Rural City of Murray Bridge **ANNUAL REPORT** 2022-23

MAKE IT YOURS



Acknowledgement of traditional owners

We acknowledge the Ngarrindjeri people as the traditional owners of this land on which we meet and work. We respect and acknowledge their spiritual connection as the custodians of this land and that their cultural heritage beliefs are still important to the living people today.

We recognise the living culture and combined energies of the Ngarrindjeri people our global pioneers and community members today for their unique contribution to the life of our region.

CONTENTS

MAYOR'S MESSAGE	5
CEO'S MESSAGE	6
STAY INFORMED	
CONNECTED COMMUNITIES	. 11
QUARTERLY PROGRESS REPORTS	
HEADLINE PROJECTS	. 14
RIVERFRONT PROJECTS – HISTORY & TOURISM	
MURRAY BRIDGE REGIONAL STADIUM	
ARTS DEVELOPMENT	
FUTURE CITIES	
KEY FINANCIAL INDICATORS	
ASSET RENEWAL FUNDING RATIO %	
NET FINANCIAL LIABILITIES RATIO%	
UNDERLYING OPERATING SURPLUS RATIO %	
STRATEGIC FRAMEWORK	
COMMUNITY PLAN 2016-2032	
STRATEGIC PLAN 2020-2024	
COUNCIL'S COMMITMENT TO COMMUNITY INFORMED DECISION MAKING	
HOW TO HAVE YOUR SAY	
LET'S TALK	
ELECTED MEMBERS	
VALUED ENVIRONMENT	
STRATEGIC PLAN 2020-2024 OBJECTIVES	
SPOTLIGHT ON SERVICES	
GREAT PEOPLE AND LIFESTYLE	
STRATEGIC PLAN 2020-2024 OBJECTIVES	
SPOTLIGHT ON SERVICES	. 37
STRATEGIC PLAN 2020-2024 OBJECTIVES	
KEY SERVICES	
SPOTLIGHT ON SERVICES	
STRATEGIC PLAN 2020-2024 OBJECTIVES	
KEY SERVICES	
SPOTLIGHT ON SERVICES	. 48
SERVICES	
OPERATING EXPENDITURE	
KEY PROJECTS	
CAPITAL PROJECTS	
MEASURING OUR PERFORMANCE	. 64
ANNUAL REPORT	
QUARTERLY PROGRESS REPORTS	. 64
QUARTERLY FINANCIAL REVIEW	. 64
MONTHLY FINANCIAL PERFORMANCE REPORTS	. 64
PERFORMANCE INDICATORS	. 65
GOVERNANCE AND COMPLIANCE	. 69
ENSURING DELIVERY	. 69
COUNCIL ELECTIONS	
ELECTED MEMBERS' ALLOWANCES	. 70
ELECTED MEMBERS' BEHAVIOUR	
COUNCIL DECISION-MAKING STRUCTURE	.71
COUNCIL MEETINGS	.72
COMMITTEES ESTABLISHED UNDER \$41 OF THE LOCAL GOVERNMENT ACT	

REGIONAL SUBSIDIARIES	75
DELEGATIONS	
ACCESS TO COUNCIL DOCUMENTS	76
CURRENT STRATEGIC DOCUMENTS AND POLICIES	76
CONFIDENTIAL ITEMS	77
REVIEW OF COUNCIL'S DECISIONS	
COMPLAINTS TO THE OMBUDSMAN	
CONFLICT OF INTEREST DECLARATIONS	
PUBLIC INTEREST DISCLOSURES	
COUNCIL REPRESENTATION	
ELECTED MEMBERS' INDUCTION, TRAINING & DEVELOPMENT	
FREEDOM OF INFORMATION APPLICATIONS	
COMMUNITY LAND MANAGEMENT PLANS	
NATIONAL COMPETITION POLICY	
COMPETITIVE TENDERING	
CIRCULAR PROCUREMENT	
LOCAL GOODS AND SERVICES	
CORPORATE REPORTING FRAMEWORK	
MANAGEMENT AND STAFFING	

FINANCIAL STATEMENTS

GENERAL PURPOSE FINANCIAL STATEMENTS FOR THE YEAR ENDING 30 JUNE 2023

REGIONAL SUBSIDIARIES

MURRAYLANDS & RIVERLAND LOCAL GOVERNMENT ASSOCIATION ANNUAL REPORT INCLUDING FINANCIAL STATEMENTS 2022-23

ADELAIDE HILLS REGION WASTE MANAGEMENT AUTHORITY ANNUAL REPORT INCLUDING FINANCIAL STATEMENTS 2022-23

APPENDICES

APPENDIX 1. ESSENTIAL SERVICES COMMISSION OF SOUTH AUSTRALIA (ESCOSA) LOCAL GOVERNMENT ADVICE - RURAL CITY OF MURRAY BRIDGE FEBRUARY 2023

APPENDIX 2. ESSENTIAL SERVICES COMMISSION OF SOUTH AUSTRALIA (ESCOSA) LOCAL GOVERNMENT ADVICE ATTACHMENT - RURAL CITY OF MURRAY BRIDGE FEBRUARY 2023

APPENDIX 3. AUDIT AND RISK COMMITTEE ACTIVITY REPORT 2022-2023

APPENDIX 4. FREEDOM OF INFORMATION STATEMENT 2022-23



MAYOR'S MESSAGE

I am very pleased to present our Annual Report for 2022-23. It responds to Council's endorsed Community Plan 2016-2032 and Strategic Plan 2020-2024. These plans set the framework and guide the activity of Council to achieve our goal of Thriving Communities.

