corporate Plan 2014- 2018 is currently under review with an updated Plan due for endorsement in late 2018.



Information display at the Gawler Administration Centre

## Annual Business Plans / Budget

The Annual Business Plan identifies the specific actions and program of works which will be undertaken by Council during the next financial year. The Annual Business Plan is directly linked to the objectives and strategies contained within the Community Plan.

The Local Government Act 1999, and the associated Local Government (Financial Management) Regulations 2011, prescribe the financial governance practices that must be applied by the Council.

Key financial management elements are:

- Adoption of an Annual Budget / Business Plan
- Annual review of the Long Term Financial Plan
- Periodic reviews of the Annual Budget / Business Plan
- Preparation of Annual Financial Statements independently audited Financial Statements are included as an appendix to this Annual Report
- Internal Control policies— periodic reports were tabled to Council's Audit Committee relating to the monitoring and compliance of Council's various internal controls.

Council also incorporates the following activities within its financial governance framework:

- Monthly Finance Reports are tabled to Council, outside of the periodic (quarterly) reviews of the Annual Budget / Business Plan
- A Council Comparative Data Report, which compares the financial performance of Gawler Council against similar Councils is tabled to Council on an annual basis.

## Long Term Financial Plan

The Long Term Financial Plan is reviewed and updated annually to provide an indicative ten-year outlook of Council's longer-term financial aspirations.

Key elements of the annual review process include:

- Operating Result – the key financial performance measure of a Council is its recurrent financial result. A financially sustainable Council achieves an on-going modest operating surplus, without the need for unplanned increases in rates or disruptive cuts to services.

The updated Long Term Financial Plan currently projects sustainable operating results for each year of the Plan and is based on an annual rate increases (from existing ratepayers) of 3%.

- Debt Management – A Council's overall financial position is measured by its Net Financial Liabilities Ratio, which discloses the Net Financial Liabilities as a percentage of its annual operating revenue. The widely accepted industry measure, and Council policy, is that the Net Financial Liabilities Ratio should not exceed 100%.

In this context, the current Long Term Financial Plan projects the Net Financial Liabilities Ratio to be maintained between 80-95% over the life of the Plan. The Plan forecasts the ratio peaking at 95% in both the 2019/20 and 2023/24 financial years. Ongoing financial discipline will need to be maintained by the Council to ensure that the ratio result is maintained within the policy threshold, while maintaining a nominal level of borrowing capacity should the need arise for any unforeseen or emergency events.

- Asset Management Funding - Council's Infrastructure and Asset Management Plan outlines the asset management funding required to maintain Council's fixed long-term assets (such as buildings, roads, footpaths, stormwater drainage, etc.) in an appropriate condition to maintain identified asset service levels.

It is important that the asset management funding identified in Plan is incorporated within the Long Term Financial Plan.

When the current Long Term Financial Plan was adopted in June, it incorporated all asset management funding identified within the Infrastructure and Asset Management Plan.

## Competitive Tendering

Council's Procurement Policy defines the methods by which Council can acquire goods and services and sets out key principles to ensure probity, equity, transparency and accountability in its purchasing processes and practices. The policy is available for inspection at Council's Principal Office or on the website.

This year Council advertised 10 tenders through the SA Tenders and Contracts website. Gawler Council, as part of the Barossa Regional Procurement Group, also tendered for the provision of cleaning services, civil works, fire services (compliance maintenance and testing) and arboriculture and horticultural services on a regional basis.

The Barossa Regional Procurement Group is an alliance between the Town of Gawler, the Barossa, Mid-Murray, Light Regional and the Adelaide Plains Council's). The aim of the Group is to improve internal procurement practices, create efficiencies and reduce the burden on suppliers through standardisation of procurement documentation and deliver potential cost savings for all member Councils.

The Barossa Regional Procurement Group achieved these aims through the tender process of four tenders this financial year.



### National Competition Policy

The objective of the National Competition Policy is the elimination of resource allocation distortions arising out of the public ownership of entities engaged in significant business activities. Government businesses should not enjoy any net competitive advantage as a result of their public sector ownership. These principles only apply to the business activities of publicly owned entities, not to the non-business, non-profit activities of these entities.

Gawler Council did not commence or cease any significant business activity during this financial year as defined in the Competition Principles Agreement. No complaints alleging a breach of competitive neutrality were received during this period. It is however noted that Council is set to establish these new business activities in the Civic Centre project.

These activities are:

- Social Enterprise Café
- Business Innovation hub
- Institute Function Space

### Infrastructure and Asset Management Plans

Council's Infrastructure and Asset Management Plans cover all assets; property, infrastructure, plant and equipment as described in Council's Asset Register. The purpose of

the Plans are to ensure that the long-term, sustainable management of Council's assets aligns with community expectations and Council needs.

These Plans were updated this financial year in consideration of Council's Community Plan, Development Plan, Long Term Financial Plan and Annual Business Plan. The Long Term Infrastructure and Asset Management Plan (IAMP) is updated annually which identifies capital investment funding required, over a 10 year horizon, relative to the replacement/renewal of Council's \$200m+ stock of infrastructure, property, plant and equipment assets. The funding required over the next 10 years is based on the replacement/renewal of assets at the end of their identified useful or economic.

The IAMP also charts and informs potential investment in new/upgraded assets. This is informed by either external grant funding secured (recent examples being funding secured for the Gawler Civic Centre and Walker Place precinct redevelopments), various infrastructure deeds with developers (which may outline various future agreed infrastructure commitments from Council), various independent management plans (e.g. the Gawler Open Space Sport and Recreation Plan, Walking and Cycling Plan, or Council's own longer-term aspirations.



*Construction works at the Gawler Civic Centre*

# COMMUNITY PLAN

## *The Town of Gawler Community Plan 2017- 2027 presents five key Strategic Goals:*

### **OUR IDENTITY**

GOAL 1: A Uniquely Identifiable Township

### **OUR GROWTH**

GOAL 2: Managed and Sustainable Growth

### **OUR COMMUNITY**

GOAL 3: A Healthy, Active, Safe, Engaged Community

### **OUR ENVIRONMENT**

GOAL 4: To Respect and Nurture the Environment

### **OUR LEADERSHIP**

GOAL 5: A Strong, Vibrant Community

In 2016/17 a review of the Community Plan 2014-2024 was undertaken to ensure it reflected current community aspirations. The review involved engagement with elected Council Members, staff and the wider community and the revised Plan was adopted by Council in October.

Each of the Goals provides a reference in Council's daily operations and service delivery outcomes. These outcome areas, associated goals, objectives and strategies have formed a critical reference point in reporting achievement this year.

This section of the Annual Report provides a summary of key achievements over the year and outlines future plans relative to the same or related achievements.



**IDENTITY**



**GROWTH**



**COMMUNITY**



**ENVIRONMENT**



**LEADERSHIP**

# OUR IDENTITY

## GOAL 1:

### *A Uniquely Identifiable Township.*

#### OBJECTIVES

- 1.1 Maintain a clearly defined township, one which is distinct from neighbouring areas
- 1.2 Build a local community that is proud of Gawler
- 1.3 Protect and promote Gawler's unique history
- 1.4 Foster a vibrant and active Council area
- 1.5 Promote cultural heritage and the creative sector to build community spirit and pride

#### OBJECTIVE

##### 1.1 Maintain a clearly defined township, one which is distinct from neighbouring areas

#### Rural Land Use and Infrastructure Investigation

The Rural Land Use and Infrastructure Investigation assessed the social, environmental and economic factors influencing Gawler's rural zone. The Investigation considered matters associated with character, amenity, infrastructure, current and potential land uses, including primary production, commercial, industrial and rural living.

Discussion about Gawler's Rural Zone continued in 2017/18, with Council resolving to prepare a Rural Areas Statement of Intent. Pursuant to section 25(1) of the Development Act 1993 the Rural Areas Statement of Intent was lodged with the Minister for Planning, the Honourable Stephan Knoll on 18 May 2018.

#### OBJECTIVE

##### 1.2 Build a local community that is proud of Gawler

#### Community Grants 2017/18

Community Grants encourage community development by supporting a range of cultural and community projects, events and activities within the Town of Gawler.

Eligible groups and organisations are invited to apply for up to \$1000 to assist with community focused projects and activities in the areas of health, recreation and sport, community development, arts and culture, and the environment. In this year's grant round 19 applications were received and 10 grants were allocated to a variety of community groups and initiatives including:

- Rotary Club of Gawler Light – Riverbank Christmas display
- Salt Care – Trailer upgrade
- Rotary Club of Gawler – Stands for youth art
- Central Districts Basketball Club – Coaching Kits
- 1st Gawler Scouts – GPS for Scouts
- Gawler Town Band Inc. – Stands for the Band
- Gawler Little Athletics Centre – Two-way radios
- Willo's Men's Shed – Tools upgrade
- Gawler Districts Poultry Fanciers Association – Improvement of poultry pens
- Gawler Central Sporting Club Inc. – Uniforms for Junior Girls Football



*Youth Summit student participants*



## External Grants Program

Council continues to be proactive in seeking external funding to assist the delivery of its programs, services and infrastructure. This year, Council was successful in obtaining \$1,523,301 in project related external funding as outlined in the table below:

Grant	Project	Amount
Office for Recreation and Sport - VACSWIM	VACSWIM 2018	\$2,850
Indigenous Advancement Strategy Funding	National Reconciliation Week	\$5,000
Department for Communities and Social Inclusion - 2017-18 Gawler Youth Workers Network Grant	Gawler Youth Development Plan review – engagement Stage 1 & 2	\$5,000
Sponsorship from Rotary Club of Gawler and Gawler Light - 2018 South Australian Youth Week	Party in the Park event	\$3,000
Office for Youth (Department for Communities and Social Inclusion) - 2018 South Australian Youth Week Grant	Party in the Park event	\$1,500
Arts SA - Public Art and Design – Major Commission Funding	Pioneer Park War Memorial	\$80,000
Department of Industry, Innovation and Science – Stronger Communities Round 3	Pioneer Park War Memorial	\$20,000
Office for Recreation and Sport – Sporting Surfaces Program	Gawler Sport and Community Centre Stadium Floor Replacement	\$75,000
Department of Planning Transport and Infrastructure – Open Space Grant	Gawler Nature Play Space – Elliott Goodger Memorial Reserve	\$77,290
Department of Planning Transport and Infrastructure – Places for People Grant	Gawler Urban Precinct Stage 1 - Walker Place Redevelopment	\$1,006,361
Good Things Foundation – Be Connected Network	Gawler Public Library – Supporting older Australians to engage with digital technology	\$1,650
Department of the Premier and Cabinet – Fund My Neighbourhood	Recreation and Adult Fitness adjacent to the Dog Park – Clonlea Reserve	\$70,000
Department of the Premier and Cabinet – Fund My Neighbourhood	Gawler Oval Grandstand Shelter	\$150,000
Platinum Sponsor - Taylor and Forgie Funerals	Pioneer Park War Memorial	\$10,000
Gold Sponsor - Rotary Clubs of Gawler and Gawler Light	Pioneer Park War Memorial	\$5,000
Bronze Sponsors - Lions Club of Gawler, Cr David Hughes, Cr Kevin Fischer, Royal Australian Airforce Association	Pioneer Park War Memorial	\$4,000
Various Cash Donations	Pioneer Park War Memorial	\$6,650
	<b>TOTAL</b>	<b>\$1,523,301</b>



Inline Hockey at the Gawler Sport and Community Centre

## Community Engagement

The Town of Gawler is committed to delivering effective community engagement to identify and understand community concerns, needs and aspirations. Council continues to undertake a significant amount of community engagement across a range of initiatives and plans.

Some of the community engagement opportunities that have occurred this year include:

- Disability Access and Inclusion Plan
- Dog On and Off Leash Areas
- Dog park at Clonlea Reserve
- Mobile Food Vendors
- Walking and Cycling Plan 2018 – 2028
- Youth Development Plan Review
- Revocation of Community Land
- Murray Street Parking Controls
- Stormwater Management Planning
- 2018/19 Budget / Business Plan
- Willaston Oval Nature Play Space
- Walker Place Streetscape Upgrade
- Community Gardens Policy
- Exhibits and Exhibitions in Council Managed Venues Policy
- Gawler Activation Strategy
- Gawler East Structure Plan Development Plan Amendment
- Commercial and Rural Areas Development Plan Amendment
- Use of Community Land for Commercial Fitness Activities



*Play in the Park event*



*Your Voice Gawler* is Council's dedicated community engagement platform that went live in conjunction with the Town of Gawler website in November 2017. The online community engagement platform provides greater community participation and real-time feedback to Council, enabling more informed decision making. All initiatives that are open to non-targeted community engagement are listed on *Your Voice Gawler*.

Any member of the community can view the initiatives listed on *Your Voice Gawler*, as well as read and print documents and complete surveys related to specific projects. The community can actively participate on the platform, for example, ask a question of the project officer or provide a written submission via the platform. Since the platform has been live, over 100 community members have registered with *Your Voice Gawler*.

By engaging the community Council hopes to ensure decisions that are made are consistent with community expectations.

### **ANZAC Day**

Council provided both financial and in-kind support to the Gawler RSL Sub-branch to deliver 2018 ANZAC commemorations. The ANZAC March occurred on Sunday 22 April commencing at Walker Place, proceeding north along Murray Street and ending at Pioneer Park. The annual ANZAC Dawn Service was once again held at Pioneer Park and was followed with a community breakfast. These commemorative events continue to be well attended and supported by the community making them the largest ANZAC events in South Australia outside Adelaide. The support provided by Council to the local community further creates community pride.



*Fluro Theme Skate Night*

### **Marketing and Communications**

Council continues to use its social media and website presence as the preferred methods of communicating with residents. These channels provide instant access to information and continue to be the best engagement tool for Council. Council launched the Gawler Civic Centre Facebook site in February that provides the community with weekly updates on the Centre's construction progress and insights into future operations.

A new website incorporating cleaner design, increased functionality and easier navigation was launched in November in conjunction with the launch of 'Your Voice Gawler'.

Council continues to strengthen its relationship with local media recognising the key role they play in reporting Council news and events. A new Media Policy was adopted by Council in March providing guidelines and direction for appropriate communication by Council Members, Council Staff, contractors, volunteers and any other groups who officially represent the Town of Gawler to the community. The policy applies to all forms of media communication.

Social media platforms such as Facebook have been an effective way to deliver information at the Gawler Sport and Community Centre and the Gawler Aquatic Centre.

This year there was a 14% increase in traffic on the Gawler Aquatic Centre Facebook page 14 to 3191 Likes. The Facebook page received 13 positive reviews throughout the season with 4 or 5 star ratings. The reviewers complimented Centre's facilities, customer service and the Learn to Swim program. The Centre's Facebook star rating currently sits at 4.5 stars out of 5.

This year there was a 41% increase in traffic on the Gawler Sport and Community Centre Facebook page to 2163 Likes. The 'Theme Skate' Facebook events attracted the most engagement on the page, with 1470 people responding to events and reaching nearly 60 000 responses through paid promotion. Using Facebook paid promotion allows both Centres to reach their target markets efficiently and effectively. The Facebook pages will continue to be a key element of both Centres' promotions next year.

### **Gawler and Districts Community Services Forum**

Council is supportive of many community groups, their activities and their contribution to the community including the Gawler and Districts Community Services Forum which meets on the second Thursday of each month at the Gawler Sport and Community Centre.

The Town of Gawler coordinate the Forum and provide in-kind support. The Forum is made up of a range of organisations, and individuals from Gawler and surrounding areas who meet to share information,



exchange ideas, discuss issues and develop partnerships to improve services and provide opportunities for the community. The Forum currently has 125 members and attendance at each meeting is approximately 30 representatives.

### **Unsightly Premises**

Unsightly premises continue to be monitored by the Town of Gawler's Authorised Officers. Officers worked with property owners to reduce the number of properties on the Unsightly Premises Register.

This year the focus has been to reduce the existing number of unsightly properties (residential and commercial), and to undertake an audit of rural properties. Eight resident and commercial properties were considered unsightly and following extensive consultation the number of properties on the register was reduced to 5). An additional three residential premises identified during the year were added to the register.

Legislative changes have meant that the way in which Council addresses and manages unsightly conditions has been altered through the introduction of the Local Nuisance and Litter Control Act 2016 this year. The relevant sections of the new Act specifically address insanitary and unsightly conditions on premises was introduced on 1 July 2017. The Local Nuisance and Litter Control Act 2016, replaced the previous powers to action impacts to amenity through improving unsightly conditions on land under the Local Government Act 1999.

The relevant objects of the new Act in relation to unsightly conditions include:

- to protect individuals and communities from local nuisance
- to improve the amenity value of local areas
- to promote the creation and maintenance of a clean and healthy environment

With the introduction of the Act an audit of rural properties was conducted and identified an additional 12 properties considered unsightly. By working with land owners in a constructive way Council will ensure that properties are kept to an appropriate level of appearance and will increase local pride in the Gawler area.

### **Refurbishment and Redevelopment**

Council are supportive of the refurbishment and redevelopment of key civic areas within the public realm to create destinations that appeal to all ages and serve a changing population. In 2016 the Town of Gawler adopted the "Gawler Town Centre Design Framework" which involves the upgrade of key areas within Gawler.

The Town Centre Central Precinct is currently underway with the redevelopment of Walker Place. The concept design has been finalised with the detailed design underway with works beginning mid-2019. Works on the Southern Town Centre Precinct are expected to commence in late 2018 as part of the Murray Street Stage 6 and Gawler Mill Inn Bridge Upgrade project.

## **OBJECTIVE**

### **1.3 Protect and promote Gawler's unique history**

#### **Gawler Civic Centre redevelopment**

The redevelopment of the State Heritage Listed Town Hall and Institute is being jointly funded by the Australian Government, through the National Stronger Regions Fund (\$5.6m), and the Town of Gawler. Currently under construction, project will deliver a new library, gallery and performance spaces and house the Gawler Heritage Collection within a new Cultural Heritage Centre. It will also create a hub for Government, Economic and Social Enterprise and become the pre-eminent Cultural and Business Innovation Centre for the region. The redevelopment is planned for completion in early 2019.

#### **Rehabilitation Gawler Mill Inn Bridge**

A key component to the Murray Street Upgrade - Stage 6 Project is the upgrade and rehabilitation of the Gawler Mill Inn Bridge. The Australian Government through the Bridges Renewal Programme will partner with Councils to upgrade the deteriorating bridges across the nation to improve productivity and community access. Through this Programme, Council has been successful in securing \$0.66m in funding as a contribution towards the upgrade and rehabilitation of the Gawler Mill Inn Bridge. Council has committed a further \$0.66m to the Bridge upgrade.

The objectives of the Bridge upgrade and rehabilitation are to:

- Enable the Bridge to be safe, functional, and support the existing and growing road freight and traffic movement into Gawler and the region
- Improve safety for pedestrians, cyclists and vehicles on the Bridge.

This year structural analysis and design of this complex structure was finalised and Council endorsed the project scope to proceed to tender. These works will be combined with the Murray Street Stage 6 Roadworks tender to obtain greater value for money. The Bridge upgrade will commence in late 2018.

### **Willaston Cemetery Conservation and Management Plan**

Upgrade works associated with the approved capital works plan within the draft Willaston Cemetery Conservation and Management Plan continued during the year. Installation of a third concrete plinth in the Lawn Burial Section and 750m<sup>2</sup> of concrete paving to two roadways located in Block 2 were completed.

Each new concrete plinth allows for 80 new lawn burial plots.

### **History Month Events**

The Gawler Visitor Information Centre (VIC) revitalised its Pub Walking Tour for this year's History Festival. Volunteers from the VIC escorted Tour participants to Gawler's historic pubs on Murray Street providing insights into the history of these iconic facilities.

Council also led an information session on the Gawler Civic Centre. This session included a presentation regarding the history and heritage of both the Institute and Town Hall buildings, the Gawler Heritage Collection as well as future operations of the Cultural Heritage Centre and Heritage Gallery that will be housed within the redeveloped Civic Centre.

### **Pioneer Park War Memorial**

The Town of Gawler and Gawler RSL Sub-Branch are working in partnership to install a new War Memorial in Pioneer Park. Renowned South Australian artist Robert Hannaford AM has been commissioned to design and develop the new Memorial. The proposed Memorial will be a unique and modern piece of art that will be all inclusive of navy, army and air force, gender, race and religion and could signify many aspects of the human experience. It will be a significant piece of art that will provide an important place of reflection for Gawler residents and visitors and honour the local men and women involved in all wars, conflicts and peacekeeping operations. This monument will ensure their contribution,

service, sacrifice and memory live on. The Memorial's design includes a bronze sculpture of a resting hand and will be installed prior to Remembrance Day 2018 to commemorate Armistice Day Centenary.

### **Hero Building Program**

Council's Hero Building Program provides \$10,000 each year to one Gawler building owner, on a dollar-for-dollar basis, for restoration of historic store fronts in Gawler's main street. 'The Abbey' (on Cowan Street) has recently completed its renovation supported by this Program.

The Gawler Business Development Group continued to administer this Program and there were no applications received this year. Funding for this program has not been continued in the 2018/19 financial year.

### **Residential and Character Development Plan Amendment**

Council has prepared and lodged a Statement of Intent seeking the Minister for Planning's agreement to commence a Residential and Character Development Plan Amendment (DPA). The DPA will strengthen policy within the Gawler Development Plan to protect Gawler's historic and unique character. The aim of the DPA was to include adequate flexibility to encourage positive investment in the town whilst protecting its unique character. Correspondence was received from the Minister and the order given was for the DPA to be absorbed into the Planning Reforms process, in which the Development Act 1993 will be superseded by the Planning, Development and Infrastructure Act 2016. Due to the Planning Reforms and impending Planning and Design Code this policy initiative is expected to experience delays moving forward.



*Installation of the All Wars Memorial plinth*

## OBJECTIVE

### 1.4 Foster a vibrant and active-filled Council area

#### Events in Gawler

Community events encourage a sense of place and excitement and provide an opportunity for increased community interaction, celebration and gathering.

Council organises events such as the Gawler Fringe, Summer Initiatives and SA Youth Week and provides significant in kind contribution towards a range of community driven events including:

- Annual Reconciliation Community Fun Day
- Gawler Show
- Christmas Carols
- Australia Day
- ANZAC and Remembrance Day
- NAIDOC Week Events
- Rotary Village Fair

#### Play in the Park

This year saw the introduction of “Play in the Park”, a series of small events which aim to activate local places and spaces and encourage diverse community activity.

Local parks are a crucial part of the community. They have a significant impact on the development of children and the happiness of everyone in the neighbourhood. Play in the Park provided opportunities for local families to come together and spend time in their local park including nature play activities and a, beach party.

#### South Australian Youth Week 2018

The South Australian Youth Week event was held in April 2018. The theme was ‘Your Future – Your Way’ highlighting young people’s role in shaping their lives and shaping directions for South Australia.

With the guidance of the Gawler Youth Advisory Committee, Council organised the ‘Party in the Park’ event. Due to the forecast inclement weather, the event was moved to St Brigid’s Catholic Primary School. This allowed all activities to continue as planned and provided interactive opportunities to capture ideas of young people to inform future services and events for Gawler’s young people.

#### Gawler Fringe

The 2018 Gawler Fringe Opening Event occurred over one weekend in February in Walker Place. This was the fourth time that Council has participated in Fringe activities and the third year the event was held in Walker Place. The Gawler Fringe is a registered Adelaide Fringe event.



*Shower Bomb workshop during Youth Week*



Around 6000 people attended Walker Place across the weekend and attendees spanned all age groups with the event being family friendly and offering something for everyone.

The theme of this year's Gawler Fringe was Live, Embrace, Enjoy Local. The event program was made up of almost 120 individual performers, the majority of these being local to Gawler. The performances covered a wide variety of genres by local bands, duos, solo performers, community groups and schools.

Two Fringe in the Park Events were held in March at Bacton Street Reserve, Evanston and Britton Street Reserve, Gawler West. Both events included live music, community art project, circus performances and workshops, face painting, food and drinks. Both events were very well attended and community feedback has been very positive.

### **YMCA Skate Park Event**

Council partnered with South Australian Skate Park League (SA-SPL) an arm of YMCA Action Sports (YAS) to deliver a skate park competition. The 2017/18 League was made up of eight local government regions with high quality skate facilities including Town of Gawler. The SA-SPL is a series of interconnected skate park events that:

1. Celebrate and recognises skills of action sports enthusiasts
2. Creates a national development pathway for actions sports
3. Trains and empowers local communities to manage events

Skaters were encouraged to attend multiple SA-SPL competitions, with participation points being tracked on a state ladder and additional points won for gaining a place in competitions. State winners of the SA-SPL are offered the opportunity to participate in a national competition. The Gawler event occurred on 11 November at the Gawler Skate Park, Clonlea Reserve over three disciplines: Scooter, Skate board and BMX.



*YMCA Skate Park Event*

## OBJECTIVE

### 1.5 Promote cultural heritage and the creative sector to build community spirit and pride

#### Arts and Culture Strategy

The Gawler Arts and Culture Strategy 2016 - 2025 outlines Council's commitment to the Arts over the next ten years. The Strategy highlights a vision that promotes the Arts as being accessible to everyone, connects people, places and perspectives and builds a welcoming and vibrant community.

#### Gawler Public Art Framework

The Gawler Public Art Framework provides the Town of Gawler and the community with a guide for understanding, developing, commissioning and investing in public art. The Framework includes three complementary sections:

- Public Art Policy
- Public Art Development Guidelines
- Gawler Public Art Action Plan 2016 – 2025

#### Gawler Biennial Art Award

The Gawler Biennial Art Award is organised by the Gawler Community Gallery and has been supported financially by Council since the Award's inauguration in 2002. The Award provides artists with the opportunity to showcase and be recognised for their work. After exhibiting in the Gawler Community Gallery, the award-winning work is presented to Council and added to the Gawler Heritage Collection.

#### Gawler Heritage Collection

The Gawler Heritage Collection is associated with the early history of Gawler and its historical and cultural development from pre-European and European colonisation through to the twentieth century in South Australia. The Collection is not restricted to its geographical locale or national borders as it contains items that have their origins outside Australia.

The core of the Collection relates to the history and operation of the Gawler Institute from its establishment in 1857 until the transfer of the Gawler Institute Building to the Town of Gawler in 1984. Other parts of the Collection reflect the municipal history of Council which was incorporated in 1857. Items were acquired by the Council as part of its civic role and governance. This also includes material that was acquired following the establishment of the Gawler Public Library in 1985.

In March 2018 Council adopted the Gawler Heritage Collection Policy to inform the decision-making process that will shape the Collection and guide its management.



*James Martin portrait donation*



### Mayor's Christmas Card Competition

This year saw the launch of the Town of Gawler Mayor's Christmas Card Competition. Mayor Karen Redman invited Primary School students from Reception to Year 5 who either live or attend a school within the Town of Gawler to draw or paint a Christmas scene that they felt reflected what Christmas meant to them.

Council partnered with Gawler Books for this competition and the winning entries received gift vouchers from the store. Gawler Books also provided a bundle of books to each participating school.

Council received over 250 entries across the three categories (Reception and Year 1; Years 2 and 3; Years 4 and 5) in the competition. First, second and third prizes were awarded in each category and the winning entries from each category were printed onto Christmas Cards with the student's name, year and school printed on the inside of the card. These cards were used as the Mayor's personal Christmas cards this year, showcasing the wonderful artistic talents of children in Gawler.

All entries were displayed at the Gawler Administration Centre throughout the Christmas season.

### Southern Entrance Gateway Statement

Council commissioned renowned Adelaide artist Greg Johns to construct his sculptural work "Land Lines" at the southern entrance of Gawler to appropriately address the historical significance, economic development, rural aesthetic and future vision of the Gawler Township. This commission was jointly funded by Council and the Southern Urban Areas Land Management Corporation.

The importance of the artwork is to illustrate many of the quintessential qualities of Gawler which are defined through the unique nature of its topography, panoramic views and pastoral land uses that separate the town physically and culturally from the northern suburbs of Adelaide. The artwork consists of two sculptures located on either side of Main North Road between Tiver Road and the Gawler Bypass. Each sculpture consists of twenty-five elements made of weathering steel to reflect the colours of Australia's inland landscape. These elements have been positioned along a wavering landscaped mound that stretches out over one hundred metres to create a visual illusion that the sculptures move when you drive past. The sculpture was officially launched in September 2017.



Mayor Karen Redman and artist, Greg Johns at the launch of 'Land Lines'





*Mayors Christmas Card Competition Year 2 Second place winner, Sam Ward*



# OUR GROWTH

## GOAL 2:

### *Managed and Sustainable Growth*

#### OBJECTIVES

- 2.1 Physical and social infrastructure to service our growing population and economy
- 2.2 Growth to be sustainable and respectful of cultural and built heritage
- 2.3 The local environment to be respected
- 2.4 Manage growth through the real connection of people and places
- 2.5 Local economic activity to create local job opportunities and generate increased local wealth

#### OBJECTIVE

##### **2.1 Physical and social infrastructure to service our growing population and economy**

###### **Gawler East Link Road (GELR)**

Once constructed this road will play an integral part in servicing both the existing and future communities of the Gawler East development zone and beyond. It will also reduce the impact of traffic generated from regional growth on the Gawler Town Centre.

Following a hand over to the State Government of the project in May 2016, on signing of legal deeds to deliver the roadway on the Eckerman Avenue alignment, the Department of Planning Transport and Infrastructure (DPTI) has taken over responsibility for the management of the project and advanced the following activities; further planning and design work, community and stakeholder engagement, land acquisition required, management of the detailed design and construction. Through further design development, risks and additional

costs were identified to the Eckerman Avenue alignment which were material to the projects viability to proceed within the \$55m budget allocation. After considering all available alternatives DPTI recommended to Council that the original State Government alignment would be achievable within the \$55m budget allocation based on design undertaken, costs and risks known at that time. At its meeting held on 5 December 2017, Council endorsed the revised alignment of the Gawler East Link Road on the State Government alignment. Following further design development, a Reference Design was then presented to Council and adopted at its Special Council Meeting held on 7 February 2018. The project has since progressed to procurement and a contract awarded by the State Government for its further Design and Construction in March 2018. Design development has since been progressing, together with land acquisition required on this alignment as well as further negotiations with public utilities on service alterations and inclusion in the roadway itself. The road is now expected to be completed in late 2019.



*Gawler East Link Road*

## Gawler East Development Zones Traffic, Social and Community Infrastructure

This year, work continued to further refine the scope of traffic interventions and community infrastructure required to support the future development of the Gawler East Development Area, particular given the change in alignment for the Gawler East Link Road. This work ultimately reinforced the application of the Gawler East Separate Rates in 2018/19 once again.

## Gawler East Separate Rate

Following Ministerial rezoning of land within the Residential (Gawler East) and Residential Hills zones in 2010 for residential purposes, staged residential development has been occurring on an ongoing basis. The Zones have been identified as having the capacity for an additional population of 10,000 once fully developed. Being aware of this, Council undertook extensive planning to ensure that the road and community infrastructure within the development area occurs in an orderly and sustainable manner.

Infrastructure for the Residential (Gawler East) and Residential Hills Zones, over an indicative development life of at least 20 years), has been identified in the Table below.

## Identified infrastructure requirement – Gawler East development zone

Infrastructure	Estimated
Gawler East Link Road	\$54.4 million
Associated roadworks (deferred)	\$ 2.4 million
Social and Community (e.g. Community Centre, sports fields and facilities)	\$ 7.6 million
Traffic interventions (on existing roads)	\$15.7 million
<b>Total</b>	<b>\$80.1 million</b>

Following extensive consultation with affected landholders and property developers in 2017, a funding model was implemented for the identified infrastructure, and is based on the following funding arrangement, outlined in the Table below.

## Funding model – Residential (Gawler East) & Residential Hills Zones infrastructure

Item	CONTRIBUTION			Total \$'000s
	State \$'000s	Developers \$'000s	Council* \$'000s	
Gawler East Link Road and deferred infrastructure	46,233	9,587	955	56,775
Social and Community infrastructure	-	6,720	918	7,638
Traffic Interventions	-	8,604	7,125	15,729
<b>Total</b>	<b>46,233</b>	<b>24,911</b>	<b>8,998</b>	<b>80,142</b>

\* Council financial contributions relative to already developed allotments within the associated area.

Council has signed binding Deeds of Agreement with the State Government (Minister for Transport and Infrastructure) and Springwood Development Nominees P/L (being the developer consortium of Springwood). The Deeds provide for Council reimbursing the State Government \$8.2m as a return on its \$54.4m upfront investment in the Gawler East Link Road (GELR). This reimbursement will include a \$2.4m payment from Council on practical completion of the GELR (being Council's contribution towards the upgrade of Potts Road), with the remaining amount of \$5.8m repaid on a per new allotment basis (by developers as direct beneficiaries of the GELR) as development unfolds within the development area.

It is expected that the primary funding mechanism towards securing the \$24.911m of developer contributions will be via Infrastructure Deeds with all developers in the Gawler East development area, requiring a per allotment contribution payable upon the creation of each new allotment prior to Section 51 clearance being provided.

It is important to note that by applying this contribution before individual allotments are created, the cost is immediately attributed to the developer and not the eventual resident. This process would require the use of a Land Management Agreement (LMA) linking the Infrastructure Deed to the Certificate of Title (Land).

However, to secure the future delivery of the \$80.1m of new infrastructure within the development area, Council applied new Separate Rates in the 2017/18 financial year as a financial secondary security mechanism. This approach avoids the need for bank guarantees, which otherwise would have resulted in considerable financial costs for developers.

It is important to note that the funding model implemented for the provision of various infrastructure within the Gawler East development zones is based on the "developer pays principle" – with the expectation that developer contributions required (on a per new allotment basis as development occurs) will be sourced from the primary funding mechanism of developer deeds requiring contributions prior to Section 51 clearance being provided. Consequently, the Separate Rates applied are solely designed as a financial security mechanism towards ensuring such developer contributions are ultimately received.

In this context, it is also important to note that property owners / developers within the affected area will only need to make a financial contribution via a Deed of Agreement or Separate Rate when they elect to subdivide their property – thus, if no development occurs (i.e. no new allotments created) then no financial contribution from either funding mechanism will be required.

Until such development occurs, the Separate Rate applied will automatically be continually postponed. Once the associated per allotment contribution has been made



then the Separate Rate would be remitted in full.

During the reporting period, Council received inaugural developer contributions of \$285,000 relating to the Gawler East development area, the proceeds of which will be accounted for in accordance with the Gawler East Development – Infrastructure Funding policy. The value of the Separate Rates applied is reviewed on an annual basis.

### **Social Infrastructure and Services Study**

Council adopted the Social Infrastructure and Services Study in May 2017. The Study reviewed service levels and facilities available and provided a forecast of future needs of the growing community. The Study will be used as a basis for advocating on behalf of the local community for the timely provision of facilities and appropriate levels of social services from government, developers and other key stakeholders.

The Social Infrastructure and Services Study comprises two reports:

#### **Report 1: Background Research and Findings:**

- Current supply
- Future trends
- Current and future community profile
- Initial ideas and opportunities to be considered

#### **Report 2: Needs Assessment and Recommendations:**

- Existing facility provision
- Analysis of future community infrastructure needs
- Recommended future infrastructure provision
- Development and delivery options
- Additional considerations and potential opportunities

### **Evanston Gardens Development Plan Amendment – Focus of Infrastructure Negotiations**

Successful negotiations were carried out with the beneficiaries of the Evanston Gardens DPA to ensure appropriate and adequate infrastructure will be provided as and when the land is developed into residential development.

### **Southern Urban Areas**

Council has continued to administer the Southern Urban Areas Infrastructure Delivery Deed to deliver various infrastructure outcomes for the community. This year, funds were expended for community infrastructure that included the Southern Gateway Entrance Statement Project and the duplication of large stormwater culverts underneath Main North Road.

### **Car Parking Strategy for Town Centre**

A successful review of Council's Town Centre Car Parking Strategy has resulted in the adoption of the Gawler Town Centre 2017-2020 Car Parking Strategy. The Strategy provides Council with clarity and recommendations for car parking in Gawler's Town Centre Historic Conservation Zone to accommodate current use and future demand.

Key topics within the Strategy include:

1. Car Parking Provision
2. Car Parking Rates in Council's Development Plan
3. Land Use Parcels
4. Car Parking Fund
5. Car Parking Management
6. Alternative Travel Options

### **Murray Street Upgrade Stage 6**

The \$2.3m Murray Street Upgrade Stage 6 Project is a key component of Council's Community Plan and Town Centre Urban Design Framework. The project will promote regional economic development by improving amenity and accessibility of the Town Centre and business precinct. The project aims to provide:

- A safer and more efficient traffic, pedestrian and cycling environment
- Improve the use of various modes of transportation with the aim of discouraging freight through the Town Centre
- Landscaping incorporating water sensitive urban design features
- A character entry statement into the Gawler Town Centre

This year the concept plan was finalised and approved at the Council Meeting held in March which detailed the final form of the roadway and key intersection junctions and landscaping treatments which would be delivered. Construction is expected to commence late 2018.

### **Unsealed Rural Roads Re-sheeting**

The annual Rural Roads Re-sheeting Program maintains appropriate service levels for the Council's 21km unsealed road network. Re-sheeting of Campania Road North in Kudla occurred using recycled material and included drainage and entranceway upgrades. This recycled pavement material forms both a durable trafficable surface and produces minimal dust under traffic.

### **Rural Areas Statement of Intent / Development Plan Amendment**

Discussion concerning Gawler's Rural Zone has been ongoing for some time and has continued in 2017/18. Council resolved to prepare a Rural Areas Statement of Intent for lodgement with the Minister for Planning, Pursuant to section 25(1) of the Development Act 1993 the Rural Areas Statement of Intent was lodged with the Minister for Planning, the Honourable Stephan Knoll on 18 May 2018. Council is yet to receive formal correspondence on the matter.

## **Upgrade of Depot Facilities**

### Depot Perimeter Fence Renewal

Council allocated funds to renew the perimeter fence at the Paxton Street Willaston Works Depot. The scope of this project involved the design and construction of the new fence, and demolition of the existing. This project will improve amenity to the local area, reduce the risk of accidents from vehicle movements in and out of the Works Depot due to improve sight lines and will provide increased security for Council property.

## **Fleet Management**

Council's Light Fleet, Plant and Heavy Vehicle Replacement Management Policy supports the renewal and upgrade of its fleet and plant to ensure they remain fit for purpose. A programmed approach to the management of this fleet and its disposal is allocated in Council's Long Term Financial Plan.

Council invested approximately \$260,000 in replacement of fleet and plant this year.

Contract management functions undertaken to support the fleet include the supply of fuel, consumables and external service and repairs. The Fleet Workshop provides servicing and maintenance to heavy vehicles (24), light vehicle (30) and trailers (12) which have a capital value \$1.5m, in addition to small items of plant (80).

## **Bin Renewal Program**

A public bin optimisation and upgrade program has seen a minor decrease in overall bin numbers across the town based on the results of audits undertaken on utilisation. New bins have been replaced with an increased capacity which will not only improve amenity but allow greater efficiency in operations to be achieved.

The bins are typically located in high pedestrian areas with waste generation such as entry and exit points of parks/reserves.

## **Lions Park Shelter Project**

The Gawler Lions Club generously donated \$30,000 to the Gawler community to fund the installation of a new shelter, BBQ and table setting in Lions Park located at the corner of Main North Road and Victoria Terrace Gawler. The Council provided in-kind support for project manage the installation of the new facilities in celebration of the 50th Anniversary of the Gawler Lions Club.

## **Annual Road Maintenance & Reseal Programs**

The annual renewal programs for Council's roadways occurs across the Town of Gawler based on a prioritised condition-based approach. This year, the following works were completed:

- Road Crack Sealing Program achieved a coverage of 62000sqm of roads, local walking and bike paths to prolong lifespan

- Reseal Roads Program to resulting in the resealing of 17 roads with a total of 52000sqm of asphalt being replaced. This project also involved the replaced of damaged kerb and gutter, line marking and street signage reviews ahead of their replacement

## **Construct New Kerb and Gutter**

### Main North Road, Evanston (Gawler Green Shopping Centre to Ames Drive West Side)

Designs for the installation of new kerb and gutter along both sides of Main North Road from Gawler Green to Second Street were completed with the construction of Stage 1 of the project delivered alongside the Gawler Racecourse from Gawler Green Shopping Centre towards Ames Drive. Further stages will be delivered in collaboration with the State Government's Department of Planning, Transport and Infrastructure to ensure an integrated outcome is achieved.

## **Road Safety Improvements Program**

The installation of new linemarking and pavement bars at Palamountain Drive has improved road safety of the entrance for safer movement of vehicles and pedestrians at this location.

Parking controls and linemarking was completed near the intersection of Duffield Street and Rudall Street for safer movement of vehicles and pedestrians.

Advanced warning signage was installed on various roads including Edith Street and Wattle Terrace in response to road safety investigations. Other minor improvements included installation of pavement bars on Eleventh Street to replace the existing solid median and facilitate safer movement of vehicles to property at the intersection with Twelfth Street.

## **Fund My Neighbourhood Projects**

Town of Gawler has sponsored submissions by residents to Fund my Neighbourhood. Matt Mitchell applied for funding for a Dog and Recreation Park within Clonlea Reserve and the Gawler Central Football club applied to build a grandstand shelter at the Gawler Oval. Details of these project are:

- Design and construction of a dog and recreational park – works include fitness equipment and a barbeque setting installed adjacent to the Council funded Dog Park.
- Design and installation of the Gawler Oval Grandstand Shelter – works include an all-weather shelter for sporting events held throughout the year.

Council is also providing assistance with community sponsored Fund My Neighbourhood Projects located on Council land, including:

- The design and development of a pump track which will be located on Council land in the

Willaston Oval (Elliott Goodger Reserve) Precinct (Gawler BMX Club).

- The upgrade of the kitchen and dining area for The Community House (Gawler Neighbourhood House Inc.).
- Replacement of and installation of new tables and seating at Apex Park (Gawler Apex Club).
- Willo's Mens Shed - new workshop to assist with community projects (Rotary Club of Gawler).

### **Asset Management Projects**

#### **Bridge Condition Assessment**

There are 30 bridge and culvert structures within the Council area and under care and control of Council. Level 2 Bridge Assessment was done on 29 structures (Gawler Mill Inn Bridge separately assessed) to assess their structural integrity and to identify the safety issues affecting the users. Council has received a comprehensive Bridge Inspection Report detailing the defects and issues associated with the structures and recommended maintenance and repair works to be affected on a priority basis in order to maintain the current level of service.

#### **Upgrade of the Dog Pound**

Further works were carried out to ensure the dog pound located in the Council's Works Depot is safe and secure when being used to house impounded animals. Maintenance work included repairs to the external exercise area and improving lighting, animal safety and security.

#### **Upgrading Parking Facilities Clonlea Reserve**

Parking facilities at Clonlea Reserve were improved and formalised with the bituminous sealing and line marking of the area between the tennis courts and skate park. These upgrades will improve drainage and capacity of the car park to service the growing popularity of the Reserve.

#### **Fence Renewal Program**

Council replaced approximately 300m of reserve fencing with pipe rail and composite post fencing in Hibbard Park (Old BMX Track) and Apex Park.

#### **Miscellaneous Stormwater Improvements**

The following projects were identified as high priority stormwater initiatives and were completed this year:

- Upgrade Scheibener Terrace- improving the stormwater drainage and pedestrian safety and connectivity
- Upgrade stormwater on Elaine Street
- Upgrade East Terrace Detention Basin (Stage 1 – Carmelo Close Open Channel)
- Upgrade Trim Crescent Stormwater
- Completion of the Willaston Stormwater Upgrade – Stage 1 Project Drainage Network

## **OBJECTIVE**

### **2.2 Growth to be sustainable and respectful of cultural and built heritage**

#### **Heritage Advisory Services**

Council continues to provide a free Heritage Advisory Service to the community through Flightpath Architects. Heritage advice is provided to property owners and residents in Historic Conservation Zones and to staff in assessing development applications in these Zones. This ensures that new developments in Historic Conservation Zones occur in a manner that is sensitive and enhances and the historic character of these areas.

#### **Heritage Grant Scheme**

Council also continues to offer a Local Heritage Grant of up to \$1,500 to property owners who wish to undertake renovations or repairs to Heritage places and/or properties located within Historic Conservation Zones. This year has seen an increase in Gawler's community's use of the Local Heritage Grant Scheme with seven projects approved for grant funding. Last year only two projects were approved.

#### **Gawler Reconciliation Action Plan**

The Gawler Reconciliation Action Plan (RAP) outlines practical actions that Council will take to build stronger relationships and enhanced respect between Aboriginal and Torres Strait Islander peoples and other Australians. The RAP framework is based on the three key areas: Relationships, Respect and Opportunities.

The RAP Working Group includes representatives from across the organisation and the local community. The Working Group is co-chaired by two members of Gawler's Aboriginal community and has been responsible for the development of the RAP and its implementation. The RAP was adopted by Council in May, 2018 and will be officially launched in July.

#### **National Reconciliation Week**

National Reconciliation Week takes place from 27 May to 3 June each year. It is a time for all Australians to learn about shared histories, cultures and achievements and to explore how to join the national reconciliation effort. In recognition of National Reconciliation Week, the Gawler Reconciliation Action Group hosts the annual Gawler Reconciliation Community Fun Day in Apex Park.

#### **NAIDOC Week**

NAIDOC Week takes place in the first half of July each year. It is a time to celebrate Aboriginal and Torres Strait Islander history, culture and achievements and recognise the contributions that Aboriginal people make to the country and society. The Gawler NAIDOC Committee hosts a range of free cultural activities and events in celebration of the Week. The Evanston Gardens Library hosted events including basket weaving, story telling and art activities.



### Development Assessment Services

Following Council's implementation of a paperless system last year, an increase in the proportion of Development Applications and other associated documents are being submitted to Council electronically. This not only has benefits for the environment by reducing Council's and the community's carbon footprint, but also results in efficiency savings with decreased time spent manually scanning and filing application documents, which reduces operating costs and processing time.

There has been a decrease in Development Application numbers this year, 551 compared to 560 for the same period last year

A total of thirty eight Development Applications were brought before the Council Assessment Panel over the 11 meetings held during 2017/18, compared to 47 in the previous year. This represents a decrease of 19% of applications albeit over 2 less meetings for that same period. Twenty seven applications (71%) were granted Development Plan Consent, 7 (18%) were refused, and 4 (11%) were deferred, compared to 34 (72%), 2 (4%) and 11 (23%) respectively in 2016/17. From this it is clear that the decrease in the number of overall reports being presented to the Panel in 2017/18 is attributable to the reduced number of applications being deferred (and thus being presented to the Panel again at a later date) compared to in 2016/17.

### Gawler East Structure Plan Development Plan Amendment

In June Council submitted to the Minister for Planning the Gawler East Structure Plan Development Plan Amendment (DPA) for authorisation. This DPA is designed to update the existing Development Plan policies generally affecting the Residential (Gawler East and Hills), Rural Living Zone and Open Space Zones in the Gawler East locality. The DPA will introduce plans and supporting policies that create a clear connection between the creation of new allotments and the coordinated development of road, stormwater, public lighting, pedestrian and bicycle and community infrastructure. The DPA will also reference the construction of the Gawler East Link Road in the Development Plan.

### Evanston Gardens Development Plan Amendment

This year the Evanston Gardens Development Plan Amendment (DPA) was finalised. This DPA has created supplementary Residential zoned land in the suburb of Evanston Gardens and allowed the Hillier Park Residential Village to expand to support Gawler's growing population. The land parcels were previously within Council's 'Deferred Urban Zone' and were earmarked to support future residential growth.

## OBJECTIVE

### 2.3 The local environment to be respected

### Upgrade of Irrigation Systems

#### Willaston Oval Stage 2 and South Gawler Oval Irrigation Upgrade

Council allocated \$45,000 to complete Stage 2 and replace the irrigation system at Elliot Goodger Memorial Park (Willaston Oval) and \$95,000 to replace the irrigation system at Eldred Riggs Reserve (South Gawler Oval). They have both reached the end of their useful lives. These projects were delivered within the budget allocation resulting in greater water efficiencies and better-quality infrastructure.

#### Lions Park and Pine Park Irrigation Upgrade

Council allocated \$40,000 to replace the existing irrigation systems at these Parks which have reached the end of their useful lives. Council's staff delivered these projects in-house within the budget allocation resulting in greater water efficiencies and better-quality infrastructure.

### Gawler Urban Rivers Biodiversity Working Group

The Gawler Urban Rivers Biodiversity Group (GURBWG) includes Council staff, Council Members, community representatives and staff from the Department of Environment, Water and Natural Resources (DEWNR). Regular meetings are held to guide work in the river corridors under a funding partnership with the DEWNR. This Group has advised on the revegetation to a number of significant areas, weed management and stabilising embankments prone to erosion. This year program activities have included spraying for weed control and woody weed removal along the North Para River and South Para Rivers. Revegetation plantings occurred on the river embankments at the Gawler River adjacent Reid Reserve and throughout the South Para River including the upper banks of Dead Mans Pass



Clonlea Reserve

## **Stormwater Management Studies**

### Gawler and Surrounds Stormwater Management Plan

The draft Gawler and Surrounds Stormwater Management Plan (the draft Plan) was completed in collaboration between the Town of Gawler, Light Regional Council and the Barossa Council. The draft Plan defines the major stormwater catchments of Gawler with characteristics of soil types, capacity of existing stormwater systems, identification of receiving water and existing water quality treatment measures. Key flood prone areas were identified, impacts of climate change on water quality modelled, watercourse habitat and erosion potential assessment completed, and a water reuse scheme potential discussed.

To align with the Stormwater Management Authority requirements for preparation of the Stormwater Management Plans, the stormwater management objectives were clearly defined under the categories of flood management, water quality improvement, water reuse, environmental protection and enhancement, and asset management.

Management strategies have been proposed, based on the objectives, for various locations in the study area, which extend across the Town of Gawler, Light Regional Council and the Barossa Council for example, new stormwater basins, creek upgrade works, new interception drains, gross pollutant traps, education and awareness, rain gardens and flow gauges. These management strategies also included costs estimates.

The draft Plan includes funding opportunities for the future. A flood damages economic assessment was undertaken based on the flood maps produced and a multi-criteria analysis used to prioritise the proposed management strategies.

This Plan will recommend a range of capital works and management measures be undertaken in the study area catchments over the coming years, which will inform the Council's Long-Term Infrastructure and Asset Management Plan and Long Term Financial Plan.

A key stakeholder engagement workshop was undertaken with further consultation with Council Members, key stakeholders and the community to occur next year to finalise the Plan. This will be finalised by June 2018 and approved by the Stormwater Management Authority in 2019.

### Smith Creek Stormwater Management Plan

The Town of Gawler is also collaborating with the City of Playford to deliver the Smith Creek Stormwater Management Plan, which covers the southern-most catchments of the Town of Gawler from Evanston to Kudla. This project builds on the extensive Smith Creek Floodplain and Flood Hazard Mapping project completed in 2017 by Australian Water Environments. The Smith Creek Stormwater Management Plan seeks to:

- Improve the water quality of stormwater discharges
- Protect and enhance water dependent ecosystems
- Promote the use of water sensitive urban design including stormwater harvesting and reuse
- Minimise the impacts of stormwater flows and external catchment runoff on public and private infrastructure

As part of initial community engagement process for the project, focus groups were held in key catchments to provide input and feedback on local stormwater management concerns.

A draft Stormwater Management Plan will be developed for the Smith Creek Catchment by the end of 2018, with a view to a final Plan being approved by the Stormwater Management Authority around June 2019. This Plan is likely to recommend a range of capital works and management measures in the Smith Creek catchment over the coming years, which will inform the Council's Long Term Infrastructure and Asset Management Plan and Long Term Financial Plan.

## **OBJECTIVE**

### **2.4 Manage growth through the real connection of people and places**

#### **Installation of Disability and Ramp Improvement Program**

The Program for improving local bus stops and access points around Gawler to DDA (Disability Discrimination Act) standards has continued with the upgrade of several bus stops and accessible kerb ramps. This Program plays a crucial part in Gawler's future providing an accessible transport and support system for the community and visitors.

#### **New Footpath Program**

This year around 1,630 lineal metres of new concrete footpaths were installed in six streets and roads across the community including upgrades to driveway crossovers and entrances. These included Bella Street, Bellevue Court, Para Road, Farrow Road, Sunnyside Drive and Dawkins Avenue.

#### **Town of Gawler Walking and Cycling Plan**

The Plan builds upon Councils' existing 2008 Walking and Cycling Plan to ensure the future walking and cycling network provides readily accessible and safe connections to new growth areas, the town centre, river corridors and connections to other regional areas.

Engagement and consultation was undertaken with the broader community and neighbouring Councils. As part of this process, Council staff sought feedback and engaged with a diverse range of cycling enthusiasts including a local women's group and school students. Council staff, Council Members and key stakeholders were also engaged in guiding the vision of walking and cycling in the Town of Gawler.

The overarching vision for walking and cycling was updated from the 2008 Walking and Cycling Plan to be: 'Gawler residents choose to walk and cycle more often for transport, local errands, health and enjoyment. Tourism in the region is enhanced by the provision of local and regional walking and cycling routes.'

One of the key outcomes of the draft Plan is the prioritisation of future works, which were determined based on analysing the existing walking and cycling network and identifying opportunities for improvements. These priorities have been presented as maps in the Plan and include the following:

1. Connecting the Jack Bobridge Bikeway to the Gawler Bike Hub
2. Connecting the Stuart O'Grady Bikeway to the Gawler Bike Hub
3. Connecting the Bike Hub to the River Shared Path Network
4. Improving access and safety to and from schools
5. Undertaking a Wayfinding Strategy to install directional signage to key destinations - i.e. Bike Hub/Visitor Information Centre, train stations, shops/cafes, and the River Shared Path network.

The Plan is expected to be tabled to the Council in August 2018 for adoption.

## OBJECTIVE

### 2.5 Local economic activity to create local job opportunities and generate increased local wealth

#### Gawler Invest Brochure

In June, Mayor, Karen Redman, and Chief Executive Officer, Henry Inat, attended the 2018 National Local Government Conference in Canberra. They met with Federal MPs and senior Federal Government Department staff to discuss key strategic projects in Gawler and the region. Partnership opportunities were discussed as these projects will deliver on regional, state and national economic policies that will create jobs and develop a skilled regional workforce. Council staff updated the "Gawler Invest" prospectus brochure that outlines these iconic projects which are:

1. Gawler Civic Centre
2. Railway Electrification
3. Gawler East Link/Tiver Road Extension
4. Regional Aquatic Centre
5. Town Centre
6. Rural Industry
7. Gawler's Rivers
8. World Class Cycling Network
9. Recreation Facilities
10. Innovative Communities

Leveraging off existing investments, these projects will realise more than \$630 million of economic benefits and create hundreds of jobs just in the construction phase.

#### Commercial and Rural Areas Development Plan Amendment

Council has successfully rezoned two land parcels to the Business Zone through the Commercial and Rural Areas Development Plan Amendment (DPA). This DPA was instigated by the Peter Kittle Motor Company who purchased a site in Kudla and wished to establish a new car dealership and vehicle distribution centre. The Kudla site had been previously used as a commercial property and is located at the corner of Main North Road and Gordon Road, the locality already has a mixture of commercial land uses including non-rural related uses.

Council identified an Evanston Gardens site for rezoning. Council owns this land which was previously zoned Residential and is located at the intersection of Jack Cooper Drive and Angle Vale Road. It is located close to residential growth areas that are as yet not well serviced with commercial facilities such as petrol stations and small convenience retail. As the previous land use was a Country Fire Services and Council depot, it is considered to be better suited for low impact commercial land use.

The Minister for Planning, the Honourable John Rau approved and authorised the Commercial and Rural Areas DPA with the official announcement made via the South Australia Government Gazette published on 20 February 2018.

#### Gawler Business Development Group

The Gawler Business Development Group (GDBG) is funded from the application of a Separate Rate levied against all commercial and industrial properties within the Council area. The primary objective of the GDBG is to help the Gawler business community compete in an increasingly competitive market.

GDBG is committed to:

- improving the viability of current Gawler businesses
- promoting the economic benefits of conducting business in Gawler to potential new businesses
- assisting all current and intending businesses to grow through providing advisory services, marketing assistance and business development/ education

This year the Separate Rate generated \$172,591 to assist in the delivery of these objectives.

#### RDA Barossa Gawler Light Adelaide Plains

Council remains an active participant and member of RDA Barossa Gawler Light Adelaide Plains. Its charter is to encourage investment and job creation opportunities in the region which includes Barossa I, Light Regional I, Adelaide Plains Councils and Town of Gawler. RDAB receives annual financial contributions from each of the regional councils as well as funding support from both the State and Federal Governments. This year, Town of Gawler contributed \$37,511 to the RDAB.



### **Youth Training and Work Experience Engagement** State Government Youth Traineeship Program

Council is going through a significant growth period, with many new land divisions creating additional public open space requiring on-going cyclical maintenance.

To ensure efficiency and effectiveness in existing operations and alignment for future growth, a review of Council Depot Operational Services has occurred. This review has resulted in work practices and structures being refined and restructured and identified financial targets to drive change and achieve sustainable growth.

The review has highlighted that horticultural services are a key maintenance pressure point to keep pace with the rate of new assets gifted to the Council each year through urban development in the town. In addition, succession planning was needed for staff nearing retirement to enable transition of skills and experience and providing continuity services to the community.

Taking the outcomes of the review into consideration Council decided to continue with the State Government Youth Traineeship Program. This will enable succession planning, addressing key maintenance pressure points, and promoting development of youth in the region. The recruitment of a Horticulture Services trainee this year increased the number of trainees to three – two which have secured permanent employment with Council.

The traineeships are each partly funded by a \$14,000 subsidy under the State Government Youth Traineeship program.

### **Youth Leadership Program**

The Youth Leadership Program's aims to:

- Develop the leadership skills of Gawler Youth Advisory Committee (GYAC) members and youth volunteers
- Further engage local leaders
- Recruit new local leaders



*Members of the Gawler Youth Advisory Committee*

The Leadership program was delivered in four, one-day workshops and one-to-one mentoring to develop personal leadership skills and goals. Key outcomes from this Program have included:

- A full Youth Membership on the GYAC
- Improved attendance and participation of GYAC members
- Increased youth participation in online platforms
- Better awareness of the GYAC

The Program has also increased engagement in external Council leadership programs such as Youth Parliament, Rotary Youth Program of Enrichment and Rotary Youth Leadership Awards.

### **Gawler Civic Centre Redevelopment**

The redevelopment of the State Heritage Listed Town Hall and Institute will deliver a new library gallery and performance spaces and house the Gawler Heritage Collection within a new Heritage Centre. It will also create a hub for Government, Economic and Social Enterprises and become the pre-eminent Cultural and Business Innovation Centre for the region. The project is being jointly funded by the Australian Government through the National Stronger Regions Fund (\$5.6m) and the Town of Gawler. Construction continued through the year with the building works schedule and future operations of the Civic Centre delivering approximately 70 new jobs for the region. In January 2018 Council employed the Gawler Civic Centre Operations Coordinator and the Cultural Heritage Centre Coordinator, permanent staff members who will be based in the Civic Centre, as part of the future operations of the Centre.

### **Business Innovation Hub**

An exciting component of the Gawler Civic Centre redevelopment is the creation of the Business Innovation Hub and the recent announcement that this Hub will be one of only 15 new GigCity Adelaide Precincts. The Business Innovation Hub will be located on Level One of the Town Hall extension. The Hub is to be a commercially-focused, flexible working space occupied by businesses that are intent on wealth generation, improve business performance for international markets as well as local and regional job creation. It will be a vibrant, welcoming space that exudes a sense of business purpose, innovation, resilience and success. The commercial focus will provide the opportunity for local and regional investment and job creation, key outcomes to be achieved by the Hub.

The Hub will provide opportunities for business to business engagement, mentoring, professional office space for home-based businesses, innovative solutions to local and regional civic issues and business engagement with the digital economy.

The Business Innovation Hub will be a joint operation between Council and a private operator.

GigCity Adelaide is providing fast and affordable gigabit internet (100 times faster than the national average) for start-ups, entrepreneurs and big businesses. GigCity is making Adelaide one of the most connected cities in the Southern Hemisphere.

The use of GigCity Adelaide will transform the Town of Gawler as an early adopter of technologies driving innovation and growth. This connectivity coupled with the digital advisors in residence programs and business mentoring, networking and education, will provide a significant advantage to the local and regional entrepreneurs and start-ups who are competing in the local, national and global digital economy.

### **Social Enterprise Café**

Currently under construction, the Social Enterprise Café will be located on the Ground Floor of the Civic Centre's Town Hall extension and will play an important role in the cultural and corporate services that will be on offer in the building. As a social enterprise, it will need to cater to the quality and service expectations of the visiting public and Centre users as well as complementing and supporting hospitality in the broader Gawler town centre.

The Social Enterprise Café will alleviate the high levels of local unemployment and provide real education, training and employment pathways for the broader community. In support of Council's Reconciliation Action Plan, the Café operator will encourage young people to train and work in the café and support the local Kaurna community by endeavouring to source native foods for the Café from the local community and region.

In early 2018, Council undertook an Expression of Interest process for the management and operations of the Social Enterprise Café from non-government organisations and private operators. At the May Council Meeting it was resolved to enter into a management agreement with Red Centre Enterprises, an agribusiness that works to give Indigenous communities access to commercial markets for produce, and to generate employment. Owners Nadia and Paul Kiely have been growing and harvesting Australian natives for selected mainstream markets for more than 20 years and are now sustainably commercialising their operations through Red Centre. The organisation incorporates joint enterprise agreements for product supply, innovative product development and investment between Red Centre Enterprises and non-Indigenous businesses who are allocated an equal profit-sharing basis. This is a basic key to its long-term viability and ongoing opportunities for all stakeholders.

Red Centre Enterprises re-invests its share of profits into an Aboriginal and Torres Strait Islander controlled trust. This will support continued value-chain growth, improve the standard of living and increase opportunity for further enterprise, education, health and the well-being of Aboriginal communities as a whole.

Red Centre Enterprises will operate an Australian Bush Foods Social Enterprise Café with the best of local South Australian produce, providing high quality meals and will have a significant and positive impact within the local community. The Café will provide employment programs and pathways, training opportunities and cultural education and awareness to both Aboriginal and Non-Aboriginal residents. It will provide a sustainable, reliable funding source to support community needs by training, mentoring and assisting those that require these services the most.

### **Council Small Business Friendly Initiative**

In December Council became "Small Business Friendly" by signing up to the Office of the Small Business Commissioner's Small Business Council Friendly Initiative and Charter.

Small business owners and operators create local employment, provide essential goods and services and help create attractive, liveable communities. The right mix of small businesses can create a sense of vibrancy and attract people to live, work and visit.

Councils can have a significant influence over how attractive their area is for businesses to set up, and established enterprises to grow. They also play a key role in the lifecycle of a small business.

Council is "Small Business Friendly" as it funds the Gawler Business Development Group, contributes funds to Regional Development Australia Barossa, is a member of the Barossa Regional Procurement Group, pays invoices from local businesses within 30 days and has a timely and cost-effective dispute resolution procedure.

Council currently supports additional initiatives including accepting online payments, simplifying processes and forms, providing more small business information on their website, encouraging 'buy local' shopping campaigns, offering contracts to local small business suppliers and facilitating small business forums and events.



*Social Enterprise Cafe*

# OUR COMMUNITY

## GOAL 3:

### *A Healthy, Active, Safe, Engaged Community.*

#### OBJECTIVES

- 3.1 Health and social wellbeing services in Gawler to meet growing regional community needs
- 3.2 Sporting facilities to meet local and regional community needs
- 3.3 Provide facilities for a range of different recreational activities
- 3.4 Gawler to be an inclusive and welcoming community
- 3.5 Recognise, respect, support and advocate on behalf of volunteers
- 3.6 Encourage the development of the Arts and creative sector
- 3.7 Provision of library services

#### OBJECTIVE

##### 3.1 Health and social wellbeing services in Gawler to meet growing regional community needs

#### Home Assist Program

Since 1991, the Town of Gawler has been providing basic home support services, which are designed to assist older residents and people with disability to remain living independently within their own homes. These services are delivered through the Home Assist Program and include the provision of general house cleaning, home maintenance and repairs, minor home modifications (eg. installation of rails and ramps) and personal care. Social support services are also available through a partnership with the Gawler Health Service.

This year the Program assisted 625 residents, with more than 11,000 hours of support. The Program is currently operating at close to capacity. Service provision is currently being reviewed to ensure that the Program can continue to provide support to the largest number of eligible residents as possible.

On Friday 11 May, the Home Assist Program also hosted the first Gawler Ageing and Disability Expo and built on the previous success of the annual Ageing in Style Expos. With significant reforms occurring across both the Ageing and Disability sectors, the Expo provided residents with relevant information needed to understand changes across the two sectors and how it might affect them. With over 75 stallholders, residents were able to access information about specialised supports and mainstream community services. The Expo was well received by the Community, drawing a high number of visitors with positive feedback regarding the range and diversity of services and information available.

This year the Regional Public Health Plan Working Group recently received the 'Excellence in Public Health Award' from the South Australian Minister for Health and Wellbeing –. The nomination highlighted the Ageing in Style Expos as an example of exceptional cross-Council collaboration (in conjunction with the Councils of Barossa, Adelaide Plains and Light).



*Ageing and Disability expo*



### Youth Sportsperson Sponsorship Program

The Sportsperson Sponsorship program continued to recognise and encourage the achievements of young residents of Gawler (12-25 years of age) who represented sport at a State or National level. During this financial year 17 young local people across a broad range of sports were supported by Council.

### Youth Portal

The Youth Portal (<http://youth.gawler.sa.gov.au/>) was developed with funding received from the Federal Government's Digital Inclusion Project. It was designed by young people from GYAC, for young people within the local community. The purpose of the portal is to provide up-to-date local information on:

- Events
- Programs
- Services
- Clubs and Groups
- Youth Resources

This year, the average number of visitors per month to the portal were 602 page visits were 1,706, the average length of visits was 1:28 minutes and 60.24% accessed the portal via a mobile phone.

### School Holiday Programs

School holiday workshops provide opportunities for young people to actively engage in the community, develop skills and individual capacity. Over the last year workshops have included:

1. Nationally accredited Barista training
2. Nationally accredited Responsible Service of Alcohol
3. Garage Band iPad
4. Youth mental health first aid
5. Make-up and self-esteem
6. Gif animation
7. Pop up garden street art installation creation
8. Celebrity hair styling and body image
9. Professional stylist and body image
10. Henna tattoo
11. Skate Park Open Days
12. Skin care
13. Teen circus
14. Podcasting
15. Special effects make up
16. Flower headband
17. Shower bombs
18. Lantern making



*Torchrans visiting Gawler*

### **Public Health and Food Safety**

The Environmental Health team continued to deliver services to residents, visitors and workers including inspection of food premises, auditing of food safety programs, licencing of supported residential facilities, inspections of public pools, and assessment of wastewater works applications, registration of warm water systems (cooling towers) and general health and food complaints. A media campaign during Food Safety Week was jointly funded and conducted in conjunction with neighbouring Councils, Barossa Council, Light Regional and Adelaide Plains. The theme of the campaign was "Is it Done Yet? Use a thermometer for great food, cooked safely, every time."

Throughout the year Environmental Health Officer's worked closely with local business owners and the community to provide up to date information relating to Public and Environmental Health. All food businesses within Gawler were inspected during the year based on their food-risk rating. A free online food handler training program on the Council website called "I'm Alert" is promoted by Environmental Health Officers to all food businesses.

### **Immunisation Services**

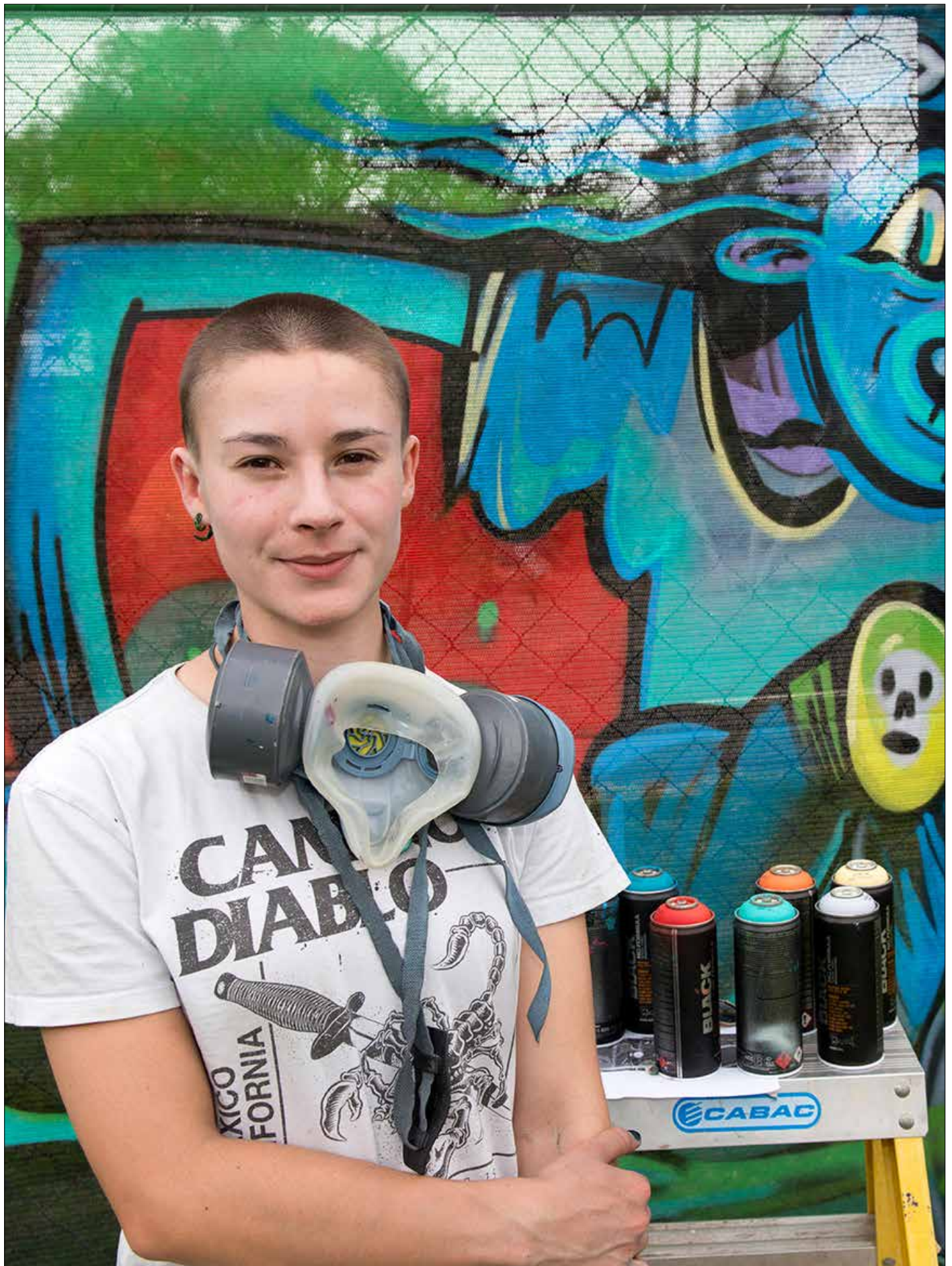
The Town of Gawler Immunisation Nurse conducted three Council clinics for the community during each month of the financial year. The clinics are held at the Gawler Sport and Community Centre.

The Immunisation Nurses also attended each of the schools in the Council area providing vaccinations to students in line with the Immunisation Schedule. The Immunisation Nurse also conducted three Workplace Flu Clinics for council staff, volunteers, local businesses and local schools.



*Gentle fitness class at the Gawler Sport and Community Centre*





*Youth Week event at Clonlea Reserve*



## OBJECTIVE

### 3.2 Sporting facilities to meet local and regional community needs

#### Sports Facilities Provided to the Community

Council provides a variety of different sports facilities including the Gawler Aquatic Centre and the Gawler Sport and Community Centre. Many sporting clubs operate from or lease Council-owned premises, with Council providing major financial support for sporting facilities. Personal trainers and fitness providers operate in parks and reserves throughout Gawler, with outdoor gym and fitness equipment provided at Apex Park.

The following community based sports are provided from Council facilities:

- Australian Rules Football
- Netball
- Soccer
- Cricket
- Swimming
- Gymnastics
- Baseball
- Softball
- Hockey
- Inline Hockey
- Roller Skating
- Speed Skating
- Artistic Skating
- Roller Derby
- Horse Riding
- Tennis
- Lawn Bowls
- Petanque
- Greyhound Racing
- Pigeon Racing
- Yoga
- Squash
- BMX Racing



*Aquaerobics at the Gawler Aquatic Centre*



*Learn to Swim program at the Gawler Aquatic Centre*

### Gawler Aquatic Centre

Mayor Karen Redman officially opened the 2017/18 Gawler Aquatic Centre season on 7 October, with more than 150 people in attendance. It was South Australia's fourth warmest summer on record and the warmest since 2005/06. Attendances were at record levels this season with 61,235 patrons using the Centre, an increase of 14% from the previous season.

The Learn to Swim program also saw record enrolments in Term 4 (440) and Term 1 (555) and across the range of season's programs (1243) an rise of 14% compared to the previous season. This year the Centre used Swim Desk, a program that allows parents to track the progress of their children online at any time. The Swim Desk program also provides administrative and program efficiencies as it can easily identify swimmers who haven't been assessed, minimises duplication of assessments and provides assessment history to ensure consistency.

The Centre successfully delivered the 2018 VACSWIM Program which attracted 136 participants. The Swimming and Water Safety Program for local, public primary and junior primary school children provided 9,243 lessons throughout the season.

The Gawler Aquatic Centre's most popular promotion was the \$16 School Holiday Family Special with 3100 undertaking the offer during the school holiday periods. The Learn to Swim Silver package (enrol in two terms and save) was another popular promotion with 178 students participating.

### Gawler Aquatic Centre Refurbishment

This year, refurbishment of the Aquatic Centre included the following facility infrastructure upgrades costing Council \$261,225.00.

- Installation of pool ladders with additional steps to assist entry and exit of pools along with minor maintenance works
- Chemical storage solutions installed in the 50m Plant Room
- Mixing tank installed to improve chemical efficiency
- Installation of bulk chlorine tanks in both plant rooms to reduce chemical handling
- Improving stormwater management
- Minor improvements to carparking facilities

### Karbeethan Reserve Master Plan

Council commenced the development of Karbeethan Reserve Master Plan in early 2018, a strategic document that will provide a clear direction for the future development of Karbeethan Reserve. The Master Plan aims to develop a coordinated and strategic approach to the future use of infrastructure that meets the needs of sporting, recreational and community users at a Reserve.



*Gawler Bike Hub launch*



*Karbeethan Reserve*



### Active Town Precinct

The Active Town Precinct Project delivered the construction and upgrade of outdoor facilities to establish a cycling hub adjacent to the Gawler Visitor Information Centre, overlooking Pioneer Park. The Precinct is an active, flexible and engaging outdoor space for the region's residents and visitors. Completed in January, the Precinct will attract more visitors, including cyclists, who will contribute to business growth for main street traders and creating new jobs in Gawler and the region.

The Project delivered the following:

1. installation of a UV shade-sail over existing outdoor deck
2. installation of a stainless-steel bicycle repair stand including pump and wheel chock
3. construction of a new public amenities block including one male, one female and one disabled access public convenience
4. construction of five cycle storage/lockers
5. installation of five bicycle racks – each of 20 bike capacity
6. installation of four timber benches – 20 seat capacity
7. installation of an electric charging station for electric bikes, mobility scooters and electric cars
8. installation of a privacy screen for the amenities block
9. installation of visitor information signage

Council was successful in obtaining \$59,480 of the total project cost of \$132,177 from the Australian Government's National Stronger Region's Fund.



*Council staff using the Electric Car Charging Station at the Gawler Administration Centre*



## OBJECTIVE

### 3.3 Provide facilities for a range of different recreational activities

#### **Council Reserves**

Council has an extensive network of parks and reserves of various standards throughout the Council area, including sports fields, regional parks, irrigated neighbourhood parks, partially irrigated neighbourhood parks and non-irrigated neighbourhood parks and natural areas.

The Development Act 1993 provides for open space from new land divisions that is suitable for the passive and active recreation needs of the community to be vested to Council.

This year Council continued to review designs of open space areas in new housing estates to ensure service levels were being achieved and maintenance costs managed. Other activities as part of the open space review process include:

1. Standards and requirements for land development and land division update
2. Open space design guidelines development
3. Open space development assessment updates
4. Financial analysis of new land development
5. Results of Operational Reviews
6. Arboriculture operations review
7. Landscape Irrigation Management Plan
8. A Maintenance Resourcing Strategy for forecast maintenance growth beyond 2017/18

Council staff worked closely with developers to align operational service levels with the design of new reserves linked to new housing estates. Notable improvements in open space management and assessment will provide suitable public realm for the benefit of the community. Some of the reserves assessed by Council staff this year are Highfield Stage 1 for Springwood Communities, Reserves I and J at Orleana Waters for Devine Communities, and Woodvale Stage 5 Park for Bentley Development Group.



*Springwod*

### **Gawler Sport and Community Centre**

This year the Gawler Sport and Community Centre catered for 147 Hire Groups which resulted in 4,823 individual bookings. Over 9000 people attended skating sessions during the year, with the Theme Skate program being the most popular activity, attracting up to 200 people. The Gentle Fitness program was very popular, attracting high levels of participants, 1,637. This was attributed to a new program focus this year.

The following maintenance and repair work was completed at the Centre this year:

- LED light upgrade – in the Stadium, Pavilion and Studio providing significant energy savings
- Stadium Roof remedial works – repair major leaks
- Stadium Floor remedial works – removal of potential hazards
- Pavilion – removal of guano, ceiling replacement, LED light replacement, painting
- Foyer and Corridor Floor replacement

Staff secured \$75,000 of funding from the Office for Recreation and Sport through their Sporting Surfaces program to replace the stadium floor.



*Gawler Skating Club at the Gawler Sport and Community centre*



## OBJECTIVE

### 3.4 Gawler to be an inclusive and welcoming community

#### Early Literacy and Outreach Services, Programs and Spaces

Gawler Public Library has a strong focus on early literacy services, programs and spaces for the community. The Library holds free weekly story time sessions during the school terms to promote early literacy skills in young children and their families, as well as with schools and early learning centres. Activities for children are offered during the school holidays, and the Library maintains a focus on literacy by promoting reading to children of all ages. The Library is a child and youth friendly space.

Gawler Public Library promotes a number of national and state initiatives aimed at improving literacy in young people. These initiatives include Book Week, National Literacy and Numeracy Week, National Simultaneous Storytime and the Summer Reading Club. The Library also distributes free toddler and pre-school book packs from the Little Big Book Club.

#### Civic Centre Youth Space

The Council continues to be a leader in developing child and youth friendly communities with the provision of a Youth Space in the new Civic Centre. The Youth Space will help to increase youth participation in community life, improve youth health and well-being and build capacity in Gawler's young people. This will be achieved by working with other local services to provide educational and upskilling workshops, information and mentoring to Gawler's young people.



*Storytime Session at the Gawler Public Library*



## OBJECTIVE

### 3.5 Recognise, respect, support and advocate on behalf of volunteers

#### Volunteering with Gawler Council

The Town of Gawler recognises that many of Council's community programs are highly dependent upon the participation of caring and committed volunteers. There were 188 volunteers registered with Council this year. Council volunteers provided thousands of hours of support across a range of programs including:

- Clock Tower
- Graffiti Removal Program
- Heritage Collection
- Home Assist Program
- Library
- Recreation Skate Marshals
- Visitor Information Centre
- Youth Special Events

Council is very grateful of the time, commitment and energy of its many volunteers in delivering valuable and needed services to the Gawler community. Planning is currently underway to identify and develop new and rewarding opportunities for Council volunteers.

#### Gawler Volunteer Resource Centre

Council continued to support the Volunteer Resource Centre, through membership and funding of services delivered through Northern Volunteering SA Inc. The Resource Centre provides a range of services and information to support external volunteers, volunteer coordinators and community groups within the Greater Gawler area. With a focus on support to community organisations and volunteers for training and recruitment.

#### Volunteer Recognition Events

Each year in May, the Town of Gawler celebrates National Volunteer Week. It is the largest celebration of volunteers and volunteerism in Australia. This year, the theme of 'Give a little, Change a Lot' which aimed to highlight the profound impact that volunteers have on their communities and on society.

Town of Gawler volunteers were invited to join Gawler Community House volunteers for a Movie Day during National Volunteer Week. The event was hosted by Council Members and staff and held at the Gawler Cinemas. It provided an opportunity to acknowledge and thank volunteers for the generous contribution that they make during the year.

The Town of Gawler also recognised the volunteers that support Council committee and working groups with an annual end of the year celebration. The event was held at the Prince Albert Hotel and provided an opportunity to recognise Council volunteers celebrating significant years of service to the community. Overall, six volunteers were recognised. Three for 10 years of service, one for 15 years of service and two for 20 years of continuous voluntary service. The event brought volunteers, Committee Members and staff together for an evening of fun and thanks.

## OBJECTIVE

### 3.6 Encourage the development of the Arts and creative sector

#### South Australian Living Artists (SALA) Festival

The South Australian Living Artists (SALA) Festival takes place from 1 to 31 August of each year and is the largest celebration of visual arts in Australia. SALA is an



*Volunteers from the Graffiti Removal Team*

innovative open access visual arts festival presenting thousands of artists through unique collaborations and exhibitions in hundreds of exhibition spaces throughout metropolitan and regional South Australia.

Since 2013 the Gawler Business Development Group has coordinated the Gawler Art Trail with the aim of activating spaces across the community with the display of artworks from local artists, community groups and organisations. The 2017 event showcased exhibitions of local artists' works at a range of venues throughout Gawler.

### **Youth Urban Arts Program**

The Youth Urban Arts Program aims to:

1. Build capacity via arts skills in disengaged young people
2. Reduce graffiti in the town
3. Provide opportunities for the young people to become community contributors and show case their art skills

This year, young people delivered a term program with Flexible Learning Option students at Gawler and District College B-12. A number of school holiday workshops produced art works used at Council events throughout the year including a mural for the Clonlea Reserve toilet block.

### **Youth Artist Sponsorship Program**

The Youth Artist Sponsorship Program continued to recognise and encourage the achievements of young residents of Gawler, 12-25 years of age who seek to develop their art skills and enhance their capacity to contribute to the local community. This year, 5 young people were supported through this Program.

## **OBJECTIVE**

### **3.7 Provision of library services**

#### **Gawler Library Services**

Gawler Public Library provides a modern, accessible and welcoming library service to the community. It is a member of the South Australian Public Library 'One Card' Network, which connects more than 130 public libraries across the State.

The Library offers a wide range of free programs, activities and resources to the community, including free internet access and a number of programs for pre-school and school aged children.

A key focus for programming this year has been STREAM (Science, Technology, Reading, Engineering, Arts, and Mathematics). New programs included the Little Bang Discovery Club, a hands-on program for young scientists aged 3 – 5 years; the Micro:bit club, a coding club; 1on1 Tech Savvy Digital help sessions for community members wanting to learn more about their digital devices; and a new Tech Savvy Club.

The Library supports local book discussion groups and on online book chat via Facebook. It offers a range of programs for adults, such as author talks and community information sessions. The Library also hosts two biennial writing competitions, a short story competition and a poetry competition, which are generously supported by the Friends of Gawler Library.

The Library delivers activities and programs out in the community. This year's activities have included a science and engineering-themed story time at the Gawler Fringe, activities at local Play in the Park events as well as hosting stalls at the Ageing and Disability Expo and the Gawler Reconciliation Community Fun Day.

As a valuable source of community information, the Library promotes many national and state initiatives aimed at improving literacy, well-being and social inclusion. These initiatives include Book Week, Library Lover's Day, Harmony Day, NAIDOC Week, National Simultaneous Storytime and the Summer Reading Club. The Library also distributes free toddler and pre-school book packs from the Little Big Book Club.

Due to the Gawler Civic Centre redevelopment, the Gawler branch is temporarily closed and the Evanston Gardens Library is operating as the main Library branch, opening six days per week. During the temporary closure of the Gawler branch, the community can also access library services and free internet access at the Gawler Sport and Community Centre; as well as limited library services (requested item pick-up and returns only) at the Gawler Administration Centre. The redeveloped Gawler Civic Centre, including the new Gawler Public Library will reopen in 2019.

#### **Child Friendly City**

Recognised by UNICEF as a Child Friendly City the Town of Gawler continues its commitment to the six community goals in the Framework - active participation, safety, health, education, belonging, and play and leisure. A new approach in supporting community in the Child Friendly sphere has seen a move away from monthly Child and Youth Friendly Greater Gawler Action Group meetings. Instead, three forums would be hosted annually. Each forum would focus on one of the six community goals outlined in the Framework. In addition, Council authentically engages children and young people in decision-making around services and sites that directly impact their lives. Internally staff are working on policy and other improvements to ensure Council operates in a Child Friendly manner, and is accessible to our youngest residents.



# OUR ENVIRONMENT

## GOAL 4:

### *To Respect and Nurture the Environment.*

#### OBJECTIVES

- 4.1 Create and maintain a riverine environment that reflects the social, cultural and landscape values of the river corridor
- 4.2 Support development that respects the environment and considers the impacts of climate change
- 4.3 Protect environmentally significant areas of native vegetation for present and future generations
- 4.4 Support sustainable use of natural resources and minimise further waste to landfill
- 4.5 Support provision of useable open space that preserves natural habitat and biodiversity

#### OBJECTIVE

**4.1 Create and maintain a riverine environment that reflects the social, cultural and landscape values of the river corridor**

#### **Gawler Urban Rivers Biodiversity Program**

Council has completed the 2017/18 Program which represented the fifth of a five-year joint program funding agreement with the Adelaide and Mount Lofty Ranges Natural Resources Management Board (NRM). Council is assisted in the management of this Program by the Gawler Urban Rivers Biodiversity Working Group represented by Council Members, members of the community and the NRM.

The budget for this year's program was \$100 000 with the following key milestones achieved:

1. Maintenance program for previous planting locations in the Gawler and North Para Rivers inclusive of infill planting, weed spraying, slashing and follow-up watering
2. Weed control programs completed in the river corridors with particular emphasis on eradication of woody weed within the North Para and South Para River corridors
3. Continuation of prickly pear eradication program in all river corridors
4. Volunteer planting day with the Gawler Rotary Club at Dead Mans Pass
5. This year's planting program consisted of following:
  - a. Purchase and planting of 12,005 plants by contractors
  - b. Purchase of 1,921 plants for a volunteer planting day with the Gawler Rotary Club in June
6. Select tender for future woody weed control and revegetation planting for the South Para River

Given the project was in the final year of the joint funding agreement with the NRM, Council developed a further 3-year scope of works, which is expected to facilitate future funding opportunities for extension of the Program into the future and build on the previous years' work achieved.



*Mallee Box (Eucalyptus porosa) Grassy Woodlands*





*Tree planting day with the Gawler Rotary club at Dead Mans Pass*

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

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 Adelaide Hills, Adelaide Plains, Barossa, Light Regional, City of Playford and Town of Gawler.

This year the focus of the Authority was to seek commitment from the Constituent Council's on the progression on a proposal to improve the level of flooding to the Lower Gawler River, through the \$27m Northern Floodway Project. This Project has been proposed through a Flood Review Report prepared following flooding which occurred on the lower Gawler River in the spring of 2016.

Northern Floodway Works is comprised of the following:

- Levee bank improvements from Pederick Road (and potentially further upstream) to the Rail Bridge east of Old Port Wakefield Road
- A side spillway on the northern bank of the Gawler River upstream of Old Port Wakefield Road to divert water into the floodway
- New culverts under Old Port Wakefield Road to provide sufficient capacity for floodway flows. This includes raising a section of Old Port Wakefield Road to the north
- A new levee system to contain flows within a designated flow path on the northern side of the river to Port Wakefield Road
- A second spillway on the levee upstream of Port Wakefield Road to allow overtopping further to the north in large events, preventing flooding north of Gawler River Road
- A new levee system on the floodplain to the west of Old Port Wakefield Road to contain flows within a designated flow path north of the river, then directing flows back towards the main river channel towards the western extent of the Buckland Park development area
- Flows will spread out through the floodplain from this point, or be guided through the Buckland Park residential development, should it be developed.

In June, the GRFMA Board and all its constituent Council's confirmed their commitment to the Northern Floodway project subject to State and Federal Government's commitment to fund all capital costs associated with its delivery.

The focus for next year will be to seek external funding to enable the project's further progression. To assist with defining the required next steps and provide a summary of the project for funding partners, a Project Prospectus was developed.

The Project Prospectus provides a summary of the flooding issues experienced within the lower Gawler River and a flood mitigation solution specific to the lower Gawler River. The benefits of the proposal are explained, to assist Local, State and Federal Governments to

support investment in this project.

### **Biodiversity Management Plan**

Council commenced the development of a Biodiversity Management Plan to identify gaps in current vegetation surveys, ensure existing areas of biodiversity value are protected and to develop action plans for various open space areas to achieve future improved biodiversity outcomes in a prioritised manner. The action plans will guide future funding for revegetation programs in specific reserves, weed management programs, roadside vegetation programs and provide key management strategies for various environments including steep creeks.

The Biodiversity Management Plan will form a key strategic document for the Town of Gawler guiding the implementation and delivery of future projects. The Plan will ensure not only the river corridors are conserved and enhanced but also other unique environments in Gawler such as the Willaston Cemetery and Gawler East hills escarpment.

Some of the key management strategies of the Biodiversity Management Plan will inform the planning and development of private land, particularly in Gawler East prior to the vesting of new reserve environments in the Council area. These key management strategies conserve and revegetate specific areas with appropriate species to maximise biodiversity. The Biodiversity Management Plan will assist in managing Council's biodiversity assets and prioritise actions for future biodiversity works. This will assist future funding opportunities.

It is expected that this project will be completed in the 2018/19 financial year.



*Trash racks at Greening Drive*



## OBJECTIVE

### 4.2 Support development that respects the environment and considers, the impacts of climate change

#### **Adelaide Mount Lofty Ranges Bushfire Management Committee**

The Adelaide and Mount Lofty Ranges Bushfire Management Committee continues to meet on a regular basis and is represented by nominees from Emergency Services, State Government agencies and all Local Government Councils abutting the Adelaide and Mount Lofty Ranges region. The Committee deals with strategic directions in relation to the risk from bushfires and determines the commencement and conclusion of the bushfire season within Region One of the Adelaide and Mount Lofty Ranges. The Town of Gawler is a member of the Adelaide and Mount Lofty Ranges Bushfire Management Committee.

#### **Fire Prevention Program**

Council's Fire Prevention Officers undertook their annual audit of Gawler's rural and urban areas inspecting overgrown vegetation and tall grass as part of Council's Fire Prevention Program.

Gawler is situated in a high fire risk zone and Council reminds all residents to be proactive and reduce the risk of fire by removal of dry grass, cleaning gutters of debris, clearing vacant blocks and placing fire breaks around their properties. Council's Fire Prevention Officers inspect properties under the Fire and Emergency Services Act, 2005.

Overall the response by residents has been pleasing with slashing and clearing of potentially flammable undergrowth, including weeds, grass and other growth to a maximum height of 10cm.

Council worked closely with the local County Fire Service (CFS) and adjoining Councils to address fire safety throughout the region. It is important that all residents in Gawler do their bit and clean up properties for the safety of the community and the region.

#### **Environmental Management Plan**

This year, Council implemented strategies within the Environmental Management Plan. These included examining solar panel options for Council buildings and monitoring of energy consumption such as gas, water and electricity. The Plan also highlighted waste to landfill minimisation and organisational processes that may impact the environment.

#### **Advocate for the Electrification of the Gawler Line**

An efficient public transport system is critical to support population and jobs growth. Fast and efficient rail infrastructure will increase connectivity between Adelaide and the region, attracting a skilled workforce and increasing liveability.

Railway electrification to the Gawler Central railway station will bring passenger WiFi that will further benefit local commuters as well as attract tourists to the public transport system. An electrified railway will also reduce environmental impacts that the current diesel trains create.

Town of Gawler continues to advocate for this important project and will work with the State Government in delivering this important infrastructure improvement to the region.

#### **Electric Car Charging Points**

In January Council officially opened its second electric car charging station at the Gawler Information Centre located in Pioneer Park carpark. This project was delivered concurrently with the Bicycle Hub Active Precinct project with partnership funding from the Federal Government National Stronger Regions Program.

The charging station is linked to the Charge Point Australia Network through which the Charge Point Website and app provides real time information to drivers of electric vehicles. Information includes whether the charging station is available or being used, the cost of the station and location through an interactive map.

The electric charging station services Council's own HPEV vehicle (Mitsubishi Outlander) and a number of other vehicles owned by residents.

#### **Gawler Bicycle Hub**

With partnership funding through the Federal Government's National Stronger Regions Fund, Council completed a Bike Hub at the Gawler Visitor Information Centre (VIC) in January, which will integrate the Town of Gawler to the wider regional cycling network.

These works included the upgrade of the public toilets to meet Disability Discrimination Access requirements along with the installation of new timer-controlled showers within them.

An extension of the existing deck was undertaken to allow for a shaded outdoor seating area with a capacity for 20 people. Five bike lockers, six bike racks (allowing capacity for 20 bikes), a bike repair station and an electric charging station (ie Charge Point) together with a separate power supply stand catering for electric vehicles, gophers and bicycles has been installed. The lockers are available for use by the community through the VIC.



## OBJECTIVE

### 4.3 Protect environmentally significant areas of native vegetation for present and future generations

#### Regulated Trees and Native Vegetation

Council is responsible for assessing Development Applications for the removal of all Regulated Trees within the Local Government Area. Regulated trees have a trunk circumference of 2 metres or greater, measured one metre above natural ground level.

#### Native Vegetation Willaston Cemetery

The bushland in the Willaston cemetery is considered the best-preserved area of pre-European vegetation in the Gawler area and provides a significant record of the local landscape prior to European settlement. The belt contains the presence of many significant native species as well as 17 plant species of Conservation Status in the Southern Lofty botanical region, including four rare, one threatened, one vulnerable and one endangered species within South Australia. It was on this basis that the Cemetery was cited for inclusion in the State Heritage Register.

The Town of Gawler in partnership with volunteers from “Tree’s For Life” are actively involved in the conservation management of the bushland belt. Quarterly site attendance focuses on the following activities:

- Species identification
- Weed management
- Regeneration



Willaston Cemetery

## OBJECTIVE

### 4.4 Support sustainable use of natural resources and minimise further waste to landfill

#### Northern Adelaide Waste Management Authority

Northern Adelaide Waste Management Authority (NAWMA) is a Local Government Regional Subsidiary of the Cities of Salisbury and Playford and the Town of Gawler.

NAWMA has accomplished several key milestones over the past 12-18 months, such as the purchase of land at Edinburgh Parks; the development of a state-of-the-art material recovery facility and a new education centre. The development at the Uleybury landfill site with a solar based energy generation platform and gas renewable energy will create electricity to power 1800 homes while preventing thousands of tonnes of carbon being emitted into the atmosphere each year.

Two Councillors and one staff member from the Town of Gawler sit on the NAWMA Board. The NAWMA Waste Management Strategy 2015-2025 is the result of Board members and staff undertaking an intensive review of the organisation and its future capacity to meet the waste requirements of its constituent Councils, the Council’s residents and businesses.

#### Hard Waste

A hard waste service that is cost effective, maximises ratepayer benefits and achieves sustainable outcomes has been investigated this year. Council is committed to working with its community and its regional partner NAWMA to provide greater support for ratepayers in the provision of hard waste management services.

The current waste management service provided by Council aims to reduce waste that ends up in landfill and with the aid NAWMA and raise awareness of the importance of recycling or ‘resource recovery’.

Council and NAWMA have realised that improving landfill diversion rates is needed. Initiatives such as introducing recycling and better waste management practices will benefit the community and Council. The strategies for greater recycling and the proper use of the Council three bin system has been a focus this year. Community engagement and the development of education campaigns will provide more clarity on waste management and recycling.

There have also been significant impacts to waste management with China’s Revised Waste Import Policy. This has resulted in a ban on foreign waste, sending concerns across global markets that have traditionally relied on China as a destination for recyclable materials. The immediate impacts in the short-term will be a challenge and ultimately the nature of recycling in Australia will be changed.

The Town of Gawler and AWMA have been discussing these impacts with the view of planning for the change in policy and identifying potential new markets.

#### **Depot Green Waste Recycling – Mulch**

Council's Horticulture Services continues to deliver sustainable biodiversity outcomes by returning green waste from maintenance services into mulch which is used in native garden bed re-mulching.

#### **Southern Urban Areas Infrastructure – Recycled Water**

As part of the Southern Urban Areas Infrastructure Delivery Deed, a stormwater harvesting and distribution scheme is planned for delivery, inclusive of aquifer storage and recovery (ASR). As part of the scheme, recycled stormwater infrastructure will continue to be installed throughout the land developments of Aspire, Orleana Waters and future land parcels to the east. Pipes have been installed along some new roads in these land developments to supply recycled water to future open space reserve areas for irrigation purposes and reduce reliance upon existing potable mains water supply.

Council also completed an investigation into the non-potable water supply and aquifer storage and recovery opportunities for the Southern Urban Areas to inform future directions for the Delivery Deed infrastructure. The outcomes of this study will be progressed in 2018/19 and future years.

#### **Civic Centre Redevelopment**

The redevelopment of the Gawler Town Hall and Institute has involved a significant amount of demolition. In keeping with the objective of minimising waste to landfill, approximately 85% of all waste materials from

the demolition have been recycled via a waste transfer station. Metals were extracted using electromagnets and smelted to create new materials. Bricks and cement were crushed and used in road bases and timber was chipped for use in landscaping.

#### **OBJECTIVE**

#### **4.5 Support provision of useable open space that preserves natural habitat and biodiversity**

#### **Land Division Guidelines**

Council continued the review of the current Standards and Requirements for Land Development / Land Division Guideline and notes that the Infrastructure Guideline SA released this year has been adopted by some other Councils. Further progress on an update to the Council's Standards and Requirements for Land Development / Land Division Guideline is expected in the near future. This will improve the way new housing estates are developed from design through to construction of civil infrastructure. This update will complement Council's Open Space Guideline.

#### **Land Division Processes**

As part of the land division process, and where a division (subject to criteria) divides land into more than 20 allotments, up to 12.5% of the relevant area is to be held as open space. Where land is vested to Council as a 'reserve' or open space, this land generally becomes 'Community Land' (under the Local Government Act 1999) owned and managed by the Council for the benefit of the local community.

This year, one new reserve was Orleana Central Reserve at Evanston Gardens.



*Rubble from the Gawler Civic Centre Redevelopment*



## Open Space Management

Council continues to experience a significant period of growth, with many new residential land developments creating additional public infrastructure and open space. This requires on-going maintenance by the Council.

This year staff advised Council that existing major open space parks in new residential land developments have been delivered to higher landscape designs, features and higher quality of finish than any existing classes or spaces across Council. This has resulted in an increase in maintenance costs by 31%. Comparisons show that for current 'Class B' parks, maintenance is around \$48,000 per hectare per year compared to \$63,000 per hectare per year for new land divisions open space maintenance.

A Land Development Open Space Working Group continued to oversee the impact of increased maintenance costs to Council's long-term future. This Group was tasked with considering key stages in the assessment of new land development and giving greater financial planning for operational costs associated with land development.

Council staff successfully forecasted the long term maintenance cost implications in new housing estates over the next 10 year period. This involved the review of a number of developer masterplans and further detailed analysis of operational maintenance costs. This work will assist Council to maintain these new open space areas. Maintenance cost savings could be achieved through transitioning nominated reserves in new housing estates to standard Council operational service levels.

The development of two new strategic documents, the Biodiversity Management Plan and the Open Space Guideline will assist Council to assess future developments open space to benefit existing and future residents.



*Australia Day Event*





*Fitness equipment at Apex Park*



# OUR LEADERSHIP

## GOAL 5:

### *A Strong, Vibrant Community.*

#### OBJECTIVES

- 5.1 Support and encourage community teamwork
- 5.2 Be recognised as a 'best practice' Local Government organisation
- 5.3 Deliver ongoing effective and efficient services, including support for regional collaboration
- 5.4 Create a safe community environment

#### OBJECTIVE

##### 5.1 Support and encourage community teamwork

###### **Gawler Youth Advisory Committee**

The mission of the Gawler Youth Advisory Committee (GYAC) is to recognise and voice the issues, views and ideas of young people and promote a positive image of youth within the Gawler community. The GYAC aims to serve the community and act in an advisory capacity to the staff and Council Members on the purpose and place of young people in Gawler.

This year GYAC achievements included:

- Volunteering at youth events
- Running regular Local Area Network (LAN) gaming parties in partnership with FragNation
- Assisting in the delivery of Council youth events
- Contributing to monthly articles to The Bunyip NOW Generation column
- Attending various training and development opportunities

###### **Gawler Youth Workers Network**

Council continues to facilitate the Gawler Youth Workers Network to maintain strong partnerships, advocate for additional services and further develop existing programs and services to best serve youth community members. The Network has upwards of 30 youth services represented.

###### **Friends of Gawler Library**

Gawler Public Library highly values the contributions made by individual volunteers and by the Friends of Gawler Library. The Friends is a dedicated group of volunteers who support and promote the Library, its services and programs. The Friends meet monthly and raise funding through the sale of books and library bags. Funds raised support Library and community programs, author events and additional small equipment purchases for the Library.

Volunteers also provide valuable support to the Technical Services and Home Visits programs. The Technical Services volunteer ensures new library items are processed efficiently, ready to be catalogued and added to the collection by staff. The Home Visits program ensures that housebound community members are still able to access library resources, as volunteers select and deliver books and other library materials to their homes.

Volunteers generously contribute approximately 30 hours

each month to the Library.

###### **Graffiti Removal Program**

Council's Volunteer Graffiti Removal Program has operated over the last 15 years and continues to be an effective and strong contributor to community partnerships and civic pride. This year, a main focus has been on improving graffiti removal methods and training with additional equipment purchased. This has resulted in a more professional outcome for the various structures which were cleaned, such as heritage buildings.

Strong community links and networks with residents assisted in the quicker removal of graffiti. This year has seen an even closer relationship with the local business sector which has seen shorter removal times, achieving to faster and more efficient removal.

This year has also seen the first dedicated graffiti removal vehicle being purchased for the dedicated team of nine volunteers. This new vehicle is more efficient and easier for the Graffiti Volunteer Team to operate and drive.

Council works with South Australian Police (SAPOL) and Council's Youth Development Program to assist young people with better choices.

During the last year:

- Council recorded 1,028 customer requests to remove graffiti
- The Graffiti Volunteer Team (9 members) worked 1,088 hours removing graffiti
- Graffiti hits removed 3,334

###### **Gawler Visitor Information Centre (VIC)**

The Gawler Visitor Information Centre (VIC) has a team of 34 dedicated, passionate and knowledgeable volunteers who assist visitors to Gawler through their role of customer service and weekend operations at the VIC. Four volunteers have also taken on the role of Guides assisting with walking tours during History Month and with private bus groups for Historic Tours of Gawler. The volunteers provided 100 hours of service each week. The VIC showcases tourism attractions in Gawler and the surrounding regions, and attended 17,306 visitors with 9,425 enquiries specifically relating to Gawler.

###### **Welcoming New Australian Citizens**

Australian Citizenship represents full and formal membership of the community of the Commonwealth of Australia, and Australian Citizenship is a common bond, involving reciprocal rights and obligations uniting



all Australians while respecting their diversity. Persons granted Australian citizenship enjoy these rights and undertake to accept these obligations.

Mayor Redman invites family and friends of residents being conferred with Australian Citizenship to witness the presentation of certificates at regular periods throughout the year. Town of Gawler's Australia Day Breakfast includes a special presentation, welcoming newest citizens and acknowledging the importance of what it means to become a full member of the Australian community.

This year, 29 recipients were presented with their citizenship certificate.

### **Gawler Community House**

The Gawler Community House has been operating for over 30 years providing services to support people living in Gawler and the surrounding community. The Gawler Community House works with community members to achieve social justice, personal empowerment and social change at a neighbourhood level. Council provides support to the Gawler Community House through leasing the land and an annual financial contribution.

The Gawler Community House successfully applied for the State Government's Fund My Neighbourhood program, securing funding to upgrade the kitchen and dining room areas. During initial investigations it was found that the Gawler Community House main building had suffered termite damage which required repair. The Gawler Community House seized this opportunity to re-develop the building to improve access, functionality of spaces and incorporate the new dining room and kitchen renovations. Council assisted this process through the facilitation of an interest free community loan to the value of \$150,000 and committed to the extension of the lease over the site for an additional 10 years.

### **Service Clubs**

Service Clubs have a long history of providing support to the Gawler community. The Local Service Clubs Forum facilitated by Council provides an avenue for all local service clubs and Council to share information and explore opportunities for collaboration to further benefit the community.

The following Service Clubs are actively contributing to the Gawler community.

- Apex Club of Gawler
- Gawler Lions Club
- Rotary Club of Gawler
- Rotary Club of Gawler Light
- Zonta Club of Gawler
- Gawler Kiwanis

### **Community Groups / Sporting Clubs**

Council provides local community and sporting organisations advice and guidance with funding

applications and development of policies, protocols and management plans. Council provides significant in-kind support by way of staff involvement, facility and room provision, promotion of activities and events, the formation of partnerships and provision of community grants.

### **Local Government Association**

The Local Government Association (LGA) is the peak representative body South Australia and prides itself on being the voice of Local Government. The Association provides leadership to Councils and representation to governments and other key stakeholders. Membership of the LGA is an important tool for Councils and their members in seeking ongoing improvement in service delivery. This year, Town of Gawler's membership subscription to the LGA was \$36,190.

### **Gawler Show**

Council is proud to be a major supporter of the Gawler Show, held in late August at the Gawler Showgrounds. Council provides the Gawler Agricultural, Horticultural and Floricultural Society with a broad range of assistance and services to ensure the successful delivery of the largest country show in South Australia. The following Council teams collectively work together each to support the Show Society:

- Aquatic and Recreation Services
- Community Services
- Town Services
  - o Civil team
  - o Horticultural
  - o Town Maintenance
- Regulatory and Environmental Services
- Engineering Services
- Property and Procurement
- Marketing and Communications

### **Gawler Carols**

The Gawler Christmas Carols is a signature event for Gawler. The 2017 Gawler Christmas Carols was held on Saturday 16 December in Pioneer Park. The event was organised through a Sponsorship Agreement between Council and the Rotary Club of Gawler Light. It was the final event under this Agreement with Council being the principal sponsor and the Rotary Club of Gawler Light being responsible for the control and management of the event.

The event attracted a crowd of around 5000 people who enjoyed over 30 Christmas carols. Pre-carol entertainment and an appearance by Santa Claus was enjoyed by the crowd. The 2018 Gawler Carols will be presented by the Gawler Apex Club.

## OBJECTIVE

### 5.2 Be recognised as a 'best practice' Local Government organisation

#### Local Government Recognition

Council has been recognised for its service delivery as follows:

- Gawler Relay for Life
- Town of Gawler, Barossa, Adelaide Plains and Light Regional Councils were announced as the regional winners of the 2018 Minister for Health and Wellbeing – Excellence in Public Health Awards for the 2018 Gawler Ageing and Disability Expo

#### Gawler Council Involvement in Related Sector Initiatives

Council Members and staff seek to participate in relevant sector wide bodies including:

- Mayor – Local Government Association Board Member
- Mayor – Chair of the Metropolitan Local Government Group
- CEO – Local Government Professionals Board Member
- CEO – Barossa Regional Development Australia Board Member
- CEO – Local Government Association Research and Development Scheme Committee Member
- Team Leader Finance – SA Local Government Financial Management Group Committee Member
- Team Leader Recreation & Community – Parks and Leisure Australia – Regional Councillor SA/NT
- Coordinator Aquatic & Recreations Services – Recreation SA Aquatic Advisory Committee
- Manager Business Enterprises and Communications – Treasurer of Performing Arts Connections Australia
- Manager Business Enterprises and Communications – Performing Arts Touring Alliance Council

- Manager Business Enterprises and Communications – South Australian Presenters Association Committee Member

#### Audit Committee

Council has an Audit Committee as required by the Local Government Act 1999. Membership of the Audit Committee is a minimum of three members of Council (including the Mayor) and a minimum of two independent members. As outlined in the Committee's Terms of Reference, the independent members will have relevant financial, risk management and internal audit experience.

Key functions of the Audit Committee include:

- Reviewing the annual financial statements, to ensure that they present fairly the state of affairs of the Council
- Reviewing the Council's Strategic Management Plans (including annual Budget / Business Plan)
- Reviewing the adequacy of the accounting, internal control, reporting and other financial management systems and practices of the Council on a regular basis
- Liaising with Council's Auditor

Reviews undertaken by the Committee this year included:

- Quarterly budget
- Periodic Debtor Analysis reports
- Risk Management Improvement Action Plan Progress reports
- Various financial policies
- Gawler East Development – Infrastructure Funding Policy
- Council Comparative Data report

#### Governance

All of Council's powers come from legislation. The way in which Council makes decisions is by resolutions passed at Council meetings. To conduct its governing, regulatory and service activities effectively and efficiently, Council



Winners of the Excellence in Public Health Award for the 2018 Gawler Ageing and Disability Expo



has in place a process of delegation. Delegation enables Council to focus on policy and strategy and enables the day to day operations of Council to be carried out by Council administration.

This year, the Governance Team worked with other members of staff to introduce a report writing and Agenda and Minutes system that will enable better management and recording of Council decisions. This system automates the collation of the meeting agenda documents, which previously was very time consuming for staff. The Governance Team also commenced planning for the upcoming Local Government elections in November 2018, to promote a smooth transition for the newly elected Council.

### **Human Resource Management and Organisational Development**

Town of Gawler's future success depends upon the skills, energy and commitment of its employees. A highly productive and competent workforce will deliver services that meet their infrastructure, community and financial responsibilities.

Council aims to attract, develop and retain talented individuals and provide a stimulating, supportive and safe work environment that enables them to maximise their contribution. Industrial arrangements and supporting human resources strategies, policies and tools are in place to offer a framework to improve Council's performance.

A minor restructure occurred with the integration of the Library and Customer Service teams working towards a new service delivery model. Training and development has occurred to fully integrate the two teams in time for the opening of the redeveloped Gawler Civic Centre.

New positions identified in the restructure have now been filled:

- Civic Centre – Cultural Heritage Centre Coordinator (0.8FTE)
- Civic Centre – Gawler Civic Centre Operations Coordinator (1.0FTE)
- Civic Centre – Heritage Research and Collections Officer (0.4FTE) (recruitment to commence in 2018/2019)

One fulltime contract position (until 30 June 2020) will manage the planning and design phases of the \$55m Gawler East Link Road and construction will commence in early 2018.

### **Traineeships**

Council participated in the Local Government Regional Traineeship Program which provides local young people the opportunity to work for two years, gain new skills and be job-ready.

Two placements were made in Council's Administration Department with both young people gaining a permanent position within Council. Another young person was offered a placement as a Horticultural trainee.

### **Cultural Awareness Program**

Council values set the standard for the staff, their interactions and their commitment to how they work with each other and on behalf of the community. Using the Human Synergistics framework, Council staff undertook an Organisational Effectiveness Inventory (OEI) and Organisational Cultural Survey (OCI) in May this year. Staff teams across the organisation developed and monitored action plans towards addressing any areas of improvement identified through this process.

An additional staff survey was completed this year which showed high levels of engagement, wellbeing, satisfaction, leader/manager employee relations and organisational support.

### **Work Health and Safety (WHS)**

Council has averaged 10 claims per year for the last two years, however the total amount paid has reduced by 79% due to an increased WHS system throughout Council. The reduction in claim payments will have a positive effect on the annual bonus rebate received from the Workers Compensation Scheme.

### **Skytrust**

The Organisational Development Team has implemented a cloud based integrated management system, Skytrust Intelligent System that was fully funded by Local Government Risk Services (LGRS). It will drive performance and provide Council with a real-time dashboard, showing trending performance indicators promoting important business decisions to increase efficiency and productivity. The Aquatic and Recreation Services team have integrated many parts of Skytrust into its operation.

### **Electronic Data Management System**

The Council has a legislative requirement under the State Records Act 1997 to ensure that all corporate records are appropriately maintained. This year, nearly 100 000 corporate records were electronically captured into Council's Electronic Document Records Management System). This is a 10% increase from the previous financial year, largely attributed to improved document management and Council's emphasis to reduce paper.

## OBJECTIVE

### 5.3 Deliver ongoing effective and efficient services, including support for regional collaboration

#### Library Services

Gawler Public Library supports efforts for regional collaboration, through a Memorandum of Understanding (MoU) that allows for the sharing of Library casual staff with the Adelaide Plains Council. The MoU was first established in 2007 and provides both Libraries with an experienced and well-trained pool of casual staff, as well as providing staff with greater opportunities for work and training experiences. Both Libraries are part of the One Card Network and have similar policies and procedures and many borrowers in common.

#### Effectiveness and Efficiency Program

The implementation of an Efficiency and Effectiveness Review continues within Council. The 90 Day Plan and ongoing reporting against KPI's are a regular part of monitoring service delivery within all departments. Initiatives are shared with all staff and form part of the ongoing review of corporate culture.

#### Performance Management Awareness Program

Council engaged a specialist HR consultant to facilitate a Performance Management Awareness Program for the Leadership group. The Program has focussed on training the Leadership Group in effective performance management techniques, ensuring the Council remains a high performing organisation.

The focus of the Program in the next financial year will transition to staff 'coaching', as an integral element within a wider Performance Management Awareness framework.

#### Enterprise Agreements

Enterprise agreements with staff are maintained across the organisation, which supplement industrial awards and provisions relative to the terms, benefits and conditions of employment that staff have with Council.

#### Digital Transformation of Council Business

This year Council adopted its Smart (City) Community Strategy 2017-2020. Council is committed to engaging with Federal, State and Local Government and relevant business partners to deliver digital solutions that are efficient and reliable and add value for residents, businesses and visitors. Online interactions and information for community engagement and consultation builds Council's capacity to achieve better outcomes. With the introduction of high-speed connectivity, residents can engage with Council when it is convenient for them and Council is enthusiastic in developing digital solutions that inform and empower an engaged community.

Council is well positioned to take advantage of digital communication channels, such as the NBN and

SABRENet, and will pursue best possible outcomes and solutions. Smart Community Principles have been developed through consultation and that align with the Gawler Community Plan 2017-2027, defining Council's commitment to digital solutions.

The Smart (City) Community Strategy has a long-term focus for Council. The Strategy will integrate current operations, projects and future initiatives into digital thinking. Council will build technologies to improve resident and community wellbeing and manage available resources in an economically sustainable manner. It will consider how it can harness the power of mobile and big data to understand community behaviours, improve customer experiences and measure its own business performance.

Council is also investigating and testing Cloud solutions for its administrative functions that will provide seamless, integrated access to corporate systems from anywhere that has an internet connection. This will increase staff efficiency and productivity as well as potentially delivering ongoing cost saving for Council's provision of internal information and communication technologies (ICT).

#### Barossa Regional Procurement Group

The Town of Gawler is a member of the Barossa Regional Procurement Group (BRPG), a five Council purchasing and risk reduction initiative that will improve procurement practices and increase value for money outcomes for the participating Councils. Member Councils include Town of Gawler and the, Barossa I, Mid-Murray, Adelaide Plains I and Light Regional Councils. This year, a number of collective procurements were undertaken through the BRPG, including purchasing of fleet fuel cards, printing services for rates notices and other mass publications. These contracts provided all Councils with security of service provision and savings on operational costs

In addition to achieving increased value for money, the BRPG has improved contractor compliance with Work Health and Safety and licensing legislation, increased cover provided through contractor insurance and streamlined tender processes to assist small businesses in tendering for Council work.

#### Barossa Light and Lower Northern Region Public Health and Wellbeing Plan

The State Public Health Plan recognises Councils have a role in leading and coordinating the delivery of services and initiatives in public health on behalf of the community.

#### The South Australian Public Health Act 2011 requires Councils to report on Regional Public Health Plans.

The Barossa Light and Lower Northern Region Public Health and Wellbeing Plan contains a comprehensive assessment on how Councils have progressed the regional public health plan.



The Project Working Committee have been working together to ensure the reporting requirements are met. This year, the Committee met with staff from all the regional councils to work through the Plan, updated key actions and outcomes of the Plan and the reporting requirements. The Committee will review the Plan next year.

### **Emergency Management Plan Review**

Council partnered with Local Government Risk Services and completed the Business Continuity Plan and Emergency Management Plan to review its core functions at a strategic and operational level. The Plans examine risks associated with flooding, fire, storm events and catastrophic occurrences developing the Plans focussed on:

- Emergency risk assessments relevant to Council as a community leader
- Developing procedures for the prevention, preparedness, response and recovery of hazards relevant to Council
- Identifying and documenting roles and responsibilities of key staff

Council's Emergency Management Plan was also completed and has identified risks through the Local Emergency Risk Management Review process. The Review was supported on a regional level through the appointment of a project officer at the Barossa Council.

## **OBJECTIVE**

### **5.4 Create a safe community environment**

#### **Disability Access and Inclusion Plan**

The Town of Gawler along with neighbouring Councils, Barossa, Light Regional and Adelaide Plains have worked

in collaboration to develop the Barossa, Light and Lower North Regional Disability Access and Inclusion Plan (DAIP). Town of Gawler has also developed a Disability Access and Inclusion Action Plan; specific to the Gawler community.

The aim of the regional DAIP is to improve access for all and increase the number of opportunities for people with disability that live, work, play, volunteer and visit in the Gawler, Barossa, Light and Adelaide Plains Council areas. The Town of Gawler Disability Access and Inclusion Action Plan will ensure that the Gawler community becomes more accessible and inclusive of people living with disability. It will help people living with a disability to contribute to the Town and feel welcome, have access to services, visit local businesses and open public spaces and participate in everyday activities. The DAIP was adopted by the Town of Gawler in May 2018.

#### **Traffic and Parking**

Council staff continued to monitor on-street parking to ensure turn-over of vehicles in timed parking bays. Council also undertook a consultation program on proposed parking changes to Murray Street South and Julian Terrace, north and south. Staff investigated concerns relating to parking on Murray Street, south of Bridge Street and Julian Terrace and commenced a review of the Gawler Town Centre Car Parking Strategy, consolidating all other parking initiatives in a single document to examine impacts and opportunities.

#### **CCTV Camera Network**

Council was successful in obtaining \$100,000 from the State Government Attorney General's Department towards delivering a new Closed Circuit Television (CCTV) system for Gawler. Linking directly to the Gawler



*Disability Access and Inclusion Plan*

Police Station, the new system provides comprehensive coverage along highly visited areas such as Murray Street and Julian Terrace.

Locations for the new CCTV system were developed in consultation with Gawler Police, local business owners and the community.

### **Animal Management**

The Town of Gawler's Animal Management Plan covers a wide range of animal management issues including ways to minimise dog attacks in Council parks and reserves. The Plan includes a specific focus on dogs and cats and encourages responsible pet ownership. This year, Council adopted key initiatives including the creation of Gawler's first dog friendly park and a review of 'on and off leash' areas. The Animal Management Plan will be reviewed in 2019.

### **Dogs and Cats Online**

Has been implemented and will enable to the enforcement of the Dog and Cat Management (Miscellaneous) Amendments Act 2016 including breeder registration, mandatory microchipping of dogs and cats and mandatory de-sexing of dogs and cats

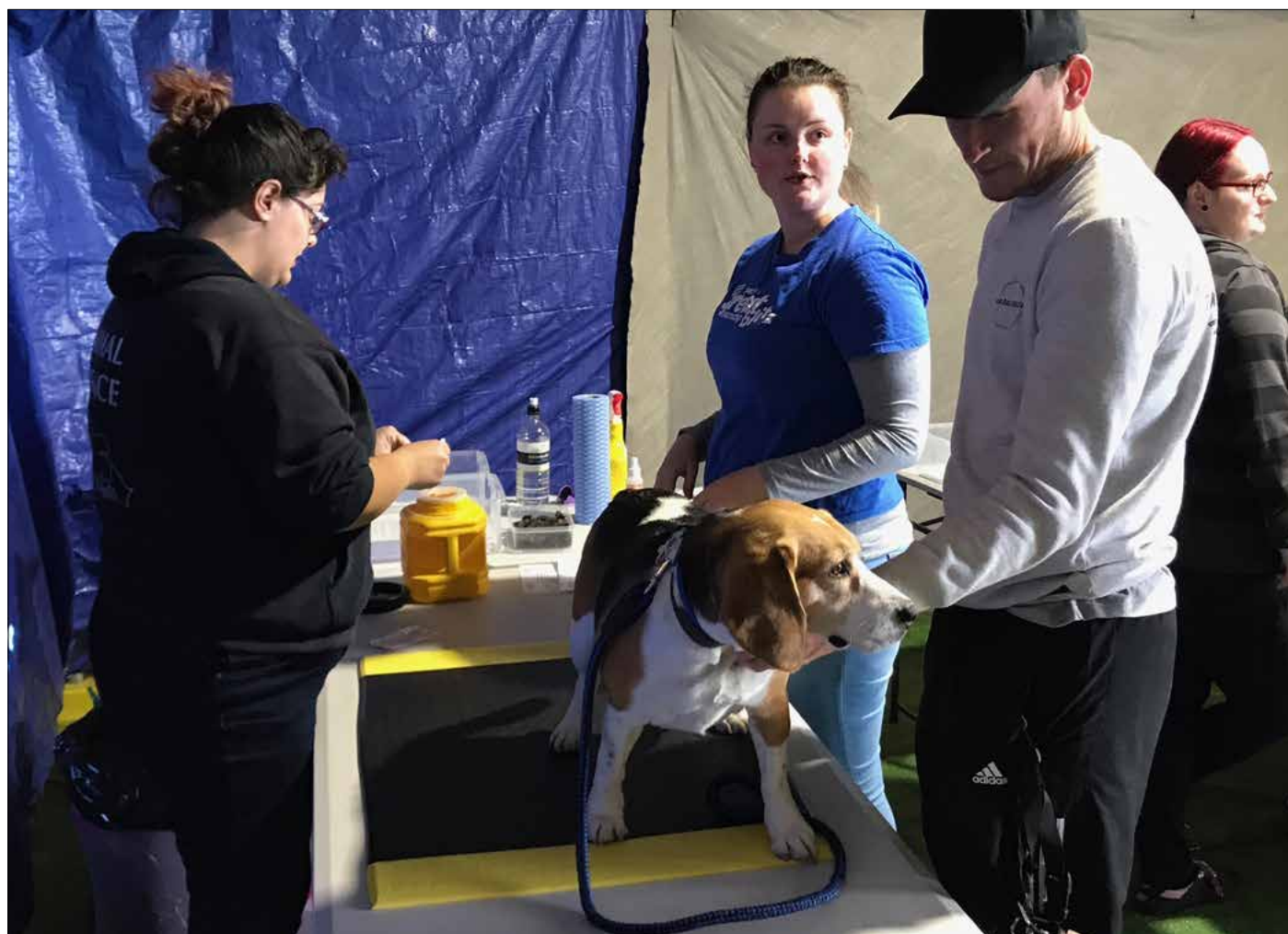
### **Dogs and Cats Online (DACO)**

The DACO system will used by Council, State agency officers (or their nominated representatives) as well as the general community of dog and cat owners.

The public will be able to access DACO to obtain information relating to dog and cat facilities, general information and to search for information regarding lost animals.

DACO will also see the introduction of a lifetime registration disc. Although registration payments will remain an annual obligation, lifetime registration disc will greatly reduce the amount of plastic waste generated by dog registration.

DACO is expected to be rolled out across South Australia from 1 July 2018.



*Microchipping Day*



### **Dogs in Gawler**

Council nominated Clonlea Reserve as a suitable location for the Gawler's first dog friendly park. Work on the site commenced in April and is expected to be completed by July.

### **Dog Registration Survey**

Council's Animal Management Officers contacted 260 unregistered dog owners, a significant decrease to the previous year's 1500 unregistered dogs. A new initiative to reduce the number of unregistered dogs in Gawler was introduced this year with advertisements being placed on social and print media.

### **Cat By-Law**

The Town of Gawler Animal Management Plan 2014-2017 identifies cat management as one of the key areas to be addressed through the implementation of a Cat By-law for the Town of Gawler. Cat By-Laws can address:

- Registration of cats
- Limit the number of cats
- Identification by micro-chip or collar and tag
- De-sexing
- Curfews
- Confinement and/or control
- Nuisance and wandering at large

A draft by-law will be provided to Council next year.

### **Birds of Abundance**

Council continued to manage large numbers of feral pigeons through a targeted eradication program. Little Corellas which are referred to as birds of abundance are responsible for considerable damage to assets and become a nuisance to residents and businesses. Their defoliation of native trees is a growing concern. Council continues to disrupt flocks of little corellas and is working with the State Government to develop a broader control strategy.

### **Upgrade Public Lighting**

As part of Council's annual new street lighting program and audit process, a number of new public street lights were installed to improve road safety and will assist the movement of pedestrians and vehicles along Murray Road, Willaston. Twenty one LED luminaire lamps, three new lamp posts and four service pits were installed.

### **Building Fire Safety Committee**

Council's Building Fire Safety Committee increased its number of committee meetings from the mandatory three to four to manage the increase in the number of building inspections for compliance with the Development Act 1993

### **Building Inspections**

All mandatory stages of building construction are subject to Council building inspections. The inspection targets are 66% for licensed builders, 90% for owner builders and 100% of all new swimming pools require a mandatory inspection.

### **Dry Areas**

Council is committed to working with the community to create a vibrant, liveable town with public places that are safe, welcoming and promote social interaction. An important strategy in creating a safer Gawler is developing diverse areas with a range of entertainment, activities, events and attractions that are drug and alcohol free or that promote the responsible consumption of alcohol. Council is taking a collaborative approach to achieve improvements with alcohol and drug use and abuse in the community.

### **Gawler Road Safety Group**

The Gawler Road Safety Group consists of dedicated volunteers from various sectors of the community including members of SAPOL, Motor Accident Commission, local educators, members of the general public, the Member for Light the Hon Tony Piccolo MP and Council staff. Members of the Group promote road safety and educate the community on the importance of road safety and safer driving behaviour.

This year various initiatives were:

- A speed trailer to raise awareness of vehicle speeds on various roads
- Distributing bin stickers to raise awareness for road safety
- Fund raising at local shopping centres, Gawler Show and Village Fair for a new speed trailer
- Securing grant funding through a Fund My Neighbourhood grant program.

## Town of Gawler

GENERAL PURPOSE FINANCIAL STATEMENTS  
for the year ended 30 June 2018

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## Town of Gawler

### General Purpose Financial Statements for the year ended 30 June 2018

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## Town of Gawler

### General Purpose Financial Statements

for the year ended 30 June 2018

### 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 2018 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.



Henry Inat  
**CHIEF EXECUTIVE OFFICER**



Karen Redman  
**MAYOR**

**Date:** 23 October 2018

## Town of Gawler

### Statement of Comprehensive Income

for the year ended 30 June 2018

\$ '000	Notes	2018	2017
<b>Income</b>			
Rates Revenues	2a	21,643	20,593
Statutory Charges	2b	684	644
User Charges	2c	1,484	1,444
Grants, Subsidies and Contributions	2g	3,281	3,656
Investment Income	2d	34	45
Reimbursements	2e	326	423
Other Income	2f	45	92
<b>Total Income</b>		<b>27,497</b>	<b>26,897</b>
<b>Expenses</b>			
Employee Costs	3a	9,842	9,407
Materials, Contracts & Other Expenses	3b	11,376	11,040
Depreciation, Amortisation & Impairment	3c	4,850	4,815
Finance Costs	3d	770	655
Net loss - Equity Accounted Council Businesses	19	48	54
<b>Total Expenses</b>		<b>26,886</b>	<b>25,971</b>
<b>Operating Surplus / (Deficit)</b>		<b>611</b>	<b>926</b>
Asset Disposal & Fair Value Adjustments	4	(331)	(762)
Amounts Received Specifically for New or Upgraded Assets	2g	3,234	805
Physical Resources Received Free of Charge	2h	481	4,030
<b>Net Surplus / (Deficit) <sup>1</sup></b>		<b>3,995</b>	<b>4,999</b>
<b>Other Comprehensive Income</b>			
<i>Amounts which will not be reclassified subsequently to operating result</i>			
Changes in Revaluation Surplus - I,PP&E	9a	25,110	(10,564)
Share of Other Comprehensive Income - Equity Accounted Council Businesses	19	5	-
Other Equity Adjustments - Equity Accounted Council Businesses	19	57	-
<b>Total Other Comprehensive Income</b>		<b>25,172</b>	<b>(10,564)</b>
<b>Total Comprehensive Income</b>		<b>29,167</b>	<b>(5,565)</b>

<sup>1</sup> Transferred to Statement of Changes in Equity

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



## Town of Gawler

### Statement of Financial Position

as at 30 June 2018

\$ '000	Notes	2018	2017
<b>ASSETS</b>			
<b>Current Assets</b>			
Cash and Cash Equivalents	5a	312	110
Trade & Other Receivables	5b	1,799	1,744
Inventories	5c	17	12
<b>Total Current Assets</b>		<b>2,128</b>	<b>1,866</b>
<b>Non-Current Assets</b>			
Financial Assets	6a	115	179
Equity Accounted Investments in Council Businesses	6b	3,572	3,557
Infrastructure, Property, Plant & Equipment	7a	239,705	213,333
Other Non-Current Assets	6c	13,049	5,872
<b>Total Non-Current Assets</b>		<b>256,441</b>	<b>222,941</b>
<b>TOTAL ASSETS</b>		<b>258,569</b>	<b>224,807</b>
<b>LIABILITIES</b>			
<b>Current Liabilities</b>			
Trade & Other Payables	8a	5,665	4,025
Borrowings	8b	852	814
Provisions	8c	2,775	2,501
<b>Total Current Liabilities</b>		<b>9,292</b>	<b>7,340</b>
<b>Non-Current Liabilities</b>			
Trade & Other Payables	8a	93	-
Borrowings	8b	13,817	11,250
Provisions	8c	81	98
<b>Total Non-Current Liabilities</b>		<b>13,991</b>	<b>11,348</b>
<b>TOTAL LIABILITIES</b>		<b>23,283</b>	<b>18,688</b>
<b>Net Assets</b>		<b>235,286</b>	<b>206,119</b>
<b>EQUITY</b>			
Accumulated Surplus		59,050	55,082
Asset Revaluation Reserves	9a	174,423	149,313
Other Reserves	9b	1,813	1,724
<b>Total Council Equity</b>		<b>235,286</b>	<b>206,119</b>

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

## Town of Gawler

### Statement of Changes in Equity for the year ended 30 June 2018

\$ '000	Notes	Asset			Total Equity
		Accumulated Surplus	Revaluation Reserve	Other Reserves	
2018					
Balance at the end of previous reporting period		55,082	149,313	1,724	206,119
a. Net Surplus / (Deficit) for Year		3,995	-	-	3,995
b. Other Comprehensive Income					
- Gain (Loss) on Revaluation of I,PP&E	7a	-	25,110	-	25,110
- Share of OCI - Equity Accounted Council Businesses	19	5	-	-	5
- Other Equity Adjustments - Equity Accounted Council Businesses	19	57	-	-	57
Other Comprehensive Income		62	25,110	-	25,172
Total Comprehensive Income		4,057	25,110	-	29,167
c. Transfers between Reserves		(89)	-	89	-
Balance at the end of period		59,050	174,423	1,813	235,286
2017					
Balance at the end of previous reporting period		49,412	159,877	2,395	211,684
a. Net Surplus / (Deficit) for Year		4,999	-	-	4,999
b. Other Comprehensive Income					
- Gain (Loss) on Revaluation of I,PP&E	7a	-	(10,564)	-	(10,564)
Other Comprehensive Income		-	(10,564)	-	(10,564)
Total Comprehensive Income		4,999	(10,564)	-	(5,565)
c. Transfers between Reserves		671	-	(671)	-
Balance at the end of period		55,082	149,313	1,724	206,119

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

## Town of Gawler

### Statement of Cash Flows

for the year ended 30 June 2018

\$ '000	Notes	2018	2017
<b>Cash Flows from Operating Activities</b>			
<b><u>Receipts</u></b>			
Operating Receipts		27,078	26,673
Investment Receipts		34	45
<b><u>Payments</u></b>			
Operating Payments to Suppliers and Employees		(20,405)	(20,545)
Finance Payments		(748)	(634)
<b>Net Cash provided by (or used in) Operating Activities</b>	11b	<b>5,959</b>	<b>5,539</b>
<b>Cash Flows from Investing Activities</b>			
<b><u>Receipts</u></b>			
Amounts Received Specifically for New/Upgraded Assets		4,850	307
Sale of Replaced Assets		54	239
Sale of Surplus Assets		-	62
Repayments of Loans by Community Groups		66	11
<b><u>Payments</u></b>			
Expenditure on Renewal/Replacement of Assets		(2,530)	(3,258)
Expenditure on New/Upgraded Assets		(10,795)	(8,006)
Loans Made to Community Groups		-	(140)
<b>Net Cash provided by (or used in) Investing Activities</b>		<b>(8,355)</b>	<b>(10,785)</b>
<b>Cash Flows from Financing Activities</b>			
<b><u>Receipts</u></b>			
Proceeds from Borrowings		3,419	4,642
Proceeds from Bonds & Deposits		-	21
<b><u>Payments</u></b>			
Repayments of Borrowings		(814)	(1,231)
Repayment of Bonds & Deposits		(7)	(70)
<b>Net Cash provided by (or used in) Financing Activities</b>		<b>2,598</b>	<b>3,362</b>
<b>Net Increase (Decrease) in Cash Held</b>		<b>202</b>	<b>(1,884)</b>
plus: <b>Cash &amp; Cash Equivalents at beginning of period</b>	11	<b>110</b>	<b>1,994</b>
<b>Cash &amp; Cash Equivalents at end of period</b>	11	<b>312</b>	<b>110</b>

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



## Town of Gawler

### Notes to and forming part of the Financial Statements for the year ended 30 June 2018

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n/a - not applicable

## Town of Gawler

### Notes to and forming part of the Financial Statements for the year ended 30 June 2018

## Note 1. Summary of Significant Accounting Policies

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

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

### 1 Basis of Preparation

#### 1.1 Compliance with Australian Accounting Standards

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

The financial report was authorised for issue by certificate under regulation 14 of the *Local Government (Financial Management) Regulations 2011* dated 23 October 2018.

#### 1.2 Historical Cost Convention

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

#### 1.3 Critical Accounting Estimates

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

#### 1.4 Rounding

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

### 2 The Local Government Reporting Entity

Town of Gawler is incorporated under the South Australian *Local Government Act 1999* and has its principal place of business at 43 High St, Gawler East SA 5118. These financial statements include the Council's direct operations and all entities through which Council controls resources to carry on

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

### 3 Income Recognition

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

Where grants, contributions and donations recognised as incomes during the reporting period were obtained on the condition that they be expended in a particular manner or used over a particular period, and those conditions were undischarged as at the reporting date, the amounts subject to those undischarged conditions are disclosed in these notes. Also disclosed is the amount of grants, contributions and receivables recognised as incomes in a previous reporting period which were obtained in respect of the Council's operations for the current reporting period.

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

	Cash Payment Received	Annual Allocation	Difference
2015/16	\$713,785	\$1,469,234	- \$755,449
2016/17	\$2,233,466	\$1,474,397	+ \$759,069
2017/18	\$1,865,349	\$1,010,087	+ \$855,262

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.

## Town of Gawler

### Notes to and forming part of the Financial Statements for the year ended 30 June 2018

#### Note 1. Summary of Significant Accounting Policies (continued)

##### 4 Gawler East Link Road and Surrounds (GELR) Construction

In May 2017, the Town of Gawler signed Gawler East Link Road (GELR) Deeds with the Minister for Transport and Infrastructure ('the Minister') and Springwood Development Nominees Pty. Ltd. relative to the future construction of the Gawler East Link Road.

The Deed with the Minister commits Council to a financial contribution of \$8.167m towards the \$54.4m estimated cost of construction of the GELR, with the remaining \$46.233m being funded by the State Government.

The road will become a Council owned and maintained asset on completion.

The State Government will 'bankroll' construction of the road, with Council reimbursing the \$8.167m to the State Government over time as follows:

- \$2.4m within 30 days of practical completion of the GELR;
- \$500,000 no later than 12 months after practical completion of the GELR;
- \$5.267m – based on the on-forwarding of per new allotment contributions received from developers over the life of the Gawler East development area.

The Deed signed with Springwood Development Nominees Pty. Ltd. commits the consortium to paying Council the \$500,000 due from Council to the State Government within 12 months of practical completion of the GELR.

The new allotment contributions received from developers each financial year will be due and payable to the State Government by 31 July of the subsequent financial year.

In this regard, such contributions received will be treated as an accrued expense for the reporting period immediately preceding the annual July payment to the State Government.

Council has since applied (from the 2017/18 financial year) a Gawler East Separate Rate as a financial security mechanism towards securing developer contributions towards the GELR, with the intent being that the primary source of securing developer contributions towards the GELR will be via deeds

entered into with various property developers within the Gawler East development area.

##### 5 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. A detailed statement of the accounting policies applied to financial instruments forms part of Note 13.

##### 6 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.

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

###### 7.1 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



## Notes to and forming part of the Financial Statements

for the year ended 30 June 2018

### Note 1. Summary of Significant Accounting Policies (continued)

construction, direct labour on the project and an appropriate proportion of variable and fixed overhead.

#### 7.2 Materiality

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

Office Furniture & Equipment	\$5,000
Other Plant & Equipment	\$5,000
Buildings - new construction/extensions	\$10,000
Park & Playground Furniture & Equipment	\$5,000
Road construction & reconstruction	\$10,000
Paving & footpaths, Kerb & Gutter	\$10,000
Drains & Culverts	\$10,000
Artworks	\$5,000

#### 7.3 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.

#### 7.4 Depreciation of Non-Current Assets

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

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

Major depreciation periods for each class of asset are listed below. Depreciation periods for infrastructure assets have been estimated based on the best information available to Council, but appropriate records covering the entire life cycle of

these assets are not available, and extreme care should be used in interpreting financial information based on these estimates.

#### Plant, Furniture & Equipment

Office Equipment	5 to 10 years
Office Furniture	10 to 20 years
Vehicles and Road-making Equip	5 to 8 years
Other Plant & Equipment	5 to 15 years

#### Building & Other Structures

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

#### Infrastructure

Sealed Roads – Surface (Asphalt Seal)	25 to 40 years
Sealed Roads – Structure (Spray Seal)	15 to 25 years
Unsealed Roads	10 to 20 years
Bridges – Concrete	80 to 100 years
Paving & Footpaths, Kerb & Gutter	50 to 150 years
Culverts	50 to 75 years
Flood Control Structures	80 to 100 years
Reticulation Pipes – PVC	70 to 100 years
Reticulation Pipes – Other	25 to 100 years
Pumps & Telemetry	15 to 25 years

#### Other Assets

Artworks	Indefinite
Playground Equipment	15 to 20 years
Swimming Pools	40 to 50 years
Shade Structures	10 to 30 years
Bores	20 to 40 years
Court Surfaces	14 to 25 years
Other Assets	7 to 100 years

#### 7.5 Impairment

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

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

## Notes to and forming part of the Financial Statements for the year ended 30 June 2018

### Note 1. Summary of Significant Accounting Policies (continued)

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

#### 7.6 Borrowing Costs

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

#### 8 Payables

##### 8.1 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.

##### 8.2 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.

#### 9 Borrowings

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

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

#### 10 Employee Benefits

##### 10.1 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.

Weighted avg. discount rate	1.67% (2017, 1.68%)
Weighted avg. settlement period	5.8 years (2017, 5.7 years)

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

##### 10.2 Superannuation

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

#### 11 Leases

Lease arrangements have been accounted for in accordance with Australian Accounting Standard AASB 117.

In respect of finance leases, where Council substantially carries all of the risks incident to ownership, the leased items are initially recognised as assets and liabilities equal in amount to the present value of the minimum lease payments. The

### Notes to and forming part of the Financial Statements

for the year ended 30 June 2018

#### Note 1. Summary of Significant Accounting Policies (continued)

assets are disclosed within the appropriate asset class and are amortised to expense over the period during which the Council is expected to benefit from the use of the leased assets. Lease payments are allocated between interest expense and reduction of the lease liability, according to the interest rate implicit in the lease.

In respect of operating leases, where the lessor substantially retains all of the risks and benefits incident to ownership of the leased items, lease payments are charged to expense over the lease term.

#### 12 Equity Accounted Council Businesses

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

#### 13 GST Implications

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

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

#### 14 New accounting standards and UIG 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.

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

Some Australian Accounting Standards and Interpretations have been issued but are not yet effective. Those standards have not been applied in these financial statements. Council will implement them when they are effective.

***The standards that are expected to have a material impact upon Council's future financial statements are:***

**Effective for annual reporting periods beginning on or after 1 January 2018**

- *AASB 9 Financial Instruments* This replaces AASB 139 Financial Instruments: Recognition and Measurement, and addresses the classification, measurement and disclosure of financial assets and liabilities.

The standard introduces a new impairment model that requires impairment provisions to be based on expected credit losses, rather than incurred credit losses. Based on assessments to date, council expects a small increase to impairment losses however the standard is not expected to have a material impact overall.

- *AASB 15 Revenue from Contracts with Customers*, *AASB 1058 Income of Not-for-Profit Entities* and *AASB 2016-8 Amendments to Australian Accounting Standards - Australian Implementation Guidance for Not-for-Profit Entities*

AASB 15 will replace AASB 118 Revenue, AASB 111 Construction Contracts and a number of Interpretations. AASB 2016-8 provides Australian requirements and guidance for not-for-profit entities in applying AASB 9 and AASB 15, and AASB 1058 will replace AASB 1004 Contributions. Together they contain a comprehensive and robust framework for the recognition, measurement and disclosure of income including revenue from contracts with customers.

Council is still reviewing the way that income is measured and recognised to identify whether there will be any material impact arising from these standards.



Notes to and forming part of the Financial Statements  
for the year ended 30 June 2018

Note 1. Summary of Significant Accounting Policies (continued)

**Effective for annual reporting periods beginning on or after 1 January 2019**

- AASB 16 Leases

Council has some leases that are not in the Statement of Financial Position. These will need to be included when this standard comes into effect. A lease liability will initially be measured at the present value of the lease payments to be made over the lease term. A corresponding right-of-use asset will also be recognised over the lease term. The Council believes that the introduction of AASB 16 Leases may have a material impact on the future reported financial performance and position of the Council, however, as at the time of preparing these financial statements, an assessment has not been completed to quantify this potential impact.

**The standards are not expected to have a material impact upon Council's future financial statements are:**

**Effective for annual reporting periods beginning on or after 1 January 2017**

- AASB 2014-5 Amendments to Australian Accounting Standards arising from AASB 15
- AASB 2015-8 Amendments to Australian Accounting Standards – Effective Date of AASB 15
- AASB 2016-7 Amendments to Australian Accounting Standards - Deferral of AASB 15 for Not-for-Profit Entities

**Effective for annual reporting periods beginning on or after 1 January 2018**

- AASB 9 Financial Instruments
- AASB 15 Revenue from Contracts with Customers
- AASB 2010-7 Amendments to Australian Accounting Standards arising from AASB 9 (December 2010)
- AASB 2014-1 Amendments to Australian Accounting Standards (Part E)

- AASB 2014-7 Amendments to Australian Accounting Standards arising from AASB 9 (December 2014)
- AASB 2016-3 Amendments to Australian Accounting Standards – Clarifications to AASB 15
- AASB 2016-5 Amendments to Australian Accounting Standards – Classification and Measurement of Share-based Payment Transactions
- AASB 2016-6 Amendments to Australian Accounting Standards - Applying AASB 9 Financial Instruments with AASB 4 Insurance Contracts
- AASB 2017-3 Amendments to Australian Accounting Standards – Clarifications to AASB 4

**Effective for annual reporting periods beginning on or after 1 January 2019**

- AASB 16 Leases
- AASB 16 Leases (Appendix D)
- AASB 1058 Income of Not-for-Profit Entities
- AASB 1058 Income of Not-for-Profit Entities (Appendix D)
- AASB 2016-8 Amendments to Australian Accounting Standards - Australian Implementation Guidance for Not-for-Profit Entities
- AASB 2017-1 Amendments to Australian Accounting Standards – Transfers of Investment Property, Annual Improvements 2014-2016 Cycle and Other Amendments
- AASB 2017-4 Amendments to Australian Accounting Standards – Uncertainty over Income Tax Treatments
- AASB 1059 Service Concession Arrangements: Grantors
- AASB 1059 Service Concession Arrangements: Grantors (Appendix D)

### Notes to and forming part of the Financial Statements for the year ended 30 June 2018

#### Note 1. Summary of Significant Accounting Policies (continued)

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##### **Effective for annual reporting periods beginning on or after 1 January 2021**

- AASB 17 *Insurance Contracts*
- AASB 17 *Insurance Contracts* (Appendix D)

#### **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.

## Town of Gawler

### Notes to and forming part of the Financial Statements for the year ended 30 June 2018

#### Note 2. Income

\$ '000	Notes	2018	2017
<b>(a). Rates Revenues</b>			
<b>General Rates</b>			
General Rates		20,418	19,337
Less: Mandatory Rebates		(356)	(341)
Less: Discretionary Rebates, Remissions & Write Offs		(920)	(886)
<b>Total General Rates</b>		<b>19,142</b>	<b>18,110</b>
<b>Other Rates (Including Service Charges)</b>			
Natural Resource Management Levy		352	329
Waste Collection		1,913	1,944
Separate Rate		173	168
<b>Total Other Rates</b>		<b>2,438</b>	<b>2,441</b>
<b>Other Charges</b>			
Penalties for Late Payment		63	46
<b>Total Other Charges</b>		<b>63</b>	<b>46</b>
Less: Discretionary Rebates, Remissions & Write Offs		-	(4)
<b>Total Rates Revenues</b>		<b>21,643</b>	<b>20,593</b>
<b>(b). Statutory Charges</b>			
Development Act Fees		256	218
Health & Septic Tank Inspection Fees		3	4
Animal Registration Fees & Fines		218	221
Parking Fines / Expiation Fees		141	121
Sundry		66	80
<b>Total Statutory Charges</b>		<b>684</b>	<b>644</b>
<b>(c). User Charges</b>			
Cemetery Fees		145	168
Lease and Property Rents		479	351
Sundry		44	98
Recreation Fees and Charges		387	417
Aquatic Centre Fees and Charges		369	336
Visitors Information Centre		60	74
<b>Total User Charges</b>		<b>1,484</b>	<b>1,444</b>



## Town of Gawler

### Notes to and forming part of the Financial Statements

for the year ended 30 June 2018

#### Note 2. Income (continued)

\$ '000	Notes	2018	2017
<b>(d). Investment Income</b>			
Interest on Investments			
- Local Government Finance Authority		14	20
- Loans to Community Groups		3	1
Developer Contributions		17	24
<b>Total Investment Income</b>		<b>34</b>	<b>45</b>
<b>(e). Reimbursements</b>			
Vehicle Use Reimbursements		105	88
Insurance Claims / Rebates		33	237
Legal Costs		1	9
Other Councils		-	8
Other		187	81
<b>Total Reimbursements</b>		<b>326</b>	<b>423</b>
<b>(f). Other Income</b>			
Sundry		-	88
Commissions		4	3
Donations		8	1
Other		33	-
<b>Total Other Income</b>		<b>45</b>	<b>92</b>
<b>(g). Grants, Subsidies, Contributions</b>			
Amounts Received Specifically for New or Upgraded Assets		2,869	50
Amounts Received Specifically for New or Upgraded Assets - Gawler Civic Centre		-	755
Amounts Received Specifically for New or Upgraded Assets - Other		365	-
<b>Total Amounts Received Specifically for New or Upgraded Assets</b>		<b>3,234</b>	<b>805</b>
Other Grants, Subsidies and Contributions		328	219
Financial Assistance Grant		1,383	1,785
Roads to Recovery		433	500
Library Operating Grant		77	74
Home Support Program Grant		564	625
Local Roads Grant		482	448
Youth Development		14	5
<b>Total Other Grants, Subsidies and Contributions</b>		<b>3,281</b>	<b>3,656</b>
<b>Total Grants, Subsidies, Contributions</b>		<b>6,515</b>	<b>4,461</b>

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

## Town of Gawler

### Notes to and forming part of the Financial Statements for the year ended 30 June 2018

#### Note 2. Income (continued)

\$ '000	Notes	2018	2017
<b>(g). Grants, Subsidies, Contributions (continued)</b>			
<b>(i) Sources of grants</b>			
Commonwealth Government		5,023	2,813
State Government		854	574
Other		638	1,074
<b>Total</b>		<b>6,515</b>	<b>4,461</b>
<b>(ii) Individually Significant Items</b>			
Grant Commission (FAG) Grant Recognised as Income		855	759
<b>(h). Physical Resources Received Free of Charge</b>			
Land & Improvements		122	369
Stormwater Drainage		96	1,337
Kerb & Gutter		70	648
Roads & Footpaths		193	1,676
<b>Total Physical Resources Received Free of Charge</b>		<b>481</b>	<b>4,030</b>

#### Note 3. Expenses

##### (a). Employee Costs

Salaries and Wages		8,901	8,355
Employee Leave Expense		826	635
Superannuation - Defined Contribution Plan Contributions	18	605	663
Superannuation - Defined Benefit Plan Contributions	18	265	170
Workers' Compensation Insurance		249	431
Income Protection Insurance		132	111
Less: Capitalised and Distributed Costs		(1,136)	(958)
<b>Total Operating Employee Costs</b>		<b>9,842</b>	<b>9,407</b>
<b>Total Number of Employees (full time equivalent at end of reporting period)</b>			
		122	124

Notes to and forming part of the Financial Statements  
for the year ended 30 June 2018

Note 3. Expenses

\$ '000	Notes	2018	2017
<b>(b). Materials, Contracts and Other Expenses</b>			
<b>(i) Prescribed Expenses</b>			
Auditor's Remuneration			
- Auditing the Financial Reports		30	29
Bad and Doubtful Debts		20	1
Elected Members' Expenses		218	214
Election Expenses		7	7
Operating Lease Rentals - Non-Cancellable Leases	17		
- Minimum Lease Payments		294	253
<b>Subtotal - Prescribed Expenses</b>		<b>569</b>	<b>504</b>
<b>(ii) Other Materials, Contracts and Expenses</b>			
Contractors		1,954	1,709
Energy (Fuel, Gas, Electricity)		910	787
Maintenance		230	300
Sundry		720	701
Advertising, Printing, Postage & Freight		212	188
Bank Charges & Payment Collection Agencies		65	59
Canteen Supplies (Cost of Goods Sold)		57	60
Cleaning & Hygiene		258	207
Communications		101	147
Computer Software / Hardware		375	311
Consultants & Agency Staff		1,421	1,264
Contribution - Other		449	419
Contribution - Gawler Business Development Group		173	168
Contribution - State Government NRM Levy		360	329
Corporate Memberships		83	82
Fringe Benefit Tax		138	130
Insurance		223	271
Levies - Emergency Services		20	19
Materials - Depot Store		30	28
Minor Asset Purchases		113	78
Property Valuations (Valuer General Expenses)		47	46
Rubble, Bitumen & Concrete		103	128
Security		82	81
Staff Training		137	151
Vehicle / Machine Parts & Registrations		87	120
Waste Collection & Disposal Charges		1,799	2,151
Water Supply & Consumption Charges		535	376
Legal Fees (including Debt Recovery)		125	158
Property Rent		-	67
<b>Subtotal - Other Material, Contracts &amp; Expenses</b>		<b>10,807</b>	<b>10,536</b>
<b>Total Materials, Contracts and Other Expenses</b>		<b>11,376</b>	<b>11,040</b>



## Town of Gawler

### Notes to and forming part of the Financial Statements for the year ended 30 June 2018

#### Note 3. Expenses (continued)

\$ '000	Notes	2018	2017
<b>(c). Depreciation, Amortisation and Impairment</b>			
<b>(i) Depreciation and Amortisation</b>			
Infrastructure			
- Bridges & Major Culverts		138	135
- Stormwater Drainage		812	755
- Roads, Footpaths & Kerb & Gutter		2,714	2,632
- Roundabouts		33	30
- Urban Elements		92	97
Buildings		318	382
Equipment		571	530
Other Assets		172	175
<b>Subtotal</b>		<b>4,850</b>	<b>4,736</b>
<b>(ii) Impairment</b>			
Buildings		-	79
<b>Subtotal</b>		<b>-</b>	<b>79</b>
<b>Total Depreciation, Amortisation and Impairment</b>		<b>4,850</b>	<b>4,815</b>
<b>(d). Finance Costs</b>			
Interest on Overdraft and Short-Term Drawdown		285	119
Interest on Loans		464	534
Bank Guarantee Charges		21	11
Less: Capitalised and Distributed costs		-	(9)
<b>Total Finance Costs</b>		<b>770</b>	<b>655</b>

#### Note 4. Asset Disposal & Fair Value Adjustments

##### Infrastructure, Property, Plant & Equipment

###### (i) Assets Renewed or Directly Replaced

Proceeds from Disposal	54	239
Less: Carrying Amount of Assets Sold	(328)	(1,063)
<b>Gain (Loss) on Disposal</b>	<b>(274)</b>	<b>(824)</b>

###### (ii) Assets Surplus to Requirements

Proceeds from Disposal	-	62
Less: Carrying Amount of Assets Sold	(57)	-
<b>Gain (Loss) on Disposal</b>	<b>(57)</b>	<b>62</b>
<b>Net Gain (Loss) on Disposal or Revaluation of Assets</b>	<b>(331)</b>	<b>(762)</b>

## Town of Gawler

### Notes to and forming part of the Financial Statements for the year ended 30 June 2018

#### Note 5. Current Assets

\$ '000	Notes	2018	2017
<b>(a). Cash &amp; Cash Equivalents</b>			
Cash on Hand at Bank		312	110
<b>Total Cash &amp; Cash Equivalents</b>		<b>312</b>	<b>110</b>
<b>(b). Trade &amp; Other Receivables</b>			
Rates - General & Other		898	728
Accrued Revenues		65	64
Debtors - General		790	884
Prepayments		55	56
Loans to Community Organisations		14	16
<b>Subtotal</b>		<b>1,822</b>	<b>1,748</b>
Less: Allowance for Doubtful Debts		(23)	(4)
<b>Total Trade &amp; Other Receivables</b>		<b>1,799</b>	<b>1,744</b>
<b>(c). Inventories</b>			
Trading Stock		17	12
<b>Total Inventories</b>		<b>17</b>	<b>12</b>

## Town of Gawler

### Notes to and forming part of the Financial Statements for the year ended 30 June 2018

#### Note 6. Non-Current Assets

\$ '000	Notes	2018	2017
<b>(a). Financial Assets</b>			
<b>Receivables</b>			
Loans to Community Organisations		115	179
<b>Total Receivables</b>		<b>115</b>	<b>179</b>
<b>Total Financial Assets</b>		<b>115</b>	<b>179</b>
<b>(b). Equity Accounted Investments in Council Businesses</b>			
Gawler River Floodplain Management Authority	19	2,886	2,925
Northern Adelaide Waste Management Authority	19	686	632
<b>Total Equity Accounted Investments in Council Businesses</b>		<b>3,572</b>	<b>3,557</b>
<b>(c). Other Non-Current Assets</b>			
Capital Works-in-Progress		13,049	5,872
<b>Total Other Non-Current Assets</b>		<b>13,049</b>	<b>5,872</b>



## Town of Gawler

Notes to and forming part of the Financial Statements  
for the year ended 30 June 2018

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

	Fair Value Level	as at 30/6/2017					Asset Movements during the Reporting Period								as at 30/6/2018				
		At Fair Value	At Cost	Accumulated Dep'n	Impairment	Carrying Value	Asset Additions		WDV of Asset Disposals	Depreciation Expense (Note 3c)	Adjustments & Transfers	Revaluation Decrements to Equity (ARR) (Note 9)	Reversal of prior period Revaluation Decrements to the P&L (Note 4)	Revaluation Increments to Equity (ARR) (Note 9)	At Fair Value	At Cost	Accumulated Dep'n	Impairment	Carrying Value
							New / Upgrade	Renewals											
\$ '000																			
Land	2	32,986	-	-	-	32,986	208	143	-	-	-	-	-	580	33,917	-	-	-	33,917
Infrastructure	3	10,778	-	6,770	-	4,008	40	-	-	(138)	-	-	-	778	11,897	-	7,208	-	4,689
- Bridges & Major Culverts	3	70,200	-	22,579	-	47,621	1,698	-	(26)	(812)	-	-	-	2,318	75,730	-	24,931	-	50,799
- Stormwater Drainage	3	152,449	-	44,995	-	107,454	1,514	1,280	(231)	(2,714)	-	(1,128)	-	9,135	171,397	-	56,087	-	115,310
- Roads, Footpaths & Kerb & Gutter	3	1,496	-	-	-	1,108	-	-	-	(33)	-	-	-	103	1,634	-	456	-	1,178
- Roundabouts	2	-	4,649	1,035	-	3,614	203	75	(57)	(92)	-	-	-	-	4,866	1,123	-	-	3,743
- Urban Elements	2	10,702	277	1,002	-	9,977	177	101	-	(286)	(7)	-	-	11,834	35,689	190	16,014	-	19,865
Buildings	3	-	-	-	-	-	-	21	-	(32)	-	(30)	-	1,520	6,047	2,637	-	-	3,410
Buildings	3	-	6,339	2,610	-	3,729	328	173	(71)	(571)	-	-	-	-	6,692	3,104	-	-	3,588
Equipment		-	5,188	2,352	-	2,836	145	397	-	(172)	-	-	-	-	-	5,731	2,525	-	3,206
Other Assets																			
Total Infrastructure, Property, Plant & Equipment		278,611	16,453	81,731	-	213,333	4,313	2,190	(385)	(4,850)	(7)	(1,158)	-	26,268	335,311	17,479	114,085	-	239,705
Comparatives		261,048	18,540	61,246	-	218,342	7,154	4,277	(1,063)	(4,736)	1	(12,465)	-	1,901	278,611	16,453	81,731	-	213,333

## Town of Gawler

### Notes to and forming part of the Financial Statements for the year ended 30 June 2018

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

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\$ '000

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##### 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

The entity 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 entity 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 (ie 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 entity 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.

All land, and certain 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.

## Town of Gawler

### Notes to and forming part of the Financial Statements for the year ended 30 June 2018

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

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\$ '000

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##### Valuation of Assets (continued)

###### Information on Valuations (continued)

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 2 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 directly or indirectly observable in that market.

There is no known active market for most buildings, all infrastructure and all other assets. These assets are based on fair value hierarchy level 3 valuation inputs and are valued at depreciated current replacement cost. This method involves:

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

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

###### Other Information

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

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

###### Highest and best use

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

###### 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.



## Town of Gawler

### Notes to and forming part of the Financial Statements for the year ended 30 June 2018

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

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\$ '000

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##### Valuation of Assets (continued)

###### Land

- Basis of valuation: Market Value
- Date of valuation: 30 June 2018
- Valuer: Valuer General, GPO BOX 1354, Adelaide SA 5001

###### Buildings

- Basis of valuation: Market Value / Depreciated Replacement Cost
- Date of valuation: 30 June 2018
- Valuer: Mitch Ekonomopoulos of AssetVal Pty Ltd, L1/148 Frome Street, Adelaide SA 5000

Council contracted AssetVal Pty Ltd to undertake a periodical revaluation of Buildings as at 30 June, 2018. As a result of this revaluation review, the independent valuer determined that the majority of buildings be categorised as level 3 - unobservable inputs. This fair value hierarchy assessment is in accordance with AASB13 Fair Value Measurements.

The previous revaluation undertaken for buildings categorised the majority of buildings as level 2 - observable inputs excluding level 1.

This change in accounting estimate is likely to result in, to best of our knowledge, additional future depreciation charges in the order of \$400K per annum.

###### Infrastructure

###### *Roads, Footpaths & Kerb & Gutter*

- Basis of valuation: Written down current replacement cost
- Date of valuation: 30 June 2018
- Valuer: Steve Walker of Asset Engineering, PO BOX 211, Plympton SA 5038

The unit costs applied to infrastructure assets as at 30 June 2018 have increased significantly due to increases in construction material costs and assigned project management costs. This change in accounting estimate is likely to result in, to the best of our knowledge, additional further depreciation charges in the order of \$300K per annum.

###### *Stormwater Drainage*

- Basis of valuation: Written down current replacement cost
- Date of valuation: 30 June 2018
- Valuer: Steve Walker of Asset Engineering, PO BOX 211, Plympton SA 5038

###### *Roundabouts*

- Basis of valuation: Written down current replacement cost
- Date of valuation: 30 June 2018
- Valuer: Steve Walker of Asset Engineering, PO BOX 211, Plympton SA 5038

###### *Urban Elements*

- Recognition at Cost

###### *Bridges and Major Culverts*

- Basis of valuation: Written down current replacement cost
- Date of valuation: 30 June 2018
- Valuer: Steve Walker of Asset Engineering, PO BOX 211, Plympton SA 5038

###### Plant & Equipment

- Recognition at Cost

###### All other Assets

- Recognition at Cost

## Town of Gawler

### Notes to and forming part of the Financial Statements for the year ended 30 June 2018

#### Note 8. Liabilities

\$ '000	Notes	2018 Current	2018 Non Current	2017 Current	2017 Non Current
(a). Trade and Other Payables					
Goods & Services		3,106	-	2,635	-
Payments Received in Advance		1,894	-	605	-
Accrued Expenses - Employee Entitlements		254	-	237	-
Accrued Expenses - Finance Costs		223	-	201	-
Accrued Expenses - Other		108	93	152	-
Deposits, Retentions & Bonds		80	-	195	-
Total Trade and Other Payables		5,665	93	4,025	-
(b). Borrowings					
Loans		852	5,755	814	6,608
Cash Advance Debenture Facility*		-	8,062	-	4,642
Total Borrowings		852	13,817	814	11,250
All interest bearing liabilities are secured over the future revenues of the Council.					
*The Cash Advance Debenture Facility comprises of 5 accounts with the maturity dates ranging from 15/06/2022 to 17/10/2026.					
(c). Provisions					
Employee Entitlements for Long Service Leave (including oncosts)		1,538	81	1,345	98
Employee Entitlements for Annual Leave (including oncosts)		1,237	-	1,157	-
Total Provisions		2,775	81	2,501	98

## Town of Gawler

### Notes to and forming part of the Financial Statements for the year ended 30 June 2018

#### Note 9. Reserves

\$ '000	1/7/2017	Increments (Decrements)	Transfers	Impairments	30/6/2018
<b>(a). Asset Revaluation Reserve</b>					
Land	28,956	580	-	-	29,536
Infrastructure					
- Bridges & Major Culverts	-	778	-	-	778
- Stormwater Drainage	38,183	2,318	-	-	40,501
- Roads, Footpaths & Kerb & Gutter	80,500	8,007	-	-	88,507
- Roundabouts	1,127	103	-	-	1,230
Buildings	-	13,324	-	-	13,324
JV's / Associates - Other Comprehensive Income	547	-	-	-	547
<b>Total Asset Revaluation Reserve</b>	<b>149,313</b>	<b>25,110</b>	<b>-</b>	<b>-</b>	<b>174,423</b>
<b>Comparatives</b>	<b>159,877</b>	<b>(10,564)</b>	<b>-</b>	<b>-</b>	<b>149,313</b>

\$ '000	1/7/2017	Tfrs to Reserve	Tfrs from Reserve	Other Movements	30/6/2018
<b>(b). Other Reserves</b>					
Carparking	439	7	-	-	446
Stormwater Drainage	-	9	(9)	-	-
Plant & Machinery Replacement	-	159	(159)	-	-
Willaston Cemetery	-	20	(20)	-	-
Willaston Cemetery - Babies Memorial	1	-	-	-	1
Waste Management Service Charge	-	125	(5)	-	120
Property	1,123	19	-	-	1,142
Dog & Cat Management	91	-	(91)	-	-
Historic Walls	63	17	-	-	80
Property Improvement	4	2	-	-	6
Urban Tree Fund	3	10	-	-	13
Other Reserves	-	5	-	-	5
<b>Total Other Reserves</b>	<b>1,724</b>	<b>373</b>	<b>(284)</b>	<b>-</b>	<b>1,813</b>
<b>Comparatives</b>	<b>2,395</b>	<b>538</b>	<b>(1,209)</b>	<b>-</b>	<b>1,724</b>



### Notes to and forming part of the Financial Statements for the year ended 30 June 2018

#### Note 9. Reserves (continued)

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\$ '000

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##### PURPOSES OF RESERVES

###### Asset Revaluation Reserves

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

###### Stormwater

This reserve is used for the retention of developer contributions towards the provision of stormwater infrastructure.

###### Carparking Reserve

This reserve is used for the retention of developer contributions towards the provision of carpark facilities.

###### Footpath Reserve

This reserve is used for the retention of developer contributions towards the construction of new footpaths.

###### Open Space Reserve

This reserve is used for the retention of developer contributions received towards the provision of facilities within Council's Community Parks, Gardens and Open Spaces.

###### Plant & Machinery Replacement Reserve

This reserve is used for the provision of funding towards the programmed replacement of Council's Plant & Machinery

###### Cemetery Reserve

This reserve is used for the development and enhancement of facilities at the Willaston Cemetery.

###### Waste Management Service Charge Reserve

Council applies an annual charge for the provision of waste management services, pursuant to section 155 of the Local Government Act 1999. In instances where surplus funds are generated (i.e. where the funds generated from the service charge exceed the cost providing the service) this reserve is credited with the surplus.

###### Property Reserve

This reserve is used for future infrastructure and property development.

###### Historic Walls Reserve

This reserve is used to fund the Historic Walls Grant Scheme.

###### Dog & Cat Management Reserve

This reserve is used to fund future initiatives relating to Dog and Cat Management.

###### Urban Trees Fund Reserve

This reserve is used to fund the maintenance or planting of trees in a designated area which are or will (when fully grown) constitute as significant trees.

###### Property Improvement Reserve

This reserve is to hold discretionary rebates withheld for commercial properties in the Town Centre deemed to be in a state of neglect that detracts significantly from the amenity of the locality.

## Town of Gawler

### Notes to and forming part of the Financial Statements for the year ended 30 June 2018

#### Note 10. Assets Subject to Restrictions

\$ '000	Notes	2018	2017
<p>The uses of the following assets are restricted, wholly or partially, by legislation or other externally imposed requirements. The assets are required to be utilised for the purposes for which control was transferred to Council, or for which the revenues were originally obtained.</p>			
<b>Cash &amp; Financial Assets</b>			
<b>Unexpended amounts received from Federal Government</b>			
Developer Contributions		9	145
Southern Urban Areas Developer Contributions		1,142	1,123
<b>Total Cash &amp; Financial Assets</b>		<b>1,151</b>	<b>1,268</b>
<b>Total Assets Subject to Externally Imposed Restrictions</b>		<b>1,151</b>	<b>1,268</b>

#### Note 11. Reconciliation to Statement of Cash Flows

##### (a). Reconciliation of Cash

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

Total Cash & Equivalent Assets	5	312	110
Less: Short-Term Borrowings	8	-	-
<b>Balances per Statement of Cash Flows</b>		<b>312</b>	<b>110</b>

## Town of Gawler

### Notes to and forming part of the Financial Statements for the year ended 30 June 2018

#### Note 11. Reconciliation to Statement of Cash Flows (continued)

\$ '000	Notes	2018	2017
<b>(b). Reconciliation of Change in Net Assets to Cash from Operating Activities</b>			
<b>Net Surplus/(Deficit)</b>		<b>3,995</b>	<b>4,999</b>
Non-Cash Items in Income Statements			
Depreciation, Amortisation & Impairment		4,850	4,815
Equity Movements in Equity Accounted Investments (Increase)/Decrease		48	55
Non-Cash Asset Acquisitions		(481)	(4,030)
Grants for Capital Acquisitions (Treated as Investing Activity Receipts)		(3,234)	(307)
Net (Gain) Loss on Disposals		331	762
		<b>5,508</b>	<b>6,293</b>
<b>Add (Less): Changes in Net Current Assets</b>			
Net (Increase)/Decrease in Receivables		(574)	(702)
Change in Allowances for Under-Recovery of Receivables		(19)	-
Net (Increase)/Decrease in Inventories		(5)	5
Net (Increase)/Decrease in Other Current Assets		64	-
Net Increase/(Decrease) in Trade & Other Payables		729	(143)
Net Increase/(Decrease) in Other Provisions		257	86
<b>Net Cash provided by (or used in) operations</b>		<b>5,959</b>	<b>5,539</b>
<b>(c). Non-Cash Financing and Investing Activities</b>			
<b>Acquisition of assets by means of:</b>			
- Physical Resources Received Free of Charge	2i	481	4,030
<b>Amounts recognised in Income Statement</b>		<b>481</b>	<b>4,030</b>
<b>Total Non-Cash Financing &amp; Investing Activities</b>		<b>481</b>	<b>4,030</b>

#### (d). Financing Arrangements

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

Corporate Credit Cards	39	34
LGFA Cash Advance Debenture Facility*	13,787	13,687

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

\*The LGFA Cash Advance Facility balance outstanding at 30 June, 2018 was \$8.062M (2017: \$4,642M)



## Town of Gawler

### Notes to and forming part of the Financial Statements for the year ended 30 June 2018

#### 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 2018	Actual 2017	Actual 2018	Actual 2017	Actual 2018	Actual 2017	Actual 2018	Actual 2017	Actual 2018	Actual 2017
<b>\$ '000</b>										
Business Undertakings	-	-	-	-	-	-	-	-	2,602	6,987
Community Services	929	935	2,252	2,217	(1,323)	(1,282)	674	662	19,324	9,719
Culture	96	92	1,036	966	(940)	(874)	77	74	297	486
Economic Development	257	249	879	621	(622)	(372)	-	-	1,734	1,221
Environment	1,932	1,959	4,087	4,012	(2,155)	(2,053)	-	-	2,407	2,370
Recreation	778	760	3,369	3,060	(2,591)	(2,300)	3	-	31,934	27,627
Regulatory Services	1,180	1,130	3,297	2,795	(2,117)	(1,665)	166	145	60	67
Transport & Communication	919	951	4,268	4,118	(3,349)	(3,167)	915	948	559	493
Plant Hire & Depot/Indirect	24	30	(352)	(30)	376	60	13	13	3,003	3,004
Unclassified Activities	-	-	-	-	-	-	-	-	20	20
Council Administration	21,381	20,791	8,001	8,158	13,380	12,633	1,433	1,815	196,629	172,813
<b>Total Functions/Activities</b>	<b>27,496</b>	<b>26,897</b>	<b>26,837</b>	<b>25,917</b>	<b>659</b>	<b>980</b>	<b>3,281</b>	<b>3,657</b>	<b>258,569</b>	<b>224,899</b>

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

## Town of Gawler

### Notes to and forming part of the Financial Statements for the year ended 30 June 2018

#### Note 12b. Components of Functions

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\$ '000

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**The activities relating to Council functions are as follows:**

##### **BUSINESS UNDERTAKINGS**

Caravan Parks, Development of Land for Resale.

##### **COMMUNITY SERVICES**

Public Order and Safety, Crime Prevention, Emergency Services, Other Fire Protection, Other Public Order and Safety, Health Services, Pest Control – Health, Immunisation, Preventive Health Services, Other Health Services, Community Support, Elderly Citizens Facilities, Home Support Program, Children and Youth Services, Community Assistance, Family and Neighbourhood Support, Other Community Support, Community Amenities, Bus Shelters, Cemeteries, Public Conveniences, Car Parking – non-fee-paying and Other Community Amenities.

##### **CULTURE**

Library Services, Other Library Services, Cultural Services, Heritage and Other Cultural Services.

##### **ECONOMIC DEVELOPMENT**

Regional Development, Support to Local Businesses, Tourism, and Other Economic Development.

##### **ENVIRONMENT**

Landcare, Other Agricultural Services, Waste Management, Domestic Waste, Green Waste, Recycling, Waste Disposal Facility, Other Waste Management, Other Environment, Stormwater and Drainage, Street Cleaning, Street Lighting, Streetscaping, Natural Resource Management Levy, and Other Environment.

##### **RECREATION**

Parks and Gardens, Sports Facilities – Indoor, Sports Facilities – Outdoor, Aquatic Centre – Outdoor, and Other Recreation.

##### **REGULATORY SERVICES**

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

##### **TRANSPORT**

Bridges, Footpaths and Kerbing, Roads – sealed, Roads – formed, Roads – natural formed, Roads – unformed, Traffic Management, LGGC – roads (formula funded), and Other Transport.

##### **PLANT HIRE & DEPOT**

Plant & Machinery maintenance & repairs, Depot maintenance expenses.

##### **UNCLASSIFIED ACTIVITIES**

Road reserve maintenance, 'Rapid Response' team service and other sundry.

##### **COUNCIL ADMINISTRATION**

Governance, Administration n.e.c., Elected Members, Organisational, Support Services, Accounting/Finance, Payroll, Human Resources, Information Technology, Communication, Rates Administration, Records, Occupancy, Contract Management, Customer Service, Other Support Services, Revenues, LGGC – General Purpose, and Separate and Special Rates.

Notes to and forming part of the Financial Statements  
for the year ended 30 June 2018

Note 13. Financial Instruments

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\$ '000

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**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 are returning fixed interest rates of 1.5% (2017: between 1.5% and 1.75%). Council had no short term borrowings in the reporting period.

**Carrying Amount:**

Approximates fair value due to the short term to maturity.

**Receivables**

**Rates & Associated Charges**

(including legals & penalties for late payment)

Note: These receivables do not meet the definition of "financial instruments" and have been excluded from the following disclosures.

**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.

**Terms & Conditions:**

Secured over the subject land, arrears attract interest of 6.6% (2017: 6.75%). 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:**

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.

**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).



## Town of Gawler

### Notes to and forming part of the Financial Statements for the year ended 30 June 2018

#### Note 13. Financial Instruments (continued)

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\$ '000

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##### Recognised Financial Instruments

###### Receivables

###### Other Levels of Government

###### Accounting Policy:

Carried at nominal value.

###### Terms & Conditions:

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

###### Carrying Amount:

Approximates fair value.

###### Liabilities

###### Creditors and Accruals

###### Accounting Policy:

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

###### Terms & Conditions:

Liabilities are normally settled on 30 day terms.

###### Carrying Amount:

Approximates fair value.

###### Liabilities

###### Interest Bearing Borrowings

###### Accounting Policy:

Carried at the principal amounts. Interest is charged as an expense as it accrues.

###### Terms & Conditions:

Secured over future revenues, borrowings are repayable (describe basis); interest is charged at fixed (or variable - describe) rates between 3.75% and 7.88% (2017: 3.75% and 7.9%).

###### Carrying Amount:

Approximates fair value.

###### Liabilities

###### Finance Leases

###### Accounting Policy:

Accounted for in accordance with AASB 117.

## Town of Gawler

### Notes to and forming part of the Financial Statements for the year ended 30 June 2018

#### Note 13. Financial Instruments (continued)

\$ '000	Due < 1 year	Due > 1 year & ≤ 5 years	Due > 5 years	Total Contractual Cash Flows	Carrying Values
<b>2018</b>					
<b>Financial Assets</b>					
Cash & Equivalents	312	-	-	312	312
Receivables	832	129	-	961	961
<b>Total Financial Assets</b>	<b>1,144</b>	<b>129</b>	<b>-</b>	<b>1,273</b>	<b>1,272</b>
<b>Financial Liabilities</b>					
Payables	5,270	-	-	5,270	5,080
Current Borrowings	1,291	-	-	1,291	852
Non-Current Borrowings	-	3,928	10,324	14,252	13,817
<b>Total Financial Liabilities</b>	<b>6,561</b>	<b>3,928</b>	<b>10,324</b>	<b>20,813</b>	<b>19,749</b>
<b>2017</b>					
<b>Financial Assets</b>					
Cash & Equivalents	110	-	-	110	110
Receivables	945	194	-	1,139	1,139
<b>Total Financial Assets</b>	<b>1,055</b>	<b>194</b>	<b>-</b>	<b>1,249</b>	<b>1,249</b>
<b>Financial Liabilities</b>					
Payables	3,488	-	-	3,488	3,435
Current Borrowings	1,276	-	-	1,276	814
Non-Current Borrowings	-	6,037	5,610	11,647	11,250
<b>Total Financial Liabilities</b>	<b>4,764</b>	<b>6,037</b>	<b>5,610</b>	<b>16,411</b>	<b>15,499</b>

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

	30 June 2018		30 June 2017	
	Weighted Avg Interest Rate	Carrying Value	Weighted Avg Interest Rate	Carrying Value
Other Variable Rates	3.60%	8,062	3.75%	4,642
Fixed Interest Rates	6.61%	6,607	6.60%	7,421
		<b>14,669</b>		<b>12,063</b>

#### Net Fair Value

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

#### 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 allowance for doubtful debts. 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.

## Town of Gawler

### Notes to and forming part of the Financial Statements

for the year ended 30 June 2018

#### Note 13. Financial Instruments (continued)

\$ '000

##### Risk Exposures (continued)

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

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

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

#### Note 14. Commitments for Expenditure

\$ '000

Notes

2018

2017

##### (a). Capital Commitments

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

Infrastructure	6,391	9,267
	<b>6,391</b>	<b>9,267</b>

###### **These expenditures are payable:**

Not later than one year	6,391	1,394
Later than one year and not later than 5 years	-	5,856
Later than 5 years	-	2,017
	<b>6,391</b>	<b>9,267</b>

##### (b). Other Expenditure Commitments

###### **Other expenditure committed for (excluding inventories) at the reporting date but not recognised in the financial statements as liabilities:**

Audit Services	61	90
Employee Remuneration Contracts	4,585	4,178
	<b>4,646</b>	<b>4,268</b>

###### **These expenditures are payable:**

Not later than one year	1,751	1,524
Later than one year and not later than 5 years	2,895	2,744
Later than 5 years	-	-
	<b>4,646</b>	<b>4,268</b>



## Town of Gawler

### Notes to and forming part of the Financial Statements for the year ended 30 June 2018

#### Note 15. Financial Indicators

\$ '000	Amounts	Indicator	Prior Periods	
	2018	2018	2017	2016

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	611	2.2%	3.4%	(1.0%)
Total Operating Income	27,497			

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

##### 2. Net Financial Liabilities Ratio

Net Financial Liabilities	21,057	77%	62%	50%
Total Operating Income	27,497			

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

##### Adjustments to Ratios

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

Adjusted Operating Surplus Ratio	1.9%	0.6%	2.1%
----------------------------------	------	------	------

##### 3. Asset Sustainability Ratio

Net Asset Renewals	2,476	101%	99%	97%
Infrastructure & Asset Management Plan required expenditure	2,460			

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

Notes to and forming part of the Financial Statements  
for the year ended 30 June 2018

Note 15. Financial Indicators - Graphs (continued)

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## Town of Gawler

### Notes to and forming part of the Financial Statements for the year ended 30 June 2018

#### Note 16. Uniform Presentation of Finances

\$ '000	2018	2017
<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	27,497	26,897
<i>less</i> Expenses	(26,886)	(25,971)
<b>Operating Surplus / (Deficit)</b>	<b>611</b>	<b>926</b>
<b>Net Outlays on Existing Assets</b>		
Capital Expenditure on Renewal and Replacement of Existing Assets	(2,530)	(3,258)
<i>add back</i> Depreciation, Amortisation and Impairment	4,850	4,815
<i>add back</i> Proceeds from Sale of Replaced Assets	54	239
<b>Subtotal</b>	<b>2,374</b>	<b>1,796</b>
<b>Net Outlays on New and Upgraded Assets</b>		
Capital Expenditure on New and Upgraded Assets (including Investment Property & Real Estate Developments)	(10,795)	(8,006)
<i>add back</i> Amounts Received Specifically for New and Upgraded Assets	4,850	307
<i>add back</i> Proceeds from Sale of Surplus Assets (including Investment Property & and Real Estate Developments)	-	62
<b>Subtotal</b>	<b>(5,945)</b>	<b>(7,637)</b>
<b>Net Lending / (Borrowing) for Financial Year</b>	<b>(2,961)</b>	<b>(4,916)</b>



## Town of Gawler

### Notes to and forming part of the Financial Statements for the year ended 30 June 2018

#### Note 17. Operating Leases

\$ '000	2018	2017
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##### 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.

##### (i) Investment Property

Rentals received, and outgoings reimbursed, in relation to Investment Property are also disclosed in Note 2. These lease agreements, all of which are classified as operating leases, are made on a non-cancellable basis wherever practicable.

##### Leases commitments under all non-cancellable lease agreements, including those relating to Investment Property, are as follows:

Not later than one year	414	313
Later than one year and not later than 5 years	1,718	1,143
Later than 5 years	714	711
	<b>2,846</b>	<b>2,167</b>

##### (ii) Lease Payment Commitments of Council

Council has entered into non-cancellable operating leases for various items of computer hardware.

No lease imposes any additional restrictions on Council in relation to additional debt or further leasing.

Leases in relation to computer and office equipment permit Council, at expiry of the lease, to elect to re-lease return or acquire the equipment leased.

##### Commitments under non-cancellable operating leases that have not been recognised in the financial statements are as follows:

Not later than one year	209	186
Later than one year and not later than 5 years	211	262
Later than 5 years	-	-
	<b>420</b>	<b>448</b>

## Town of Gawler

### Notes to and forming part of the Financial Statements for the year ended 30 June 2018

#### Note 18. Superannuation

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\$ '000

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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 2017/18; 9.50% in 2016/17). 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 2016/17) of "superannuation" salary.

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

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

## Town of Gawler

### Notes to and forming part of the Financial Statements for the year ended 30 June 2018

#### 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	
	2018	2017	2018	2017
Joint Ventures	(48)	(54)	3,572	3,557
<b>Total</b>	<b>(48)</b>	<b>(54)</b>	<b>3,572</b>	<b>3,557</b>

#### (i) JOINT VENTURES, ASSOCIATES AND JOINT OPERATIONS

##### (a) Carrying Amounts

Name of Entity	Principal Activity	2018	2017
Northern Adelaide Waste Management Authority	Provision of waste management services	686	632
Gawler River Floodplain Management Authority	Management and co-ordination of flood mitigation projects	2,886	2,925
<b>Total Carrying Amounts - Joint Ventures &amp; Associates</b>		<b>3,572</b>	<b>3,557</b>

##### Northern Adelaide Waste Management Authority

Established by Town of Gawler, City of Playford and the City of Salisbury, NAWMA is responsible for the provision of Waste Management Services.

##### Gawler River Floodplain Management Authority

Established by Town of Gawler, City of Playford, Adelaide Hills Council, The Barossa Council, Light Regional Council and the Adelaide Plains Council. GRFMA is responsible for the co-ordination of construction and management of projects.

##### (b) Relevant Interests

Name of Entity	Interest in Operating Result		Ownership Share of Equity		Proportion of Voting Power	
	2018	2017	2018	2017	2018	2017
Northern Adelaide Waste Management Authority	10%	9%	10%	9%	33%	33%
Gawler River Floodplain Management Authority	17%	17%	17%	17%	16%	16%

##### (c) Movement in Investment in Joint Venture or Associate

	Northern Adelaide Waste Management Authority		Gawler River Floodplain Management Authority	
	2018	2017	2018	2017
Opening Balance	632	646	2,925	2,966
Share in Operating Result	(9)	(31)	(39)	(41)
Share in Other Comprehensive Income	5	-	-	-
Adjustments to Equity	57	17	-	-
<b>Council's Equity Share in the Joint Venture or Associate</b>	<b>686</b>	<b>632</b>	<b>2,886</b>	<b>2,925</b>



## Town of Gawler

### Notes to and forming part of the Financial Statements for the year ended 30 June 2018

#### Note 19. Interests in Other Entities (continued)

\$ '000

##### (d) Summarised Financial Information of the Equity Accounted Business

Statement of Financial Position	Northern Adelaide Waste Management Authority		Gawler River Floodplain Management Authority	
	2018	2017	2018	2017
Cash and Cash Equivalents	1,062	4,282	2	-
Other Current Assets	2,738	2,466	59	215
Non-Current Assets	16,585	10,723	16,651	16,743
<b>Total Assets</b>	<b>20,385</b>	<b>17,471</b>	<b>16,712</b>	<b>16,958</b>
Current Trade and Other Payables	2,271	2,768	-	-
Current Financial Liabilities	1,079	791	-	16
Current Provisions	263	366	-	-
Non-Current Financial Liabilities	7,415	4,331	-	-
Non-Current Provisions	2,605	2,428	-	-
<b>Total Liabilities</b>	<b>13,633</b>	<b>10,684</b>	<b>-</b>	<b>16</b>
<b>Net Assets</b>	<b>6,752</b>	<b>6,787</b>	<b>16,712</b>	<b>16,942</b>

Statement of Comprehensive Income	Northern Adelaide Waste Management Authority		Gawler River Floodplain Management Authority	
	2018	2017	2018	2017
Other Income	208	305	20	136
User Charges	29,026	26,843	80	77
Interest Income	108	171	3	3
<b>Total Income</b>	<b>29,342</b>	<b>27,319</b>	<b>103</b>	<b>216</b>
Employee Costs	2,191	1,773	-	-
Materials, Contracts & Other Expenses	25,524	24,205	85	197
Depreciation, Amortisation and Impairment	1,449	1,360	231	231
Finance Costs	373	281	-	-
<b>Total Expenses</b>	<b>29,537</b>	<b>27,619</b>	<b>316</b>	<b>428</b>
Other Revenue / Expense Items	-	(30)	(15)	(21)
<b>Operating Result</b>	<b>(195)</b>	<b>(330)</b>	<b>(228)</b>	<b>(233)</b>

### Notes to and forming part of the Financial Statements for the year ended 30 June 2018

#### Note 19. Interests in Other Entities (continued)

\$ '000

##### (e). 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) Operating Expenditures Payable

Not later than one year	14,766	14,988
Later than one year and not later than 5 years	56,300	59,877
Later than 5 years	11,232	21,607
	<u>82,298</u>	<u>96,472</u>

The expenditure commitments shown above mainly relate to Waste Collection, Processing and Mobile Garbage Bin Supply Contracts (\$82.268M).

Northern Adelaide Waste Management Authority purchased a property at Woomera Ave, Edinburgh North for \$4.05 million on 23 August 2017. A deposit of \$50,000 (GST exclusive) was paid in March 2016. The acquisition of the premises was funded by a 20 year external loan facility.

In addition to the above, Northern Adelaide Waste Management Authority has a performance bond/guarantee held with the Local Government Finance Authority to the Environment Protection Authority for an amount of \$1.350M.

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

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

### Notes to and forming part of the Financial Statements

for the year ended 30 June 2018

## 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 203 km of road reserves of average width 14 metres.

### 2. POTENTIAL INSURANCE LOSSES

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

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

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

### 3. LEGAL 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 no notice of appeals against planning decisions made prior to reporting date. All known costs have been recognised, but the amount of further costs cannot be known until the appeals are determined.

### 4. CONTINGENT LIABILITY

Council has a potential liability relating to the part payment of Federal Government funding received pertaining to the construction of Evanston Gardens Community Centre. Council is having ongoing discussions with the Department of Social Services regarding the terms of the associated funding agreement, towards ideally removing the Bank Guarantee with the Department which forms the basis of the contingent liability. It is envisaged such negotiations will be resolved during the 2018/19 financial year. Given the confidential nature of the agreement, an amount could not be disclosed.



## Town of Gawler

### Notes to and forming part of the Financial Statements for the year ended 30 June 2018

#### Note 22. Events after the Balance Sheet Date

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Events that occur after the reporting date of 30 June 2018, up to and including the date when the financial statements are "authorised for issue" have been taken into account in preparing these statements.

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

Accordingly, the "authorised for issue" date is 23/10/18.

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

#### Note 23. Related Party Transactions

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\$ '000	2018	2017
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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, 16 persons were paid the following total compensation:

##### The compensation paid to Key Management Personnel comprises:

Short-Term Employee Benefits	3,170	1,024
Long-Term Benefits	89	86
<b>Total</b>	<b>3,259</b>	<b>1,110</b>

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

## Town of Gawler

### Notes to and forming part of the Financial Statements for the year ended 30 June 2018

#### Note 23. Related Party Transactions (continued)

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\$ '000

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##### Transactions with Council Regional Subsidiary entities

The information presented below represents additional information relating to transactions recorded during the financial year with Council's Subsidiary entities. The information presented below is in addition to that already disclosed in Note 19. Council is an equity owner of each Regional Subsidiary disclosed in Note 19. along with other Member Councils.

Member Councils have equal representation on the Board of which Council is a member of the following subsidiaries

- Northern Waste Management Authority
- Gawler River Floodplain Management Authority

Member Councils have influence in the financial & strategic operational decisions of the Subsidiary given their equal Board member representation.

No one Member Council individually has control over these decisions.

	Payments made to Entity during 2017/18 Financial Year \$ '000	Outstanding Balances owed to the Entity as at 30 June 2018 \$ '000
Northern Adelaide Management Authority	1,983	-
Gawler River Floodplain Management Authority	13	-
<b>Total</b>	<b>1,996</b>	<b>-</b>

## Town of Gawler

### Notes to and forming part of the Financial Statements for the year ended 30 June 2018

#### Note 24. Council Information & Contact Details

---

##### Principal Place of Business:

43 High St  
Gawler East SA 5118

##### Contact Details

###### Mailing Address:

PO Box 130  
Gawler SA 5118

###### Opening Hours:

Monday - Friday 9:00am - 5:00pm

**Telephone:** 08 8522 9211

**Facsimile:** 08 8522 9212

**Internet:** [www.gawler.sa.gov.au](http://www.gawler.sa.gov.au)

**Email:** [council@gawler.sa.gov.au](mailto:council@gawler.sa.gov.au)

##### Officers

###### CHIEF EXECUTIVE OFFICER

Henry Inat

##### Elected Members

###### MAYOR

Karen Redman

##### AUDITORS

Dean Newbery & Partners  
214 Melbourne Street  
PO BOX 755  
North Adelaide SA 5006

##### COUNCILLORS

Ian Tooley  
Kevin Fischer  
Merilyn Nicholson  
Jim Vallelonga  
Adrian Shackley  
Beverly Gidman  
Robin Symes  
David Hughes  
Paul Koch

##### Other Information

**ABN:** 29 861 749 581



## Town of Gawler

### General Purpose Financial Statements for the year ended 30 June 2018

### Auditor's Report - Financial Statements

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## Town of Gawler

### General Purpose Financial Statements for the year ended 30 June 2018

### Auditor's Report - Financial Statements

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## Town of Gawler

### General Purpose Financial Statements for the year ended 30 June 2018

### Auditor's Report - Internal Controls

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## Town of Gawler

### General Purpose Financial Statements for the year ended 30 June 2018

### Auditor's Report - Internal Controls

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## Town of Gawler

### General Purpose Financial Statements for the year ended 30 June 2018

### Certification of Auditor Independence

To the best of our knowledge and belief, we confirm that, for the purpose of the audit of Town of Gawler for the year ended 30 June 2018, the Council's Auditor, Dean Newbery & 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*.



Henry Inat  
**CHIEF EXECUTIVE OFFICER**



Peter Brass  
**PRESIDING MEMBER, AUDIT COMMITTEE**

**Date:** 23 October 2018

## Certification of Auditor's Independence

I confirm that, for the audit of the financial statements of the Town of Gawler for the year ended 30 June 2018, I have maintained my independence in accordance with the requirements of APES 110 – Code of Ethics for Professional Accountants, Section 290, published by the Accounting Professional and Ethical Standards Board, in accordance with the *Local Government Act 1999 and the Local Government (Financial Management) Regulations 2011* made under that Act.

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



**SAMANTHA CRETEN**

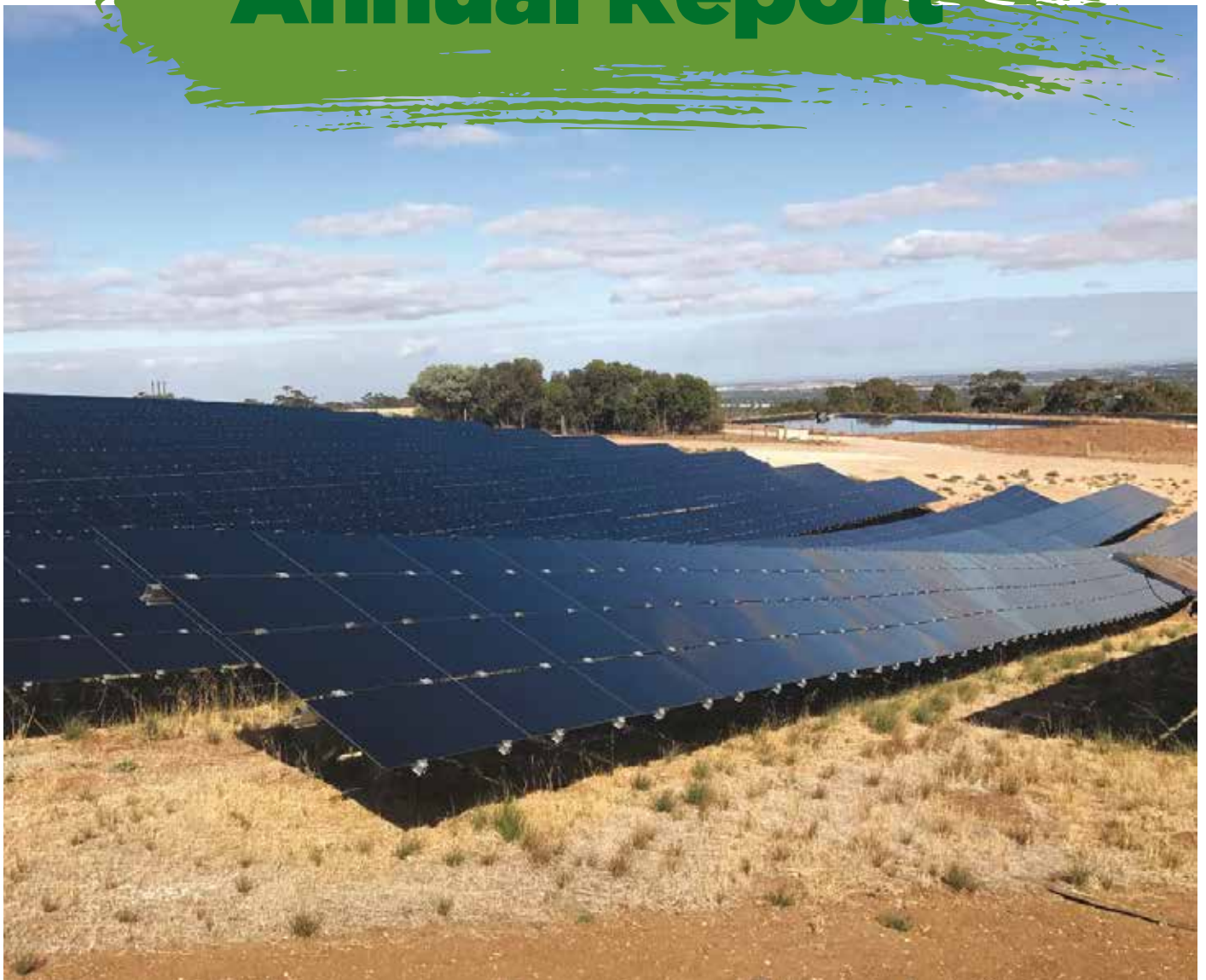
**Partner**

**DEAN NEWBERY & PARTNERS**  
**CHARTERED ACCOUNTANTS**

**Dated this 6<sup>th</sup> day of November 2018**



## 2017-2018 Annual Report





# Strategy Development a

## CONTENTS

Strategy Development and Implementation	2-3
Report from the Chair	4-5
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CEO's Report	7
Governance	8-9
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Uleybury Landfill	14-15
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## About NAWMA

The Northern Adelaide Waste Management Authority (NAWMA) is a local government regional subsidiary of the Cities of Salisbury and Playford, and the Town of Gawler. These Councils represent nearly 20 per cent of residents from across metropolitan Adelaide.

NAWMA also services a large number of rural and regional Councils. In providing quality waste management and resource recovery services, NAWMA is delivering direct benefits to our Constituent and client Councils and to the broader South Australian community.

## Mission

To deliver world-class recycling and waste management services to our Constituent and client Councils.

## Guiding Principles

### Circular Economy

- Promote waste prevention, reduction and recycling
- Extract the maximum value out of discarded products and materials
- Ensure there are end markets for recovered materials

### Support Local Jobs

NAWMA processes recyclables and waste locally to support and partner with our community, local businesses, and industry.

### Cost Effectiveness

NAWMA achieves economies-of-scale.

### Conserve Natural Resources

NAWMA minimises use of energy and water and maximises use of renewable energy.

### Innovation

NAWMA runs state-of-the-art facilities and continually improves processes and services.



# nd Implementation

## Objectives

1. Achieve best practice in diversion of waste from landfill
2. Advocate and facilitate a circular economy
3. Maintain cost-effectiveness in service delivery

## Strategies

NAWMA pursues the following strategies to achieve our objectives:

Strategy	Objective 1	Objective 2	Objective 3
1. Design services to maximise recycling opportunities for residents	✓		✓
2. Deliver best-practice waste education	✓	✓	✓
3. Pursue opportunities to recycle recovered materials in Australia		✓	
4. Work with Constituent Councils to develop markets for recycled-content materials		✓	
5. Investigate opportunities to recover recyclables from the residual stream	✓		
6. Investigate opportunity to consolidate operations to a single-site			✓
7. Pursue opportunities to increase throughput via existing recycling infrastructure		✓	✓
8. Investigate opportunities to invest in new infrastructure that services local government		✓	✓
9. Investigate ways to reduce cost of kerbside collections			✓
10. Pursue partnerships in innovation, research and development		✓	✓
11. Demonstrate thought leadership in resource recovery, waste management locally, nationally, and globally		✓	✓

# Report from the Chair

While facing some extraordinary external challenges in 2017-18, I am pleased to say NAWMA can report a year of significant achievement on behalf of our Constituent Councils and the community.

A major highlight was the official opening of the state-of-the-art Material Recovery Facility at Edinburgh in October 2017 showcasing a major investment in recyclable processing capacity for the region and State.

NAWMA's emphasis on resource recovery and regeneration will deliver long-term benefits including helping our Constituent Councils to minimise costs and improving environmental outcomes with flow-on benefits for residents.

We continue to deliver leading waste management outcomes of local and global importance with significant environmental, economic and social benefits for current and future generations in the northern region of Adelaide and beyond.

There have been many good strategic decisions made in the past few years. Our CEO Adam Faulkner, together with the Board of NAWMA, are focused on delivering significant benefits to the community and the environment by ensuring the Authority is at the leading edge of latest technologies and innovation.

NAWMA's visionary and progressive development of the new Material Recovery Facility was recognised in April this year with the Local Government Professionals Australia (SA) award for Environmental Leadership and Sustainability. Local Government Professionals Australia is the peak body for about 3,500 Councils across Australia. It promotes innovation and works to improve quality of life across communities through advocacy and sharing.

During the year, six international delegations visited NAWMA's operations and we were a key participant in the inaugural Global Leadership Forum on the Circular Economy.



The Global Leadership Program on the Circular Economy is a collaboration between the United Nations Centre for Regional Development, the South Australian Government's Green Industries SA, Local Government and industry.

Over recent years, the South Australian Government has developed a circular economy strategy that has delivered outstanding outcomes in terms of waste minimisation. More than 80 per cent of the waste generated in the State is diverted from landfill, over 50 per cent of SA's energy comes from renewable sources, and around 25 per cent of wastewater is recycled with pioneering achievements in this area in the northern region of Adelaide.

One of the major challenges faced by NAWMA and the waste management sector in Australia as a whole has been China's SWORD policy. Until recently, China was the world's biggest importer of recyclable materials, including 1.25 million tonnes from Australia in 2016-17. However, from the start of 2018, China enforced the SWORD policy significantly restricting the importation of recyclables.

The NAWMA Board and management team successfully navigated through the impact of the SWORD policy by developing new markets domestically and overseas, including India, Malaysia and Thailand. Importantly, the new domestic market opportunity secured by Adam and his team is a leading example in Australia for the circular economy model.

Meanwhile, NAWMA commissioned Australia's first integrated solar farm and landfill gas renewable energy facility at its Uleybury landfill. The combined electricity generated from the systems will deliver a projected 11,000 megawatt hours per annum – enough to power 1,900 homes – while preventing about 57,500 tonnes of carbon being emitted into the atmosphere each year.

We have taken on a 10 year operation of the new Pooraka Resource Recovery Centre and, looking ahead, we have a refreshed and highly skilled senior management team to deliver on NAWMA's strategic objectives to design out waste going to landfill, to maximise value from recyclable products and to implement a real transition to renewable energy sources.

Many thanks to Adam Faulkner and his senior leadership team for their most significant contribution to the performance of NAWMA. It has been a year of great challenge and enormous change. To all our staff, we say thanks and well done on providing excellent service, improving our efficiencies and complementing the reputations of our Member Councils in each of their communities.

The achievement of all of the above would not have been possible without the commitment and the astute advice of the Board of NAWMA. The members of the Board provide valuable professional support to Adam and his senior team. To all the Directors of NAWMA, I thank you for your guidance and support, and we all look confidently forward to an even more successful year in 2018-19.



Brian Cunningham

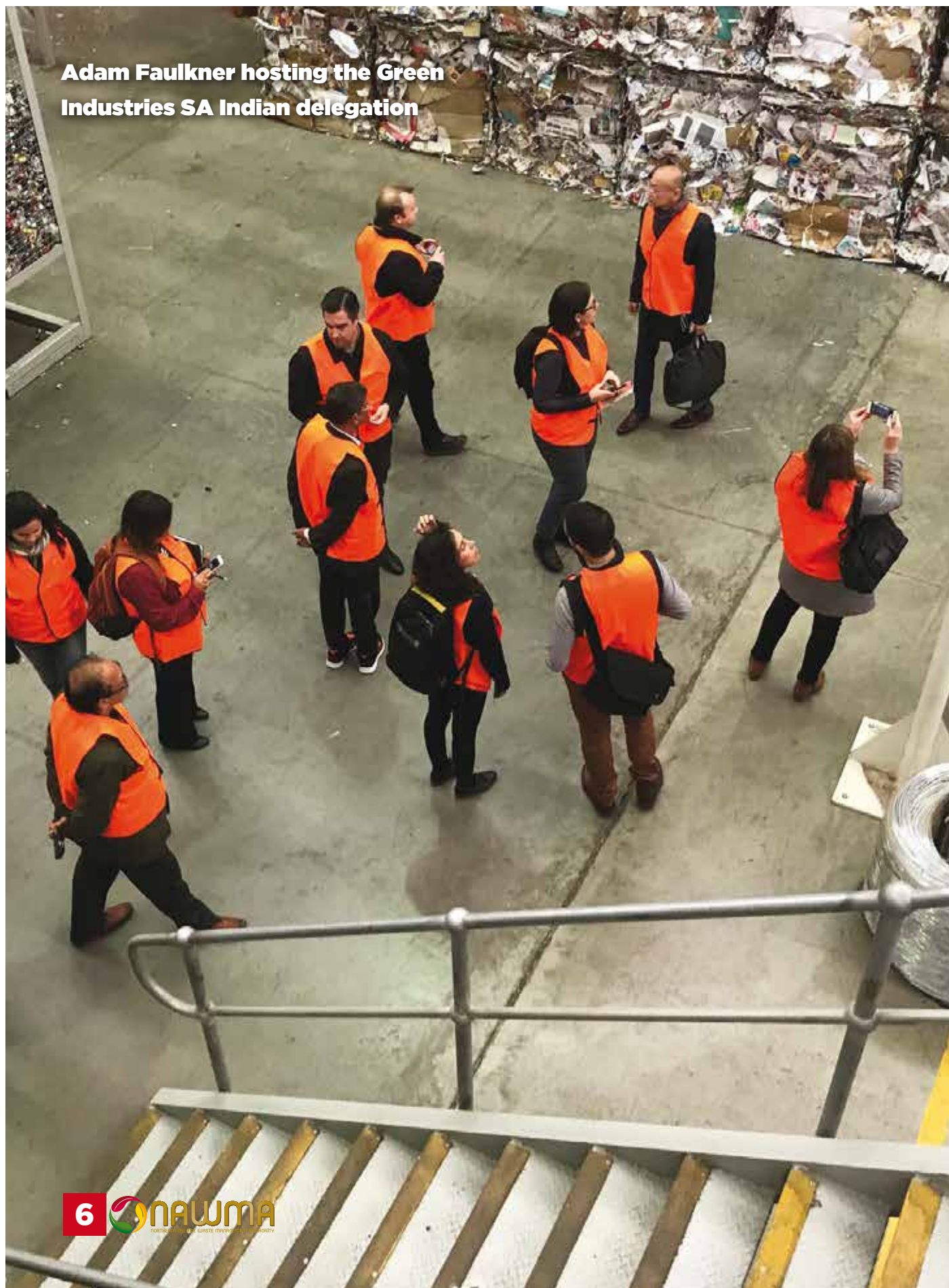
**Brian Cunningham**  
NAWMA Chair

## Services Area Map





**Adam Faulkner hosting the Green Industries SA Indian delegation**



# Report from the Chief Executive Officer

In March this year, China implemented the SWORD policy to apply strict thresholds on recyclable materials imported from around the world, including Australia.

Previously, China had been a significant buyer of recyclables from NAWMA, which sorted this product for export at our Material Recovery Facility at Edinburgh.

NAWMA had to develop a response to the Chinese decision to limit shipments of recyclable materials into the country, and we acted swiftly and effectively to find new local and overseas markets for the products.

With NAWMA's kerbside collection system and the advanced technologies and mechanisms at our world class Material Recovery Facility, we can process recyclable material to a very high standard. Therefore, we were able to find alternative markets for recyclable materials, with some of the paper products being purchased for processing into newspapers by *The Advertiser*. Other markets for recycled paper, cardboard and plastics have been secured overseas including in India and South East Asia.

NAWMA continues to promote and encourage participation in positive environmental outcomes from responsible waste management. For example, in June this year NAWMA, in conjunction with Green Industries SA, conducted a Hazardous Waste Drop-Off Day at our Resource Recovery Centre at Bellchambers Road.

The free opportunity to drop off hazardous waste was extended to communities within and beyond our Constituent Councils, and the response was very encouraging with in excess of 29 tonnes of household chemicals and paint being delivered by more than 800 residents.

This initiative will lead to a permanent free-of-charge household chemical and paint drop off service at the Resource Recovery Centre at Edinburgh North.

There have also been major upgrades to facilities at the Edinburgh North Resource Recovery Centre including a new weighbridge, traffic management systems, organics receivals and new office amenities.

Meanwhile, our hard waste collection service has transitioned to an on-call booking system, or vouchers that benefit residents in the City of Salisbury and the City of Playford.

Initial work has been carried out to refresh the NAWMA website allowing easier navigation and access to information about the waste management services offered by the Authority.

In conclusion, I thank our Chairman for his leadership, NAWMA's Technical Working Group for their support along with Board members for their outstanding governance. I also thank the management team and staff who throughout the past year have contributed so professionally and enthusiastically to our agenda of innovation. We look forward to the future as a visionary and progressive organisation delivering the highest quality waste management services that aim to increase diversion from landfill while reducing costs for our Constituent Councils.

**Adam Faulkner**  
Chief Executive Officer



Adam Faulkner

# Governance

## Board

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 is 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 service and facilities to our Constituent Councils.

As defined by the NAWMA Charter, membership of the Board comprises ten (10) Directors – three Directors appointed by each of the Constituent Councils, and one independent person appointed by the Board who serves 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 seven formal meetings over the 2017-2018 financial year. The table below details Board Member attendance at these meetings.

### Board Member

Mr Brian Cunningham	Independent Chair
Mr Mark van der Pennen	City of Salisbury
Cr Julie Woodman	City of Salisbury
Cr David Balaza	City of Salisbury
Mr Sam Green	City of Playford
<sup>1</sup> Mr Paul Sansome	City of Playford
Cr Carol Muzyk	City of Playford
<sup>2</sup> Mr Henry Inat	Town of Gawler
<sup>3</sup> Mr Jack Darzanos	Town of Gawler
Cr Marilyn Nicolson	Town of Gawler
Cr Paul Koch	Town of Gawler
#Cr Betty Gill (Deputy)	City of Salisbury
#Mr Mark Purdie (Deputy)	City of Salisbury
#Cr Graham Reynolds (Deputy)	City of Salisbury
#Cr Shirley Halls (Deputy)	City of Playford
#Cr Ian Tooley (Deputy)	Town of Gawler

### Meetings

7 of 7
4 of 7
5 of 7
5 of 7
6 of 7
5 of 6
4 of 7
3 of 4
4 of 4
4 of 7
7 of 7
1 of 1
2 of 2
1 of 1

<sup>1</sup>Resigned from Council May 2018

<sup>2</sup>Appointed to Board December 2017

<sup>3</sup>Board term completed December 2017

#Deputy Board Directors only attend meetings 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 to:

- monitor the integrity of the financial statements of NAWMA, including its Annual Report, reviewing significant financial reporting issues and judgements they contain;
- review the adequacy of the accounting, internal auditing, reporting and other financial management systems and practices of NAWMA on a regular basis; and
- review and provide recommendations to NAWMA on the sustainability of the Authority's financial performance and proposals with respect to debt levels, included the strategic management plans and, in particular, the long term financial plan.

The membership of the Audit Committee consists of five (5) members, two (2) members who are Board Members of NAWMA and three (3) members who are independent members.

The Audit Committee held four formal meetings over the 2017-2018 financial year.

The Audited Financial Statements for the year ended 30 June 2018 are provided from page 18.

## Technical Working Group

NAWMA's Technical Working Group (TWG) comprises an executive from each Constituent Council. It meets on an ad-hoc basis to discuss any operational or strategic matter that has arisen for the Authority. The TWG provide guidance and advice to NAWMA's management. Throughout 2017-2018, it was instrumental in implementing a number of the Authority's major achievements, particularly the installation and integration of the Materials Recovery Facility (MRF) at the Woomera Avenue site. The current members of NAWMA's Technical Working Group are:

- Mr Brian Cunningham (Chairperson)
- Mr Sam Green (City of Playford)
- Mr Mark van der Pennen (City of Salisbury)
- Mr Jack Darzanos (Town of Gawler)



# Resource Recovery

## Resource Recovery Centres

NAWMA's Edinburgh North Resource Recovery Centre (RRC) continues to provide a number of important resource recovery services to Adelaide's northern community. The facility houses:

- a drive-through undercover Waste Transfer Station for materials recovery;
- a Salvage and Save retail outlet operated by Mobo Group (previously known as Hands on SA/Finding Workable Solutions) in association with NAWMA; and
- a recycling service for bottles and cans operated by Scouts SA.

Following are details of operations of the RRC for the year ended 30 June 2018:

- 22,868 customers accessed the facility delivering green waste and general waste. This is an increase of 11.27 per cent from 2016-17;
- 918 tonnes of steel, cardboard, e-waste and car batteries were recovered and marketed;
- 23,600 litres of waste oil were collected and recycled;
- 3,655 tonnes of garden organics were processed into mulch products; and
- 3,310 tonnes of residual waste was transported to SUEZ-ResourceCo for processing into Refuse Derived Fuel (RDF)

As part of NAWMA's commitment to positive environmental outcomes, and in conjunction with Green Industries SA, our Edinburgh North site held a Hazardous Waste drop-off day on Saturday 30 June. The service was made available to all South Australian householders regardless of their suburb or council area. With in excess of 800 vehicles passing through the gates dropping off more than 29 tonnes of household chemicals and paint, the event was an overwhelming success.

Importantly, a permanent free-of-charge household chemical and paint drop-off facility will be established at the Edinburgh North RRC in the near future.

On 2 July, 2018 NAWMA took over management of the Research Road (Pooraka) RRC that was historically owned and managed by the City of Salisbury. The change of management provided an opportunity for consistent messaging and harmonised pricing structures for both of NAWMA's Resource Recovery Centres.



A new weighbridge was designed and commissioned in February 2018 with all commercial traffic into and out of the site now captured. This installation has improved the accuracy of the weighbridge data and reduced the possibility of weighbridge bypass and material leakage. The new traffic flow system utilises traffic signals and generally directs one-way to simplify traffic movements and improve safety.

## Hard Waste

NAWMA continued to operate the annual hard waste collection service in the City of Salisbury and City of Playford during 2017-18. The booking system utilised a suburb-by-suburb basis approach that was accessed by 14,843 residents across the two Councils, a participation rate of 24.3 per cent.

A voucher for the Edinburgh North RRC was made available to residents who missed the annual hard waste collection. This was utilised by 8,873 residents across the two Councils.

In 2017-18 a total of 2,354 tonnes of hard waste was collected, including:

- 214.19 tonnes of e-waste recycled;
- 295.04 tonnes of steel recycled; and
- 1,845 tonnes of residual waste sent to an alternative fuel facility.

All tonnages collected by NAWMA during the financial year were diverted from landfill either through recycling or through the production of an alternative fuel for the Adelaide Brighton Cement kiln.

The 2018-19 financial year will bring a change to the hard waste system for residents in the City of Salisbury and City of Playford. An adjustment in service level from an annual zoned collection to a revitalised on-call service will give residents:

- flexibility with collections;
- reduced waiting time to a maximum of four weeks;
- two collections per financial year; and
- increased access to vouchers.

In order to continue its efficiency in service, NAWMA will also move to a real time SMS text message voucher system (from August 2018) allowing for an improved customer experience. Residents will no longer need to have a physical voucher mailed or collected. Instead an SMS text message containing a unique voucher number will be sent while the resident is on the telephone. This SMS message can then be presented at either of the two Resource Recovery Centres to redeem the service.



ANNUAL REPORT 2017-2018



# Resource Recovery

## Material Recovery Facility (MRF)

Ian Hunter MLC, the Minister for Sustainability, Environment and Conservation, officially opened NAWMA's state-of-the-art Material Recovery Facility (MRF) in October 2017. The MRF is a credit to NAWMA's Technical Working Group, the Board and our Constituent Councils as it is one of only two large scale MRFs operating in South Australia, and the only one owned and operated by Local Government. It has been designed to future proof NAWMA and, more broadly, South Australia by doubling the State's recyclable processing capacity.

Economically, the MRF provides a significant revenue stream for NAWMA's Constituent Councils while reducing exposure to the commercial recycling industry. A single shift, five workday operation dutifully processes the current 30,000 tonnes per annum delivered by Constituent Councils and rural and regional Council's. The operation has the capacity to run continuously and could process up to 75,000 tonnes per annum if required. Importantly, the MRF

provided 20 full-time jobs in northern Adelaide at the same time as Holden was closing its doors.

The MRF sorted approximately 25,000 tonnes in its first ten months of operation producing high quality finished goods such as paper, plastics, glass, aluminium and steel. These products were marketed in Australia and overseas. Housed inside a large purpose-modified industrial building of some 3,800 square metres, the MRF is a combination of trommels, magnets, eddy-currents, ballistic separators and manual picking stations fed by almost half a kilometre of conveyor belts.

NAWMA's MRF was crowned winner of the 'Excellence in Environmental Leadership and Sustainability' category at the 2018 South Australian Local Government Professionals Annual Leadership Excellence Awards. From the pool of State-by-State winners, the MRF project was shortlisted for the National Local Government Professionals Awards.





## Food and Garden Organics

NAWMA's Food and Garden Organics (FOGO) collection is an opt-in service for the residents of our three Constituent Councils. In the 2017-18 financial year, 60,465 residents participated in the service with an overall engagement rate of 54.9 per cent.

The FOGO receival hall at the Edinburgh North site underwent a makeover during the year with the implementation of a new weighbridge. All kerbside and commercial FOGO is now received at a different drop-off point undercover at the site. The residential trailer traffic remains in the same area at the adjacent RRC.

The decision to separate the commercial and residential traffic greatly improves safety on site and allows more comprehensive tracking of the material quantities received from our Constituent Councils.

During the financial year, over 34,000 tonnes of FOGO were received from the NAWMA region for processing by local composter Peats Garden & Soils. Whilst this is a decrease of almost 9 per cent from the previous year, it reflects a reduction in rainfall over the reporting period. FOGO tonnages are closely related to seasonal rainfall with higher falls producing significantly larger yields of green organics.

FY18 Constituent Council Tonnages			
Council	Waste	Recycling	FOGO
City of Salisbury	30,484	10,613	13,815
City of Playford	19,634	6,586	4,779
Town of Gawler	4,585	1,948	2,040
	<b>54,702</b>	<b>19,148</b>	<b>20,635</b>





# Uleybury Landfill (Renewa

The Uleybury Landfill is an example of NAWMA's commitment to generating positive environmental outcomes. NAWMA, in partnership with South Australian company, Joule Energy, developed Australia's first solar farm based at a landfill site. This pioneering project is co-located with a landfill gas power station making NAWMA's Uleybury landfill a fully-fledged renewable energy park.

Combined power production from the landfill gas-fuelled generator and solar panels commenced in October 2017. The facility generated a combined

6,600 megawatt hours of renewable energy during its first year with base load power being produced 24 hours a day, seven days a week. The system also prevented 57,500 tonnes of CO<sub>2</sub>e from being emitted. NAWMA receives royalty payments from Joule Energy from the sale of power and Large-scale Generation Certificates (LGC's) generated by the power production.

Following the removal of valuable resources from the waste stream, 83,000 tonnes were deposited to the Uleybury Landfill in 2017-18, with 80,000 tonnes



## ble Energy Park)

being baled waste from NAWMA's Edinburgh North Waste Processing Facility.

Vegetation on the landfill's phytocap is slowly establishing itself after the initial planting was completed in September 2017 with phase two maintenance and in-fill planting of 1,000 more tube-stock completed in May 2018. The advanced phytocap, or lid, on the completed landfill cells, uses a combination of 1.2m deep capping soil with native grasses, plants and trees to minimise the percolation of the water (from rain) into the waste. This minimises

leachate, or wastewater, that is pumped to the on-site evaporation ponds.

In partnership with the landfill operations, NAWMA's Balefill Management Consultative Committee (BMCC) continues to meet bi-monthly. The Committee provides an opportunity for NAWMA, Council representatives and local residents to meet and discuss current topics or issues that affect these parties. Meeting minutes and supporting documents are distributed to nearby residents and Councils.



# Education, Community

NAWMA recognises the importance of working in partnership with our community. Through various education programs, resources and activities, community members gain a better understanding of waste management and resource recovery practices. They are also able to learn about opportunities for preserving the world's natural resources and creating a more circular economy.

In 2017 there was a strong focus on school education about responsible waste management. This was expanded in 2018 to encompass a broader cross section of the community. Initial tasks included upgrading our website and a suite of communication materials as well as working closely with our Constituent Councils to promote new services through social media channels.

This has provided a strong foundation to further develop an assortment of programs to assist in our goal of engaging with all sectors of the community. An example of this is the tours of NAWMA's award-winning MRF. The MRF has attracted significant interest from Council and industry representatives, and it has also been visited by interstate delegates and an international group as part of Green Industries SA's 'Global Leadership Program in the Circular Economy'.

NAWMA's Customer Service Team spans three sites – our Administration building at Edinburgh, and our two Resource Recovery Centres at Edinburgh North and Pooraka. The team of 5.2 full-time equivalent employees respond to all resident and Council enquiries ranging from missed bins, bins requiring repair or replacement, recycling tips, hard waste collection and vouchers. A freshly implemented telephone monitoring system has shown that over 55,000 calls were taken by the Customer Service

Team in 2017-18 with an average wait time of less than 12 seconds and an abandonment rate of less than 3 per cent. Of these calls, almost 20,000 were related to hard waste enquiries, bookings and vouchers.





# Partnerships and Customer Service



ANNUAL REPORT 2017-2018







# 2017-2018 Annual Report Financials

ANNUAL FINANCIAL STATEMENTS

For the Year Ended 30 June 2018

**Certification of Auditor Independence**

To the best of our knowledge and belief, we confirm that, for the purpose of the audit of the Northern Adelaide Waste Management Authority for the year ended 30 June 2018, 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 prepared in accordance with the requirements of Regulation 22(3) *Local Government (Financial Management) Regulations 2011*.

  
Chief Executive Officer

  
Presiding Member

Audit Committee

Date

7/9/18

# Northern Adelaide Waste Management Authority Financial Statements 2017-2018

## General Purpose Financial Report for the year ended 30 June 2018

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## Northern Adelaide Waste Management Authority Financial Statements 2017-2018

### ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 June 2018

#### 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 2018 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: 20/09/2018



**STATEMENT OF COMPREHENSIVE INCOME**  
for the year ended 30 June 2018

	Notes	2018 \$'000	2017 \$'000
<b>INCOME</b>			
User charges	2	29,026	26,843
Investment income	2	108	171
Reimbursements	2	77	55
Other	2	131	250
<b>Total Income</b>		<b>29,342</b>	<b>27,319</b>
<b>EXPENSES</b>			
Employee costs	3	2,191	1,773
Materials, contracts & other expenses	3	25,524	24,205
Finance costs	3	373	281
Depreciation, amortisation & impairment	3	1,449	1,360
Other Expenses	3	-	30
<b>Total Expenses</b>		<b>29,537</b>	<b>27,649</b>
<b>OPERATING SURPLUS / (DEFICIT)</b>		<b>(195)</b>	<b>(330)</b>
transfer to Equity Statement			
Asset disposal & fair value adjustments	3	(1)	-
Amounts received specifically for new/upgraded assets		115	180
<b>NET SURPLUS / (DEFICIT)</b>		<b>(81)</b>	<b>(150)</b>
Changes in revaluation surplus - infrastructure, property, plant & equipment		45	-
<b>Total Other Comprehensive Income</b>		<b>45</b>	<b>-</b>
<b>TOTAL COMPREHENSIVE INCOME</b>		<b>(36)</b>	<b>(150)</b>

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

## Northern Adelaide Waste Management Authority Financial Statements 2017-2018

### STATEMENT OF FINANCIAL POSITION as at 30 June 2018

	Notes	2018 \$'000	2017 \$'000
<b>ASSETS</b>			
<b>Current Assets</b>			
Cash and cash equivalents	4	1,061	4,282
Trade & other receivables	4	2,689	2,466
Stock on Hand		49	-
<b>Total Current Assets</b>		<b>3,799</b>	<b>6,748</b>
<b>Non-current Assets</b>			
Infrastructure, Property, Plant & Equipment	6	15,567	10,723
Financial Assets	5	1,018	-
<b>Total Non-current Assets</b>		<b>16,585</b>	<b>10,723</b>
<b>Total Assets</b>		<b>20,384</b>	<b>17,471</b>
<b>LIABILITIES</b>			
<b>Current Liabilities</b>			
Trade & Other Payables	7	2,271	2,768
Provisions	7	263	366
Borrowings	7	1,079	791
<b>Total Current Liabilities</b>		<b>3,613</b>	<b>3,925</b>
<b>Non-Current Liabilities</b>			
Borrowings	7	7,415	4,331
Provisions	7	2,605	2,428
<b>Total Non-current Liabilities</b>		<b>10,020</b>	<b>6,759</b>
<b>Total Liabilities</b>		<b>13,633</b>	<b>10,684</b>
<b>NET ASSETS</b>		<b>6,751</b>	<b>6,787</b>
<b>EQUITY</b>			
Accumulated Surplus		6,091	6,172
Asset Revaluation Reserve		660	615
<b>TOTAL EQUITY</b>		<b>6,751</b>	<b>6,787</b>

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

## Northern Adelaide Waste Management Authority Financial Statements 2017-2018

### STATEMENT OF CHANGES IN EQUITY for the year ended 30 June 2018

2018 \$'000	Accumulated Surplus	Asset Revaluation Reserve	TOTAL EQUITY
Balance at end of previous reporting period	6,172	615	6,787
Net Surplus/ (Deficit) for Year	(81)	-	(81)
<b>Other Comprehensive Income</b>			
Gain on revaluation of infrastructure, property, plant & equipment	-	45	45
Transfers between reserves	-	-	-
Distributions to Member Councils	-	-	-
<b>Balance at end of period</b>	<b>6,091</b>	<b>660</b>	<b>6,751</b>

2017 \$'000	Accumulated Surplus	Asset Revaluation Reserve	TOTAL EQUITY
Balance at end of previous reporting period	6,322	615	6,937
Net Surplus/ (Deficit) for Year	(150)	-	(150)
<b>Other Comprehensive Income</b>			
Gain on revaluation of infrastructure, property, plant & equipment	-	-	-
Transfers between reserves	-	-	-
Distributions to Member Councils	-	-	-
<b>Balance at end of period</b>	<b>6,172</b>	<b>615</b>	<b>6,787</b>

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

## Northern Adelaide Waste Management Authority Financial Statements 2017-2018

### STATEMENT OF CASH FLOWS for the year ended 30 June 2018

		2018 \$'000	2017 \$'000
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>	Notes		
<u>Receipts</u>			
Operating receipts		28,933	27,534
Investment receipts		108	171
<u>Payments</u>			
Operating payments to suppliers & employees		(28,338)	(25,806)
Finance payments		(323)	(271)
<b>Net Cash provided by (or used in) Operating Activities</b>	8	<u>380</u>	<u>1,628</u>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>			
<u>Receipts</u>			
Amounts specifically for new or upgraded assets		115	180
Sale of surplus assets		5	-
<u>Payments</u>			
Expenditure on new/upgraded assets		(6,075)	(2,151)
Purchase of Investments		(1,018)	-
<b>Net Cash provided by (or used in) Investing Activities</b>		<u>(6,973)</u>	<u>(1,971)</u>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>			
<u>Receipts</u>			
Proceeds from Borrowings		4,454	2,500
<u>Payments</u>			
Repayments of Borrowings		(1,082)	(1,475)
<b>Net Cash provided by (or used in) Financing Activities</b>		<u>3,372</u>	<u>1,025</u>
<b>Net Increase (Decrease) in cash held</b>		<u>(3,221)</u>	<u>682</u>
Cash & cash equivalents at beginning of period	8	4,282	3,600
<b>Cash &amp; cash equivalents at end of period</b>	8	<u>1,061</u>	<u>4,282</u>

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



## Northern Adelaide Waste Management Authority Financial Statements 2017-2018

### NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2018

#### 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.

## Northern Adelaide Waste Management Authority Financial Statements 2017-2018

### NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2018

#### Note 1 - Significant Accounting Policies (cont)

#### 4 Cash, Cash Equivalents and other Financial Instruments

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

Receivables are generally unsecured and do not bear interest.

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

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

#### 5 Infrastructure, Property, Plant & Equipment

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

##### 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.

## Northern Adelaide Waste Management Authority Financial Statements 2017-2018

### NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2018

#### Note 1 - Significant Accounting Policies (cont)

Plant, Furniture & Equipment	5 to 10 years
Buildings	50 years
Infrastructure:	
Waste Facility	10 to 15 years
Landfill Construction	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 6.

#### 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.

## Northern Adelaide Waste Management Authority Financial Statements 2017-2018

### NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2018

#### Note 1 - Significant Accounting Policies (cont)

##### 7.2 Superannuation

The Authority makes employer superannuation contributions in respect of its employees to the Local Government Superannuation Scheme. 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 2017/18; 9.5% in 2016/17). 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.*

##### Defined Benefit Members

*Defined benefit scheme is where the benefit payable is based on a formula determined by the member's contribution rate, number of years of contribution and final average salary. The Authority makes employer contributions as determined by the scheme's Trustee based on advice from the Scheme's Actuarial. The most recent full actuarial investigation conducted by the Scheme's actuary, A C Miller, FIAA, of Russell Employee Benefits Pty Ltd as at 30 June 2014. The Trustee has determined that the current funding arrangements are adequate for the expected Salarylink liabilities. However, future financial and economic circumstances may require changes to the Authority's contribution rates at some future time.*

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

#### 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 2018. As a result of the independent assessment, liabilities (disclosed as Provisions) recorded in Note 7 have been adjusted accordingly.

The Authority will be undertaking further detailed reviews of all rehabilitation and restoration liability costs in future years with the assistance of external consultants to ensure all projected costs have been independently verified.

#### 9 Leases

Lease arrangements have been accounted for in accordance with AASB 117.

In respect of finance leases, where the Authority substantially carries all the risks incident to ownership, the leased items are initially recognised as assets and liabilities equal in amount to the present value of the minimum lease payments. The assets are disclosed as assets under lease, and are amortised to expense over the period during which the Authority is expected to benefit from the use of the leased assets.

Lease payments are allocated between interest expense and reduction of the lease liability, according to the interest rate implicit in the lease.



## Northern Adelaide Waste Management Authority Financial Statements 2017-2018

### **NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS** *for the year ended 30 June 2018*

#### **Note 1 - Significant Accounting Policies (cont)**

In respect of operating leases, where the lessor substantially retains all of the risks and benefits incident to ownership of the leased items, lease payments are charged to expense over the lease term.

#### **10 GST Implications**

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

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

#### **11 Comparative Information**

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

#### **12 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.

#### **13 New Accounting Standards**

In the current year, the Authority 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 Authority's accounting policies.

Certain new accounting standards have been published that are not mandatory for the 30 June 2018 reporting period and have not been used in preparing these reports.

The Authority believes that the introduction of AASB 16 *Leases* may have a material impact on the future reported financial performance and position of the Authority however as at the time of preparing these financial statements, an assessment has not been completed to quantify this potential impact.

#### **14 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 2017-2018

for the year ended 30 June 2018

## Note 2 - INCOME

	Notes	2018 \$'000	2017 \$'000
<b>USER CHARGES</b>			
Waste Management Operations		29,026	26,843
		<u>29,026</u>	<u>26,843</u>
<b>INVESTMENT INCOME</b>			
Interest on investments			
Local Government Finance Authority		44	82
Rental income		64	89
		<u>108</u>	<u>171</u>
<b>REIMBURSEMENTS</b>			
Reimbursement		11	34
Fuel Tax Credit Reimbursements		66	21
		<u>77</u>	<u>55</u>
<b>OTHER INCOME</b>			
Promotional Income		131	250
		<u>131</u>	<u>250</u>

## Note 3 - EXPENSES

<b>EMPLOYEE COSTS</b>			
Salaries and Wages		1,663	1,431
Employee leave expense		70	52
Superannuation		166	135
Workers' Compensation Insurance		72	28
Allowances		20	3
Other		200	124
<b>Total Operating Employee Costs</b>		<u>2,191</u>	<u>1,773</u>
<b>MATERIALS, CONTRACTS &amp; OTHER EXPENSES</b>			
<u>Prescribed Expenses</u>			
Auditor's Remuneration			
- Auditing the financial reports		16	13
- Other Services		5	-
Bad and Doubtful Debts		32	-
Lease costs		1,083	1,260
<b>Subtotal - Prescribed Expenses</b>		<u>1,136</u>	<u>1,273</u>
<u>Other Materials, Contracts &amp; Expenses</u>			
Promotions		125	154
Bank Fees		19	1
Boral Royalty		226	210
Contractors		15,618	15,313
Electricity		225	182
Environmental Protection Agency Levy		6,847	5,825
Fuels & Oils		179	84
Professional services		466	413
Waste Recycle Bins		242	311
Administration & Other Expenses		441	439
<b>Subtotal - Other Materials, Contracts &amp; Expenses</b>		<u>24,388</u>	<u>22,932</u>
		<u>25,524</u>	<u>24,205</u>

## Northern Adelaide Waste Management Authority Financial Statements 2017-2018

### NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2018

#### Note 3 - EXPENSES (cont)

Notes	2018 \$'000	2017 \$'000
<b>DEPRECIATION, AMORTISATION &amp; IMPAIRMENT</b>		
<b>Depreciation</b>		
Waste Processing Facility	167	147
Uleybury Landfill Plant & Equipment	28	31
Education Program Plant & Equipment	1	1
Office Furniture & Equipment	18	8
Property & Improvements	15	19
Landfill Cell Stage Three	409	412
Landfill Capping Stage Three	71	71
Post Closure Rehabilitation	147	148
Buildings	120	20
Mobile Garbage Bins	-	503
Material Recovery Facility	341	-
Impairment - Buildings	132	-
	1,449	1,360
<b>FINANCE COSTS</b>		
Interest on Loans and Overdraft	373	281
	373	281
<b>INFRASTRUCTURE, PROPERTY, PLANT &amp; EQUIPMENT</b>		
<i>Assets renewed or directly replaced</i>		
Proceeds from disposal	5	-
Less: Carrying amount of assets sold	6	-
Gain (Loss) on disposal	(1)	-
<b>OTHER EXPENSES</b>		
Landfill Cell Expenses	-	30
	-	30

#### Note 4 - CURRENT ASSETS

<b>CASH &amp; EQUIVALENT ASSETS</b>		
Cash on Hand and at Bank	725	192
Deposits at Call	336	4,090
	1,061	4,282
<b>TRADE &amp; OTHER RECEIVABLES</b>		
Debtors - general	2,701	2,451
Less: Provision for Doubtful Debts	(32)	-
Accrued Revenues	6	15
Prepaid Expenses	14	-
	2,689	2,466

#### Note 5 - OTHER FINANCIAL ASSETS

<b>FINANCIAL ASSETS</b>	1,018	-
Term Deposit	1,018	-

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS  
for the year ended 30 June 2018  
Note 6 - INFRASTRUCTURE, PROPERTY, PLANT & EQUIPMENT

	2017 \$'000				2018 \$'000			
	AT FAIR VALUE	AT COST	ACCUM DEP'N	CARRYING AMOUNT	AT FAIR VALUE	AT COST	ACCUM DEP'N	CARRYING AMOUNT
Land	875	-	-	875	1,776	-	-	1,776
Waste Processing Facility	-	2,344	(1,213)	1,131	-	3,124	(1,380)	1,744
Wileybury Landfill Plant & Equipment	-	2,100	(1,941)	159	-	2,100	(1,969)	131
Education Program Plant & Equipment	-	59	(47)	12	-	50	(44)	6
Office Furniture & Equipment	-	134	(78)	56	-	126	(67)	59
Property & Improvements	-	1,594	(1,459)	135	-	1,594	(1,474)	120
Landfill Cell Stage One	-	348	(348)	-	-	-	-	-
Landfill Cell Stage Two	-	1,397	(1,397)	-	-	-	-	-
Landfill Capping Stage One	-	1,927	(1,927)	-	-	-	-	-
Landfill Capping Stage Two	-	172	(172)	-	-	-	-	-
Landfill Cell Stage Three	-	3,084	(431)	2,653	-	3,084	(840)	2,244
Landfill Capping Stage Three	-	538	(74)	464	-	1,024	(146)	878
Post Closure Rehabilitation	-	1,861	(907)	954	-	1,553	(1,054)	499
Buildings	-	247	(88)	159	3,285	247	(108)	3,424
Mobile Garbage Bins	-	6,020	(6,020)	-	-	-	-	-
Material Recovery Facility	-	-	-	-	-	4,679	(341)	4,338
WIP	-	4,125	-	4,125	-	348	-	348
<b>TOTAL INFRASTRUCTURE, PROPERTY, PLANT &amp; EQUIPMENT</b>	<b>875</b>	<b>25,950</b>	<b>(16,102)</b>	<b>10,723</b>	<b>5,061</b>	<b>17,929</b>	<b>(7,423)</b>	<b>15,567</b>
<i>Comparatives</i>	<b>875</b>	<b>23,566</b>	<b>(14,742)</b>	<b>9,699</b>	<b>875</b>	<b>25,950</b>	<b>(16,102)</b>	<b>10,723</b>

This Note continues on the following pages.



NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS  
for the year ended 30 June 2018

Note 6 cont. - INFRASTRUCTURE, PROPERTY, PLANT & EQUIPMENT

	2017	CARRYING AMOUNT MOVEMENTS DURING YEAR						2018
	\$'000	\$'000						\$'000
	CARRYING AMOUNT	Additions		Disposals	Transfer	Revaluation	Depreciation	CARRYING AMOUNT
		Capital	New/Upgrade					
Land	875	-	856	-	-	45	-	1,776
Waste Processing Facility	1,131	-	780	-	-	-	(167)	1,744
Uleybury Landfill Plant & Equipment	159	-	-	-	-	-	(28)	131
Education Program Plant & Equipment	12	-	-	(5)	-	-	(1)	6
Office Furniture & Equipment	56	-	22	(1)	-	-	(18)	59
Property & Improvements	135	-	-	-	-	-	(15)	120
Landfill Cell Stage Three	2,653	-	-	-	-	-	(409)	2,244
Landfill Capping Stage Three	464	-	-	-	-	485	(71)	878
Post Closure Rehabilitation	954	-	-	-	-	(308)	(147)	499
Buildings	159	-	3,517	-	-	(132)	(120)	3,424
Material Recovery Facility	-	-	4,679	-	-	-	(341)	4,338
WIP	4,125	-	6,265	-	(10,042)	-	-	348
TOTAL INFRASTRUCTURE, PROPERTY, PLANT & EQUIPMENT	10,723	-	16,119	(6)	(10,042)	90	(1,317)	15,567
2017 Totals	9,699	233	2,151	-	-	-	(1,360)	10,723

## Northern Adelaide Waste Management Authority Financial Statements 2017-2018

### NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2018

#### Note 7 - LIABILITIES

		2018 \$'000		2017 \$'000	
	Notes	Current	Non-current	Current	Non-current
<b>TRADE &amp; OTHER PAYABLES</b>					
Goods & Services		1,917	-	2,409	-
Payments received in advance		-	-	-	-
Accrued expenses - other		354	-	359	-
		<u>2,271</u>	<u>-</u>	<u>2,768</u>	<u>-</u>
 <b>BORROWINGS</b>					
Loans		1,079	7,415	791	4,331
		<u>1,079</u>	<u>7,415</u>	<u>791</u>	<u>4,331</u>
 <b>PROVISIONS</b>					
Annual Leave		147	-	137	-
Long Service Leave		116	46	229	29
Provision for Capping Stage 3A	1.8	-	1,024	-	538
Provision for Post Closure Site Rehabilitation	1.8	-	1,535	-	1,861
		<u>263</u>	<u>2,605</u>	<u>366</u>	<u>2,428</u>
 <i>Movements in Provisions - 2018 year only (current &amp; non-current)</i>		<i>Opening Balance</i>	<i>Additional Amounts Recognised/ (Derecognised)</i>	<i>Payments</i>	<i>Closing Balance</i>
Provision for Capping Stage 3A		538	486	-	1,024
Post Closure Site Rehabilitation		1,861	(308)	(18)	1,535
Total		<u>2,399</u>	<u>178</u>	<u>(18)</u>	<u>2,559</u>

## Northern Adelaide Waste Management Authority Financial Statements 2017-2018

### NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2018

#### Note 8 - RECONCILIATION TO CASH FLOW STATEMENT

##### (a) Reconciliation of Cash

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

	Notes	2018 \$'000	2017 \$'000
Total cash & equivalent assets	4	1,061	4,282
Less: Short-term borrowings		-	-
Balances per Cash Flow Statement		<u>1,061</u>	<u>4,282</u>

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

Net Surplus (Deficit)	(81)	(150)
Non-cash items in Income Statement		
Depreciation, amortisation & impairment	1,449	1,360
Gain / (Loss) on Disposal	(1)	-
Grants for capital acquisitions treated as Investing Activities	(115)	(180)
Bad Debts Expense	29	-
	<u>1,281</u>	<u>1,030</u>
Add (Less): Changes in Net Current Assets		
Net (increase) decrease in receivables	(252)	386
Net (increase) decrease in inventory	(49)	-
Net increase (decrease) in trade & other payables	(497)	515
Net increase (decrease) in other provisions	(103)	(303)
<b>Net Cash provided by (or used in) operations</b>	<u><b>380</b></u>	<u><b>1,628</b></u>

##### (c) Non-Cash Financing and Investing Activities

Acquisition of assets by means of:

- Physical resources received free of charge
- Non-cash grants & contributions

*Amounts recognised in Income Statement*

- Finance Leases	-	-
<b>Total Non-Cash Financing and Investing Activities</b>	<u><b>-</b></u>	<u><b>-</b></u>

##### (d) Financing Arrangements

Corporate Credit Cards	15	15
------------------------	----	----

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

## Northern Adelaide Waste Management Authority Financial Statements 2017-2018

### NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2018

#### Note 9 - 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 1.5% (2017: 1.25%).
	Carrying amount: approximates fair value due to the short term to maturity.
Receivables - Gate Fees & Associated Charges	Accounting Policy: Carried at nominal values less any allowance for doubtful debts. An allowance for doubtful debts is recognised (and re-assessed annually) when collection in full is no longer probable.
	Carrying amount: approximates fair value (after deduction of any allowance).
Liabilities - Creditors and Accruals	Accounting Policy: Liabilities are recognised for amounts to be paid in the future for goods and services received, whether or not billed to the Authority.
	Terms & conditions: Liabilities are normally settled on 30 day terms.
	Carrying amount: approximates fair value.

##### Net Fair Value

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

##### Risk Exposures

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

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

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

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 2017-2018

### NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2018

#### Note 9 (cont) - FINANCIAL INSTRUMENTS

##### Liquidity Analysis

2018	Floating Interest Rate \$'000	≤ 1 year \$'000	Fixed interest maturing in > 1 year ≤ 5 years \$'000	> 5 years \$'000	Non- interest bearing \$'000	Total \$'000
<b>Financial Assets</b>						
<b>Fair Value through P&amp;L</b>						
Cash Assets	725	336	1,018	-	-	2,079
<b>Loans &amp; Receivables</b>						
Receivables	-	-	-	-	2,689	2,689
<b>Total</b>	<b>725</b>	<b>336</b>	<b>1,018</b>	<b>-</b>	<b>2,689</b>	<b>4,768</b>
<b>Financial Liabilities</b>						
Payables	-	-	-	-	2,271	2,271
Current Borrowings	-	1,079	-	-	-	1,079
Non Current Borrowings	-	-	7,415	-	-	7,415
<b>Total</b>	<b>-</b>	<b>1,079</b>	<b>7,415</b>	<b>-</b>	<b>2,271</b>	<b>10,765</b>
<b>EXCESS OF FINANCIAL ASSETS OVER LIABILITIES</b>	<b>725</b>	<b>(743)</b>	<b>(6,397)</b>	<b>-</b>	<b>418</b>	<b>(5,997)</b>

2017	Floating Interest Rate \$'000	≤ 1 year \$'000	Fixed interest maturing in > 1 year ≤ 5 years \$'000	> 5 years \$'000	Non- interest bearing \$'000	Total \$'000
<b>Financial Assets</b>						
<b>Fair Value through P&amp;L</b>						
Cash Assets	192	4,090	-	-	-	4,282
<b>Loans &amp; Receivables</b>						
Receivables	-	-	-	-	2,466	2,466
<b>Total</b>	<b>192</b>	<b>4,090</b>	<b>-</b>	<b>-</b>	<b>2,466</b>	<b>6,748</b>
<b>Financial Liabilities</b>						
Payables	-	-	-	-	2,768	2,768
Current Borrowings	-	791	-	-	-	791
Non-Current Borrowings	-	-	4,331	-	-	4,331
<b>Total</b>	<b>-</b>	<b>791</b>	<b>4,331</b>	<b>-</b>	<b>2,768</b>	<b>7,890</b>
<b>EXCESS OF FINANCIAL ASSETS OVER LIABILITIES</b>	<b>192</b>	<b>3,299</b>	<b>(4,331)</b>	<b>-</b>	<b>(302)</b>	<b>(1,142)</b>

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS  
for the year ended 30 June 2018

Note 10 - COMMITMENTS FOR EXPENDITURE

	2018 \$'000	2017 \$'000
	Notes	
<b>Expenditure Commitments</b>		
Other expenditure committed for (excluding inventories) at the reporting date but not recognised in the financial statements as liabilities:		
Audit Services	30	45
Waste Collection, Processing and Mobile Garbage Bin Supply Contracts	82,268	96,427
	<b>82,298</b>	<b>96,472</b>
These expenditures are payable:		
Not later than one year	14,766	14,988
Later than one year and not later than 5 years	56,300	59,877
Later than 5 years	11,232	21,607
	<b>82,298</b>	<b>96,472</b>

*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 of the Authority.*

Note 11 - EVENTS OCCURRING AFTER REPORTING DATE

As from 2 July 2018, the Authority commenced ownership of operations of the City of Salisbury's Pooraka Waste Transfer Station (Research Road Transfer Station) for a period of 10 years minimum. The Authority will be responsible for meeting all future operating costs associated with management and operation of the transfer station.

## Northern Adelaide Waste Management Authority Financial Statements 2017-2018

### NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2018

#### Note 12 - OPERATING LEASES

##### *Lease payment commitments of Authority*

No contingent rentals were paid during the current or previous reporting periods. No lease imposes any additional restrictions on the Authority in relation to additional debt or further leasing.

No lease contains any escalation clause. Commitments under non-cancellable operating leases that have not been

	2018 \$'000	2017 \$'000
Not later than one year	1,075	994
Later than one year and not later than 5 years	3,326	3,476
Later than 5 years	482	73
<b>TOTAL</b>	<b>4,883</b>	<b>4,543</b>

#### Note 13 - 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:

	2018 \$'000	2017 \$'000
Salaries, allowances & other short term benefits	764	675
Long term benefits	105	58
<b>TOTAL</b>	<b>869</b>	<b>733</b>

##### **Transactions with Related Parties:**

The following transactions occurred with Related Parties:

Related Party Entity	Sale of Goods and Services (\$'000)	Amounts Outstanding from Related Parties (\$'000)	Description of Services Provided to Related Parties
City of Salisbury	13,001	1,104	Provision of waste collection, processing and disposal services
City of Playford	7,993	618	Provision of waste collection, processing and disposal services
Town of Gawler	1,983	131	Provision of waste collection, processing and disposal services

Amounts recorded as outstanding from Related Parties are recorded in Trade and other receivables in Note 5.

The Related Parties disclosed above are equity owners of the Authority and are referred to as 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.

**NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS**  
for the year ended 30 June 2018

**Note 14 - 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 2018

Note 15 - 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	Level 2	Level 3
Measurements based on quoted prices (unadjusted) in active markets for identical assets or liabilities that the entity can access at the measurement date.	Measurements based on inputs other than quoted prices included in Level 1 unobservable inputs for the asset or liability, either directly or indirectly.	Measurements based on unobservable inputs for the asset or liability.

The fair value of assets and liabilities that are not traded in an active market is determined using one or more valuation techniques. These valuation techniques maximise, to the extent possible, the use of observable market data. If all significant inputs required to measure fair value are observable, the asset or liability is included in Level 2. If one or more significant inputs are not based on observable market data, the asset or liability is included in Level 3.

*Valuation techniques*

The Authority selects valuation techniques that are appropriate in the circumstances and for which sufficient data is available to measure fair value. The availability of sufficient and relevant data primarily depends on the specific characteristics of the asset or liability being measured. The valuation techniques selected by the association are consistent with one or more of the following valuation approaches:

- *Market approach*: uses prices and other relevant information generated by market transactions involving identical or similar assets or liabilities.
- *Income approach*: converts estimated future cash flows or income and expenses into a single current (i.e. discounted) value.
- *Cost approach*: reflects the current replacement cost of an asset at its current service capacity.

Each valuation technique requires inputs that reflect the assumptions that buyers and sellers would use when pricing the asset or liability, including assumptions about risks. When selecting a valuation technique, the Authority gives priority to those techniques that maximise the use of observable inputs and minimise the use of unobservable inputs. Inputs that are developed using market data (such as publicly available information on actual transactions) and reflect the assumptions that buyers and sellers would generally use when pricing the asset or liability are considered observable, whereas inputs for which market data are not available and therefore are developed using the best information available about such assumptions are considered unobservable.

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS  
for the year ended 30 June 2018

Note 15 - 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.

	Note	Level 1 \$	Level 2 \$	Level 3 \$	Total \$
<b>2018</b>					
<b>\$'000</b>					
Recurring fair value measurements					
Infrastructure, Property, Plant & Equipment					
- Land	6	-	1,776	-	1,776
- Buildings	6	-	3,285	-	3,285
- Stock on Hand		49	-	-	49
Total financial assets recognised at fair value		49	5,061	-	5,110

<b>2017</b>					
<b>\$'000</b>					
Recurring fair value measurements					
Infrastructure, Property, Plant & Equipment					
- Land	6	-	875	-	875
Total financial assets recognised at fair value		-	875	-	875

(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 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



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## ANNUAL REPORT

**2017-2018**

### **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*

# GRFMA



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### **Chairman's Foreword**

The Gawler River Floodplain Management Authority has met on 8 occasions throughout the year, successfully progressing a range of matters important to flood mitigation and protection within the Gawler River catchment.

Notable achievements included:

- Acquisition of additional land surrounding the Bruce Eastick North Para Flood Mitigation Dam to facilitate unrestricted access to the Dam and to enable cost effective restoration of road access damaged in the 2016 Gawler River flood event.
- Facilitation of a comprehensive site inspection and assessment of the dam condition which also identified management actions required to be consistent with the Australian Committee on Large Dams Inc. (ANCOLD) guidelines. The Authority has resolved to implement recommendations from the report.
- Partnership with the University of Adelaide and Research Institute for Knowledge Systems to progress development of an integrated decision support tool for understanding and responding to current and future flood risk - Gawler River Catchment
- Completion of the 2017 Gawler River Hydrology Review
- Completion of the Northern Floodway Project Prospectus
- Commencement of the review of the Authority's Charter and associated governance framework.

Notwithstanding the above, there have been a number of challenges encountered with the Adelaide Plains Council making application to withdraw from the Authority and protracted negotiations undertaken establishing support for the proposed Northern Floodway Project as recommended in the 2016 Gawler River Flood Review Report.

I am pleased to report that the Adelaide Plains Council will continue membership of the Authority and that a unanimous decision has been confirmed by the six constituent councils (i.e., Adelaide Hills, Adelaide Plains, Barossa, Gawler, Light Region and Playford) to progress the proposed Northern Floodway Project. The Board has also resolved to act with due diligence and consistent with the principles of corporate and financial governance in its approach and direction that will achieve a holistic approach to flood mitigation for the benefit of all constituent Councils.

The proposed Northern Floodway Project is designed to provide flood protection in the lower reaches of the Gawler River following an estimated 1:20 year flood event experienced in early October 2016, which inundated high value food cropping land in the Angle Vale, Virginia and Two Wells areas causing extensive loss of horticulture production and a significant damages repair bill.

There are three primary elements forming part of the overall proposed Northern Floodway Project:

- Levee improvements (immediate and long term) and ongoing maintenance
- River channel works – including strategic sediment and vegetation removal and revegetation – and ongoing maintenance

- A new levee and floodway system downstream of Old Port Wakefield Road to contain floodwaters within a defined floodway system on the northern side of the river (The Northern Floodway)

The proposed Project is now identified as the next stage to achieve an overall objective held by the Authority to provide 1:100-year protection from flooding in the Gawler River and will, if progressed to implementation, join with works previously completed including the Bruce Eastick North Para Flood Mitigation Dam and works undertaken to increase the weir height of the South Para Reservoir.

Expected benefits linked to the proposed Northern Floodway Project during a flood event of similar magnitude to that of 2016 include:

- Protection of 211 of the 248 properties estimated to be flooded in 2016.
- Reduced flooding in a further 10 properties.
- Substantially reduced flood damages through the protection of the high value horticultural lands around Virginia.
- No flooding of the existing Virginia township or re-zoned residential / deferred urban areas within the Virginia growth precinct.
- No overtopping of Port Wakefield Road, maintaining the critical A1 transport route.
- Reduced flood hazard and impacts on local access and emergency evacuation routes, such as Angle Vale Road, through reduced flooding.
- Improved biodiversity within the Gawler River channel system as a result of selected vegetation removal, replanting with native species and a planned regular maintenance program.

The cost of the proposed Project has been estimated at \$27 million and the Authority is now engaged with Federal and State Governments to seek funding to deliver the project. Aside from the cost to implement the on ground works this funding also includes all costs associated with project management, design development, community engagement, land acquisition, procurement and contract administration. The Authority has accepted responsibility for meeting recurrent costs to operate and maintain the floodway levee system which would be installed.

Subject to successful funding outcomes, the Authority will move to confirm the scope of the Project, prepare a delivery strategy and undertake a range of site investigations before moving to final design, tender and construction. Clearly, effective engagement with stakeholders and the broader community will be key to successful implementation and management of the Project.

To assist with this engagement, a Northern Floodway Project Prospectus has been developed to increase general awareness and understanding of key elements and processes required to facilitate the commencement of flood mitigation works recommended.

Ian Baldwin  
Chair, 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 and the Business Plan sets down the operational plan and financial plan to achieve agreed objectives.





The Authority has been established for the following purposes:

- 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;
- 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 flood mitigation for the Gawler River;
- upon application of one or more Constituent Councils pursuant to clause 12.4:
  - 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
  - to enter into agreements with one or more of the Constituent Councils for the purpose of managing and developing the Gawler River.

### **The Board**

The Members of the Board are:

<b><i>Authority</i></b>	<b><i>Board Members</i></b>	<b><i>Deputy Board Members</i></b>
<b>Chairman</b>	Mr Ian Baldwin	
<b>Adelaide Hills Council</b>	Cr Malcom Herrmann Mr Andrew Aitken, CEO	Mr Marc Salver
<b>The Barossa Council</b>	Mayor Bob Sloane Mr Gary Mavrinac	Cr Dave de Vries
<b>Town of Gawler</b>	Cr Adrian Shackley Mr Sam Dilena	Cr Paul Koch Mr Ben DeGilio
<b>Light Regional Council</b>	Cr William Close Mr Brian Carr, CEO	Mr Andrew Philpott
<b>Adelaide Plains Council</b>	Cr Melville Lawrence Mr James Miller CEO	Cr Terry- Anne Keen
<b>City of Playford</b>	Cr Denis Davey Mr Mal Hemmerling CEO	Cr Carol Muzyk Mr Greg Pattinson

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 of 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 two Special Meetings were held during the year as follows:

- Thursday 24 August 2017                      Gawler
- Thursday 5 October 2017                      Gawler (Special Meeting)
- Thursday 19 October 2017                      Mallala (Adelaide Plains)
- Wednesday 14 December 2017                      Playford
- Thursday 15 February 2018                      Kapunda (Light)
- Thursday 19 April 2018                      Gumeracha(Adelaide Hills)
- Thursday 17 May 2018                      Playford (Special Meeting)
- Thursday 21 June 2018                      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 Belinda Skilton, Flood Management Officer, DEWNR  
 Mr Angus Paton, Manager Headworks Assets 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

Three meetings of the Panel were held during the year.

- 30 January 2017
- 7 August 2017
- 11 May 2018

### **Audit Committee**

An Audit Committee has been appointed to review:

- the annual financial statements to ensure that they present fairly the state of affairs 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:

- 3 August 2017
- 4 December 2017
- 26 March 2018
- 18 June 2018

The members of the Committee are:

- Mr Peter Brass, Independent Member
- Mr Greg Pattinson, City of Playford
- Cr Des Ellis, Light Regional Council

### **Charter and Governance Review Working Group**

The Board has established a Working Group, consisting of one representative from each constituent council, to consider and develop a suitable methodology and process to facilitate delivery of the GRFMA Charter and Governance Review. Work on the review will be substantially undertaken in 2018/19.

### **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.

All meetings of the GRFMA and its committees are open to the public, with the exception of 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 - Sec 90(3)	Purpose	Order for docs to remain confidential - Sec 91(7)	%
Board	111	8	Possible commercial advantage of a person	8	8%
Technical Assessment Panel	2	0		0	
Audit Committee	25	0		0	

Mr David Hitchcock has been engaged to provide Executive Officer services under a services agreement until 31 December 2019. Mr Hitchcock has extensive experience in the administration of Councils and regional subsidiaries under the Local Government Act 1999.

The GRFMA has no employees and all services are engaged on a contract basis.



## Evaluation of Performance against the Business Plan

### Part A: Funding

Performance Targets:	Timings:	To be measured by:	Actual Achievements
Secure Additional Project Funding	June 2016	All Councils, stakeholders and Governments agree to contribute to the project in accordance with the Plan	<input checked="" type="checkbox"/> <b>Scheme Total</b> <b>\$21,913,859</b> <b>Grants total</b> <b>\$17,016,420</b>
Grant Claims	As required	Lodgment of claims for the payment of Commonwealth and State Government Grants.	<input checked="" type="checkbox"/> <b>Claims lodged</b>
Maintain positive Cash Flow	At all times	Positive bank account balances at all times.	<input checked="" type="checkbox"/> <b>Positive cash flow maintained</b>

### Part B: Flood Mitigation Scheme Works

Following the November 2005 flood, which flooded the Virginia district and township, that coincided with the public consultation of the State Government Stormwater Management and Flood Mitigation Policy, a series of meetings of the major stakeholders led to the approval of \$20 million in funding from Federal, State and Local Governments to fund the Gawler River Flood Mitigation Scheme (Scheme Works).

#### Bruce Eastick North Para Flood Mitigation Dam

The Bruce Eastick North Para Flood Mitigation Dam is under the control and management of the Gawler River Floodplain Management Authority and was constructed in 2006. The Dam comprises an approximate 30.5m high Roller Compacted Concrete (RCC) primary spillway of crest length of 76m, which acts as the primary spillway, and has a secondary spillway structure.

The North Para dam design was for the three pipe outlets to pass all floods up to and including the design average recurrence interval (ARI) 100-year flood event with a peak outflow about 110 m<sup>3</sup>/s. During construction of the dam a review in the hydrology of the North Para determined that the flood flows at the selected design recurrence intervals were greater than those adopted in the design. The design of the dam was not altered hence the flood capacity of the dam is reduced from these design levels.

#### South Para Works

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 completed September 2005

Detailed hydrology study of the catchment using the very latest methodologies let to Department of Transport, Energy and Infrastructure completed March 2007.

Gawler River Flood Mitigation Scheme – Mark Two	
One	What will the Mark Two Scheme Include? (Note these steps may occur concurrently and not necessarily in the following order)
Two	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. <b><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></b>
Three	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. <b><i>The Findings Report 2016 advises 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's proposal- Gawler River 2016 Flood Review.</i></b>
Four	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. <b><i>Completed.</i></b>
Five	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. <b><i>Currently being considered in association with the Northern Floodway's proposal- Gawler River 2016 Flood Review.</i></b>
Six	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.
Seven	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. <b><i>Ongoing</i></b>
Eight	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. <b><i>Currently being considered in association with the Northern Floodway's proposal- Gawler River 2016 Flood Review.</i></b>
Nine	Investigate opportunities for funding partners and grants to undertake the necessary assessments and designs. <b><i>Ongoing.</i></b>
Ten	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. <b><i>In consideration as part of the 2016 Burns Report- SA Severe Storms Event</i></b>

**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"/> <b>Comprehensive Dam inspection (Newman Engineering) carried out Jan 2018</b>

**Part C: Operation of the Regional Subsidiary**

Performance Targets:	Timings:	To be measured by:	Actual Achievements
Reports to Stakeholders	Twice yearly	The publication and distribution of a Fact Sheet to all stakeholders and affected landowners.	<input checked="" type="checkbox"/> <b>Newsletter forwarded to all stakeholders following completion of Findings Report</b>
	Bi-Monthly	Key Outcomes Summary to be published following each Board Meeting to include a summary of the progress of the development of the Scheme.	<input checked="" type="checkbox"/> <b>Key Outcomes Summary prepared following GRFMA meetings</b>
Maintain effective Regional Subsidiary	December	The performance of the Executive Officer be reviewed annually	<input checked="" type="checkbox"/> <b>Review conducted in December 2017. Next review to be conducted in December 2018.</b>
	August	The appointment of Auditor, Bank Operators, levels of insurance, appropriate registrations, delegations and policies be reviewed annually.	<input checked="" type="checkbox"/> <b>Auditor reappointed up to 30 June 2019</b> <input checked="" type="checkbox"/> <b>Appropriate levels of insurance reviewed in July 2017</b>
Review of the Business Plan	By 31 <sup>st</sup> March	Review the Business Plan prior to preparing the Budget Forward to the Councils	<input checked="" type="checkbox"/> <b>June 2017 – Business Plan 2017-2020 adopted</b> <input checked="" type="checkbox"/> <b>June 2018 – Achievements against the Business Plan 2017-2018 presented</b>
Annual Budget	By 31 <sup>st</sup> March, June, October, December	Adopt for consultation forward to Councils- Adopt Budget – copy to Councils in 5 days- Conduct Budget Reviews	<input checked="" type="checkbox"/> <b>March 2018 – Council consultation</b> <input checked="" type="checkbox"/> <b>Budget 2018–2019 adopted at June 2018 Board meeting</b>
Subscriptions	June December	Send half year subscriptions to Council	<input checked="" type="checkbox"/> <b>All first half subscriptions paid</b> <input checked="" type="checkbox"/> <b>All Second half subscriptions paid</b>

Report to Constituent Councils	Following each Board meeting By 30 <sup>th</sup> September	The receipt of the following reports by Councils, Board Meeting Key Outcome Summary Annual Report including Annual Financial Statements	<input checked="" type="checkbox"/> <b>Key Outcomes Summary prepared following meetings</b> <input checked="" type="checkbox"/> <b>Annual Report forwarded electronically to Councils.</b>
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**Financial Statements 2017-2018**


1. Certification of Financial Statements
2. Financial Statements and Notes
3. Related Parties Disclosures
4. Statement of Auditors Independence
5. Certification of Auditor Independence
6. Management Letter

**GAWLER RIVER FLOODPLAIN MANAGEMENT AUTHORITY**  
**ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 June 2018**  
**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 2018 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 16/8/18  
EXECUTIVE OFFICER

  
.....  
Ian Baldwin 16/8/18  
CHAIRMAN

# GAWLER RIVER FLOODPLAIN MANAGEMENT AUTHORITY

## STATEMENT OF COMPREHENSIVE INCOME for the year ended 30 June 2018

	Notes	2018 \$	2017 \$
<b>INCOME</b>			
Subscriptions	3	79,600	76,544
Investment income	1(d)	2,428	3,359
State Government Grants	2	-	136,438
Other Income		20,000	-
<b>Total Income</b>		<b>102,028</b>	<b>216,341</b>
<b>EXPENSES</b>			
Contractual Services	5	85,445	197,462
Depreciation	1(i), 4	231,213	231,213
Other		15,106	20,996
<b>Total Expenses</b>		<b>331,764</b>	<b>449,671</b>
<b>OPERATING SURPLUS / (DEFICIT)</b>		<b>(229,736)</b>	<b>(233,330)</b>
<b>NET SURPLUS / (DEFICIT)</b>			
transferred to Equity Statement		<b>(229,736)</b>	<b>(233,330)</b>
<b>Other Comprehensive Income</b>			
<i>Amounts which will not be reclassified subsequently to operating result</i>			
Changes in revaluation surplus - infrastructure, property, plant & equipment		-	-
<b>Total Other Comprehensive Income</b>		-	-
<b>TOTAL COMPREHENSIVE INCOME</b>		<b>(229,736)</b>	<b>(233,330)</b>

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

# GAWLER RIVER FLOODPLAIN MANAGEMENT AUTHORITY

## STATEMENT OF FINANCIAL POSITION

as at 30 June 2018

	Notes	2018 \$	2017 \$
<b>ASSETS</b>			
<b>Current Assets</b>			
Cash and cash equivalents		2,124	-
Investments	1(d)	57,288	163,157
Debtors		-	47,375
Debtors - GST		1,663	4,419
Accrued Interest		149	495
<b>Total Current Assets</b>		<b>61,225</b>	<b>215,447</b>
<b>Non-current Assets</b>			
Infrastructure	4	18,497,000	18,497,000
Accumulated Depreciation Infrastructure	1(i), 4	(2,311,850)	(2,080,638)
Land	4	465,687	326,364
<b>Total Non-current Assets</b>		<b>16,650,837</b>	<b>16,742,727</b>
<b>Total Assets</b>		<b>16,712,062</b>	<b>16,958,173</b>
<b>LIABILITIES</b>			
<b>Current Liabilities</b>			
Trade & other payables		-	-
Borrowings		-	16,375
<b>Total Liabilities</b>		<b>-</b>	<b>16,375</b>
<b>NET ASSETS</b>		<b>16,712,062</b>	<b>16,941,798</b>
<b>EQUITY</b>			
Accumulated Surplus		13,860,252	14,089,988
Asset Revaluation Reserves	1(h)	2,851,810	2,851,810
<b>TOTAL EQUITY</b>		<b>16,712,062</b>	<b>16,941,798</b>

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



# GAWLER RIVER FLOODPLAIN MANAGEMENT AUTHORITY

## STATEMENT OF CHANGES IN EQUITY for the year ended 30 June 2018

		Accumulated Surplus	Asset Revaluation Reserve	TOTAL EQUITY
2018	Notes	\$	\$	\$
Balance at end of previous reporting period		14,089,988	2,851,810	16,941,798
Restated opening balance		14,089,988	2,851,810	16,941,798
Net Surplus / (Deficit) for Year		(229,736)		(229,736)
Other Comprehensive Income				
Balance at end of period		13,860,252	2,851,810	16,712,062
2017				
Balance at end of previous reporting period		14,323,319	2,851,810	17,175,129
Restated opening balance		14,323,319	2,851,810	17,175,129
Net Surplus / (Deficit) for Year		(233,330)		(233,330)
Other Comprehensive Income				
Balance at end of period		14,089,988	2,851,810	16,941,798

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

# GAWLER RIVER FLOODPLAIN MANAGEMENT AUTHORITY

## STATEMENT OF CASH FLOWS for the year ended 30 June 2018

	Notes	2018 \$	2017 \$
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>			
Receipts		149,732	163,906
Payments		<u>(100,552)</u>	<u>(218,459)</u>
<b>Net Cash provided by (or used in) Operating Activities</b>		<b>49,180</b>	<b>(54,553)</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>			
<u>Interest Receipts</u>		2,774	3,790
<u>Payments</u>			
Expenditure on new/upgraded assets		<u>(139,323)</u>	<u>-</u>
<b>Net Cash provided by (or used in) Investing Activities</b>		<b>(136,549)</b>	<b>3,790</b>
<b>Net Increase (Decrease) in cash held</b>	8.1	<b>(87,369)</b>	<b>(50,763)</b>
Cash & cash equivalents at beginning of period		<b>146,781</b>	197,544
<b>Cash &amp; cash equivalents at end of period</b>	8.2	<b><u>59,412</u></b>	<b><u>146,781</u></b>

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

## GAWLER RIVER FLOODPLAIN MANAGEMENT AUTHORITY

Schedule of Constituent Council's Interest in Net Assets as at 30<sup>th</sup> June 2018

**Prepared to meet the requirements of Clause 15.5 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 2018. The value of infrastructure and land as stated in the Audited Financial Statements at 30<sup>th</sup> 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

<b>Assets</b>	
Investments / Debtors	\$ 61,225
Infrastructure	\$ 16,185,150
Land	\$ 465,687
	<b>\$ 16,712,062</b>
<b>Less Liabilities</b>	
Accounts Payable / Creditors	\$ 0
<b>NET EQUITY</b>	<b>\$ 16,712,062</b>

### Allocation of Councils Interest in Net Assets

Constituent Councils	Accumulated Subscriptions for Operations to 30 June 2018	Accumulated Subscriptions for Maintenance to 30 June 2018	Accumulated Subscriptions for Scheme Works to 30 June 2018	All Subscriptions to 30 June 2018	Percentage of Contributions to the Total	Council's Interests in Net Assets
Adelaide Hills Council	\$99,911	\$2,457	\$70,988	\$173,356	3.59%	\$599,963
The Barossa Council	\$99,911	\$12,298	\$354,951	\$467,160	9.66%	\$1,614,385
Town of Gawler	\$99,911	\$24,558	\$709,892	\$834,361	17.26%	\$2,884,502
Light Regional Council	\$99,911	\$12,298	\$354,951	\$467,160	9.66%	\$1,614,385
Adelaide Plains Council	\$99,911	\$41,010	\$1,183,146	\$1,324,067	27.39%	\$4,577,434
City of Playford	\$99,911	\$49,199	\$1,419,763	\$1,568,873	32.44%	\$5,421,393
	<b>\$599,466</b>	<b>\$141,820</b>	<b>\$4,093,691</b>	<b>\$4,834,977</b>	<b>100%</b>	<b>\$16,712,062</b>

Schedule of Constituent Councils' Interests in Net Assets' as at the 30<sup>th</sup> June 2018 adopted by the Board in accordance with Clause 15.5 of the Charter on 16 August 2018

**Gawler River Floodplain Management Authority**  
**Notes to the Financial Statements for the year ended 30<sup>th</sup> June 2018**

**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, Adelaide Plains Council, The Barossa Council, Town of Gawler, Light Regional 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 Association has no employees.

**d) Investments**

Investments are valued at cost. Interest revenues are recognised as they accrue.

**e) 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.

**f) 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.

**g) 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.

**h) Revaluation**

The Board sought an independent valuation on the 29th May 2014, to be applied as at 30<sup>th</sup> June 2014, 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 \$18.497 million at June 2014. 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.

#### **i) Depreciation**

The depreciation period for the Bruce Eastick North Para Flood Mitigation Dam is based on an expected life of 80 years.

#### **j) Revenue**

Revenue from the sale of services 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.

Dividend revenue is recognised when the rights to receive a dividend has been established.

All revenue is stated net of the amount of goods and services tax (GST).

## **2 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	2018		\$63,028	\$63,028	\$75,431	(\$12,403)
	2017		\$61,625	\$61,625	\$89,385	(\$27,760)
Other	2018		\$39,000	\$39,000	\$25,120	\$13,880
Environment:						
Flood Mitigation	2017	\$136,438	\$18,278	\$154,716	\$129,073	\$25,643
	2018		\$102,028	\$102,028	\$100,551	\$1,477
Total	2017	\$136,438	\$79,903	\$216,341	\$218,459	(\$2,118)

### 3 Subscriptions

The following subscriptions were levied on the Constituent Councils in accordance with Clause 10.2 of the Charter for the year:

	Scheme Works		Maintenance		Operations		TOTALS	
	2018	2017	2018	2017	2018	2017	2018	2017
Constituent Council								
Adelaide Hills Council			\$ 329	\$ 316	\$10,100	\$9,711	\$10,429	\$10,027
The Barossa Council			\$1,647	\$1,585	\$10,100	\$9,711	\$11,747	\$11,296
Town of Gawler			\$3,295	\$3,169	\$10,100	\$9,711	\$13,395	\$12,880
Light Regional Council			\$1,647	\$1,585	\$10,100	\$9,711	\$11,747	\$11,296
Adelaide Plains Council			\$5,492	\$5,284	\$10,100	\$9,711	\$15,592	\$14,995
City of Playford			\$6,590	\$6,339	\$10,100	\$9,711	\$16,690	\$16,050
TOTAL	-	-	\$19,000	\$18,278	\$60,600	\$58,266	\$79,600	\$76,544

### 4 Non-Current Assets Summary

	Fair Value Level	2018				2017			
		At Fair Value	At Cost	Accum Dep'n	Carrying Amount	At Fair Value	At Cost	Accum Dep'n	Carrying Amount
Land and easements	-	\$326,364	139,323		\$465,687	\$326,364			\$326,364
North Para Dam	-								
North Para Dam	3	\$18,497,000		(\$2,311,850)	\$16,185,150	\$18,497,000		(\$2,080,638)	\$16,416,362
Total Infrastructure and Land		\$18,823,364	139,323	(\$2,311,850)	\$16,650,837	\$18,823,364		(\$2,080,638)	\$16,742,726
Comparatives		\$18,823,364		(\$2,080,638)	\$16,742,726	\$18,823,364		(\$1,849,425)	\$16,973,939

	2017 Carrying Amount	Carrying Amount Movements During Year						2018 Carrying Amount
		Additions		Disposals	Depreciation	Impairment	Transfers	Net Valuation
		New Upgrade	Renewals					
Land and easements	\$326,364	139,323						\$465,687
Infrastructure - North Para Dam	\$16,416,362				(\$231,213)			\$16,185,150
Total Infrastructure, Property, Plant & Equipment	\$16,742,726	139,323			(\$231,213)			\$16,650,837
Comparatives	\$16,973,939				(\$231,213)			\$16,742,726

## 5 Contractual Services

Contractual Services involve payments or liabilities for the external provision of services and include (net of GST):

Consultants	2018	2017
Dean Gollan	\$0	\$30,470
David Hitchcock	\$50,471	\$28,270
Asset Valuation and Cons	\$0	\$835
AECOM	\$0	\$25,000
Pyper Leaker Surveying	\$0	\$1,800
Northern Industries	\$0	\$2,500
Tonkin Consulting	\$12,800	\$0
Enviro Group Pty Ltd	\$0	\$3,231
Tanom Legal	\$800	\$0
Business Risk A S Solutions	\$2,600	\$1,950
Kelley Jones	\$0	\$2,826
Enviro Group Pty Ltd	\$1,765	\$0
Newman Engineering	\$6,667	\$0
Australian Water Environments	\$3,770	\$95,590
HLB Mann Judd	\$6,572	\$4,990
<b>TOTALS</b>	<b>\$85,445</b>	<b>\$197,462</b>

## 6 Comparison of Budget and Actual Results (excluding depreciation)

	2018		2017	
	Budget	Actual	Budget	Actual
Revenue				
Administration	\$63,600	\$63,028	\$62,166	\$61,625
Other Environment: Flood Mitigation	\$28,574	\$20,000	\$0	\$0
State Grant	\$0	\$0	\$136,438	\$136,438
Maintenance	\$19,000	\$19,000	\$18,278	\$18,278
Other Environment: Flood Mitigation Capital	\$0	\$0	\$0	
<b>Total Revenue</b>	<b>\$111,174</b>	<b>\$102,028</b>	<b>\$216,882</b>	<b>\$216,341</b>
Expenditure				
Administration	\$96,254	\$92,001	\$91,450	\$89,385
Other Environment: Flood Mitigation	\$0	\$0	\$113,500	\$120,590
Maintenance	\$8,650	\$8,551	\$10,150	\$8,484
Other Environment: Flood Mitigation Capital				
<b>Total Expenditure</b>	<b>\$104,904</b>	<b>\$100,552</b>	<b>\$215,100</b>	<b>\$218,459</b>
<b>Surplus (deficit)</b>	<b>\$6,270</b>	<b>\$1,476</b>	<b>\$1,782</b>	<b>(\$2,118)</b>

## 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 2018.



## 8 Reconciliation Statement of Cash Flows

### Cash Flows from Operating Activities

Net deficit from operations	(\$229,736)
Adjust for non-cash items	
Depreciation	\$231,213
Decrease in Debtors	\$ 50,477

### Cash Flows from Investing Activities

Purchase of Land	(\$139,323)
Net Cash decrease from operating activities	(\$87,369)

### 8.2 Cash and cash equivalents

Balance at bank	\$ 2,124
Balance at LGFA	\$ 57,288
Total cash and cash equivalents	\$ 59,412

## 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 4th June 2015 at pages 2501 to 2506.

The Gawler River Floodplain Management Authority (GRFMA) is dependent upon subscriptions levied on the Constituent Councils in accordance with Clause 10.2 of the Charter for its continued existence and ability to co-ordinate the construction, operation and maintenance of flood mitigation infrastructure for the Gawler River.



**Gawler River Floodplain Management Authority**  
**Related Parties Disclosures as at 30 June 2018**

The Key Management Personnel of the Gawler River Floodplain Management Authority include the Chairman, Board members, Deputy Board Members and Executive Officer.

The Authority does not have any employees.

Services of the Executive Officer are provided by contractual agreement. See note 5 of the Financial Statements for itemized contractual services payments

The Chairman receives an Honorarium as established by the Board.

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

No other payments have been made to Key Management Personnel of the Gawler River Floodplain Management Authority.



Chartered Accountants


The Board  
C/- David Hitchcock  
Executive Officer  
Gawler River Floodplain Management Authority  
266 Seacombe Road  
Seacliff Park SA 5049

**TO THE BOARD MEMBERS OF GAWLER RIVER FLOODPLAIN MANAGEMENT  
AUTHORITY**

**STATEMENT OF AUDITORS INDEPENDENCE  
ANNUAL FINANCIAL STATEMENT FOR THE YEAR ENDED 30 June 2018**

I confirm that, for the audit of the financial statements of Gawler River Floodplain Management Authority for the year ended 30 June 2018, 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.

  
HLB Mann Judd  
Chartered Accountants

  
Corey McGowan  
Director

Adelaide, South Australia  
10 August 2018

HLB Mann Judd Audit (SA) Pty Ltd ABN: 32 166 337 097  
169 Fullarton Road, Dulwich SA | Telephone +61 (0)8 8133 5000 | Facsimile +61 (0)8 8431 3502  
Postal: PO Box 377, Kent Town SA 5071

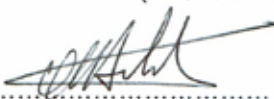
HLB Mann Judd Audit (SA) Pty Ltd is a member of  International, a world-wide organisation of accounting firms and business advisers.  
Liability limited by a scheme approved under Professional Standards Legislation

**GAWLER RIVER FLOODPLAIN MANAGEMENT AUTHORITY**  
**ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 June 2018**

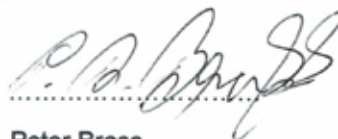
**CERTIFICATION OF AUDITOR INDEPENDENCE**

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 2018, 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.



David Hitchcock  
EXECUTIVE OFFICER



Peter Brass  
PRESIDING MEMBER AUDIT COMMITTEE



Ian Baldwin

16/8/18

CHAIRMAN GRFMA

Gawler River Floodplain Management Authority  
266 Seacombe Road, Seacliff Park, SA 5049  
Telephone: 0407717368 Email: [davidehitchcock@bigpond.com](mailto:davidehitchcock@bigpond.com)  
Website: [www.gawler.sa.gov.au/grfma](http://www.gawler.sa.gov.au/grfma)

16 August 2018

Corey McGowan  
HLB Mann Judd  
169 Fullarton Road  
DULWICH SA 5065

Dear Corey,

This representation letter is provided in connection with your audit of the financial report of Gawler River Floodplain Management Authority, for the year ended 30 June 2018, for the purpose of you expressing an opinion as to whether the financial report is, in all material respects, in accordance with Australian Accounting Standards and other mandatory professional reporting requirements in Australia.

We confirm that, to the best of our knowledge and belief, having made such inquiries as we considered necessary for the purpose of appropriately informing ourselves:

***Financial Report***

1. We have fulfilled our responsibilities, as set out in the terms of the audit engagement letter dated 17 November 2014 for the preparation of the financial report in accordance with Australian Accounting Standards and other mandatory professional reporting requirements in Australia, and confirm that the financial report is fairly presented in accordance therewith, and is free from, material misstatement, including omissions.
2. The financial records of the entity have been kept so as to be sufficient to enable a financial report to be prepared and audited, and other records and registers required by the entity's constitution have been properly kept and are up-to-date.
3. We acknowledge our responsibility for the design, implementation and maintenance of internal control to prevent and detect fraud and error. We have designed, implemented and maintained adequate internal control to facilitate the preparation of a reliable financial report, and adequate financial records have been maintained.
4. All transactions have been recorded in the accounting records and are reflected in the financial report.
5. The following have been properly recorded and/or disclosed in the financial report, or there are no such items requiring recording or disclosure:
  - (a) Related party transactions and related amounts receivable or payable, including sales, purchases, loans, transfers, leasing arrangements and guarantees (written or oral);
  - (b) Arrangements involving restrictions on cash balances, compensating balances and line-of-credit or similar arrangements;
  - (c) Material liabilities, contingent liabilities and assets including those arising under derivative financial instruments;



6. We have no plans or intentions that may materially affect the carrying values, or classification, of assets and liabilities.
7. The entity has satisfactory title to all assets, and there are no liens or encumbrances on such assets, nor has any asset been pledged as collateral. Allowances for depreciation have been adjusted for all important items of property, plant and equipment that have been abandoned or are otherwise unusable.
8. Significant assumptions used by us in making accounting estimates, including those measured at fair value, are reasonable. In particular:
  - (a) We consider that the measurement processes, including related assumptions and models, used by management in determining accounting estimates in the context of the applicable financial reporting framework are appropriate, and the measurement processes have been applied consistently.
  - (b) The assumptions appropriately reflect management's intent and ability to carry out specific courses of action on behalf of the entity, where relevant to the accounting estimates and disclosures.
  - (c) Disclosures related to accounting estimates are complete and appropriate under the applicable financial reporting framework.
  - (d) No subsequent event requires adjustment to the accounting estimates and disclosures included in the financial report.
9. We have assessed at the end of the reporting period whether there is any indication that an asset may be impaired, having considered, as a minimum, the impairment indicators noted in AASB 136 *Impairment of Assets*. If any such indication exists, we have estimated the recoverable amount of the asset.
10. We have considered the requirements of AASB 136 *Impairment of Assets* when assessing the impairment of assets and in ensuring that no assets are stated in excess of its recoverable amount.
11. We have assessed the recoverability of all receivables, and confirm that adequate allowance has been made for any receivables which may not be collected.
12. The entity has complied with all aspects of contractual agreements that would have a material effect on the financial report in the event of non-compliance.
13. There were no material commitments for construction or acquisition of property, plant and equipment or to acquire other non-current assets, such as investments or intangibles.
14. There are no known actual or possible litigation and claims whose effects should be considered when preparing the financial report.
15. Related party relationships and transactions have been appropriately accounted for and disclosed in accordance with the requirements of Australian Accounting Standards.
16. You have not advised us of any financial report misstatements requiring correction, or uncorrected misstatements, that you detected during the audit.
17. All events occurring subsequent to the date of the financial report and for which the applicable financial reporting framework requires adjustment or disclosure have been adjusted or disclosed.
18. If any matter which may materially affect the financial report arises during the period from the date of the auditor's report to the date the financial report is issued, we will inform you.

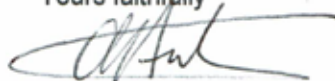
### **Information Provided**

19. We have provided you with:
- (a) Access to all information of which we are aware that is relevant to the preparation of the financial report, such as records, documentation and other matters;
  - (b) All financial records and related data and other information, explanations and assistance necessary for the conduct of the audit;
  - (c) Minutes of all meetings of members, Board, and committees of Board.
  - (d) Additional information, explanations and assistance that you have requested from us for the purposes of the audit; and
  - (e) Unrestricted access to persons within the entity from whom you determined it necessary to obtain audit evidence.
20. We have disclosed to you the results of our assessment of the risk that the financial report may be materially misstated as a result of fraud.
21. There has been no fraud or suspected fraud that affects the entity and involves:
- (a) Management;
  - (b) Employees who have significant roles in internal control; or
  - (c) Others where the fraud could have a material effect on the financial report.
22. There have been no allegations of fraud, or suspected fraud, affecting the entity's financial report communicated by employees, former employees, regulators or others.
23. There have been no instances of non-compliance or suspected non-compliance with laws and regulations whose effects should be considered when preparing the financial report.
24. There have been no communications from regulatory agencies concerning non-compliance with, or deficiencies in, financial reporting practices that whose effects should be considered when preparing the financial report.
25. We have disclosed to you the identity of the entity's related parties and all the related party relationships and transactions of which we are aware.

### **Other Matters**

26. We have assessed the ability of the entity to continue as a going concern and are satisfied that it will so continue. We have no knowledge of events or conditions and related business risks beyond the period of this assessment that may cast significant doubt on the entity's ability to continue as a going concern.
27. There have been no non-audit services performed by HLB Mann Judd.  
We understand that your examination was made in accordance with Australian Auditing Standards and was, therefore, designed primarily for the purpose of expressing an opinion on the financial report taken as a whole, and that your tests of the financial records and other auditing procedures were limited to those which you considered necessary for that purpose.

Yours faithfully



David E Hitchcock  
Executive Officer