This year we saw some long term Elected Members move on and new faces emerge following the November 2022 election. We give thanks to Mayor Brenton Lewis for his many years of service and wise leadership, we'll miss his participation in Council matters, but congratulate him on his retirement. In May 2023, we also said goodbye to CEO Michael Sedgman, who solidified strong foundations for RCMB to build on now and into the future, we congratulate him on his new endeavours.

We are proud of our program of projects and services and are pleased that they are reflective of our community's aspirations.

The annual report is an opportunity to reflect on our achievements over the last year which has included continued work on our Sturt Reserve Masterplan with work completed in the History & Tourism, Wharf Precinct including a large

shelter, associated landscaping and a celebration of Ngarrindjeri heritage.

Sixth Street Farmer's Market and Sixth Street ART FEST are two popular arts events that have continued this year, bringing our community together to support local artisans and creative small businesses.

Significant progress was also made on our Future Cities program to ensure growth in our Rural City is well planned.

This year also saw us tackle a High River Event that saw Council commit significant time, effort and resources in response, with the focus now shifted to recovery.

Our Hallmark Murray River Splash Events Program had to be reimagined due to High River and we successfully delivered two family friendly events. Murray Bridge Magic held in January school holidays and the Winter Glows event in June that attracted more than 8000 people to our Rural City.

These achievements and many more have been delivered on the back of Council's strong financial management and long term financial sustainability.

I look forward to continuing to talk and work with our community to ensure the delivery of many more successful projects as we strive towards further building our Thriving Communities.

Wayne Thorley

Mayor Rural City of Murray Bridge

CEO'S MESSAGE

The Annual Report for the year ending 30 June 2023, provides our community a fulsome view of the Councils achievements during the 2022-23 financial year.

It has been an exciting and growth filled year for myself, after acting in the role of CEO, following the departure of former CEO Michael Sedgman. I was successful in securing the role of CEO for the Rural City of Murray Bridge after a rigorous and competitive recruit process. I am appreciative for the confidence in me and enthusiastic to get started and support our communities to thrive. I want to say a big thank you to Michael Sedgman for his guidance and support over the years, I will him all the best for his new role.

The 2022-23 Capital Program of \$10.7m saw the delivery of a significant infrastructure program. In addition significant enhancement programs were continued progressing our Sturt Reserve Masterplan Works and Swanport Road Masterplan Works. Other highlights included the Street & Park Furniture Program, Stormwater Expansion Program and the Footpath Expansion Program.



The 2022-23 original Key Project Program of \$2.1m saw the completion of the Regional Public Health Plan, Murray Bridge Showgrounds Masterplan and the Murray Bridge Wellbeing Hub, it also saw the successful continuation of the Murray Bridge Study Hub Program.

In 2022-23 we saw the effects the High River Event had on the Community with Council supporting the lead State Government Agencies to ensure the safety of our Community. We are continuing to support recovery following the event with our focus now on reopening roads, playgrounds and jetties as well as supporting affected communities.

In addition, we continued to deliver inspiring exhibitions at our Regional Gallery and support our community to access written and digital literature, performing arts and our aged and youth programs. We also continued to distribute "Quick Win" grants to the community to enable them to deliver programs, activities and events.

While flood mitigation and recovery works undertaken by Council significantly influenced our budget, responsible financial management means our community can recover and Council can continue to deliver our vision of Thriving Communities.

Heather Barclay

Chief Executive Officer Rural City of Murray Bridge

A YEAR OF RESILIENCE

RESILIENCE in the face of adversity is the best way to characterise the way our community and this Council came through the past year.

A once in a lifetime flood tested the spirit of our community and the resourcefulness of Council to prioritise keeping people and property safe during this past summer.

Over the years we have made it through drought, bushfire, a pandemic and everything else that has been thrown our way and working together is how we made it through the greatest natural disaster of our generation: the 2022/23 Murray River Flood.

As River levels rose in November 2022, Council swung into action in partnership with emergency services, government agencies and other stakeholders, to prepare and provide our community with the most effective protection possible.

Riverfront reserves and roads were closed in a staged process as water levels rose, levees were built, sandbag stations opened and a range of Council initiatives undertaken as part of a larger coordinated flood response.

Throughout the peak of the flood, Council remained vigilant and responded as needed to manage the situation, while at all times keeping people safe as the number one priority.

When floodwaters subsided, Council began the huge task of clean up, repairs and flood recovery, reopening roads and riverfront reserves as soon as it was safe to do so.

This task continues today and while most of our roads and riverfront reserves have now reopened, some of the more heavily impacted infrastructure and playgrounds will require more expert attention into the year ahead.

While flood mitigation and recovery works undertaken by Council significantly influenced our budget, responsible financial management means our community can weather this storm.

Regular reviews of Council's budget throughout the past year as the emergency unfolded saw several adjustments to ensure ongoing sustainability.

This huge undertaking diverted time and resources away from programmed and planned projects, but to the credit of Council staff, some significant wins were achieved for our community during the year.

Our planned capital works program saw good progress on delivery of our sealed road renewal program, the street and park furniture program, the Swanport Recycled Water Pipeline, sign renewals and a carpark upgrade at LeMessurier Oval.

Our key projects program made great headway on the development of our Lerwin Asset Management Plan, our Planet Youth Program, the opening of the Murray Bridge Wellbeing Hub, ongoing provision of our Regional Study Hub and our Community Grants program.

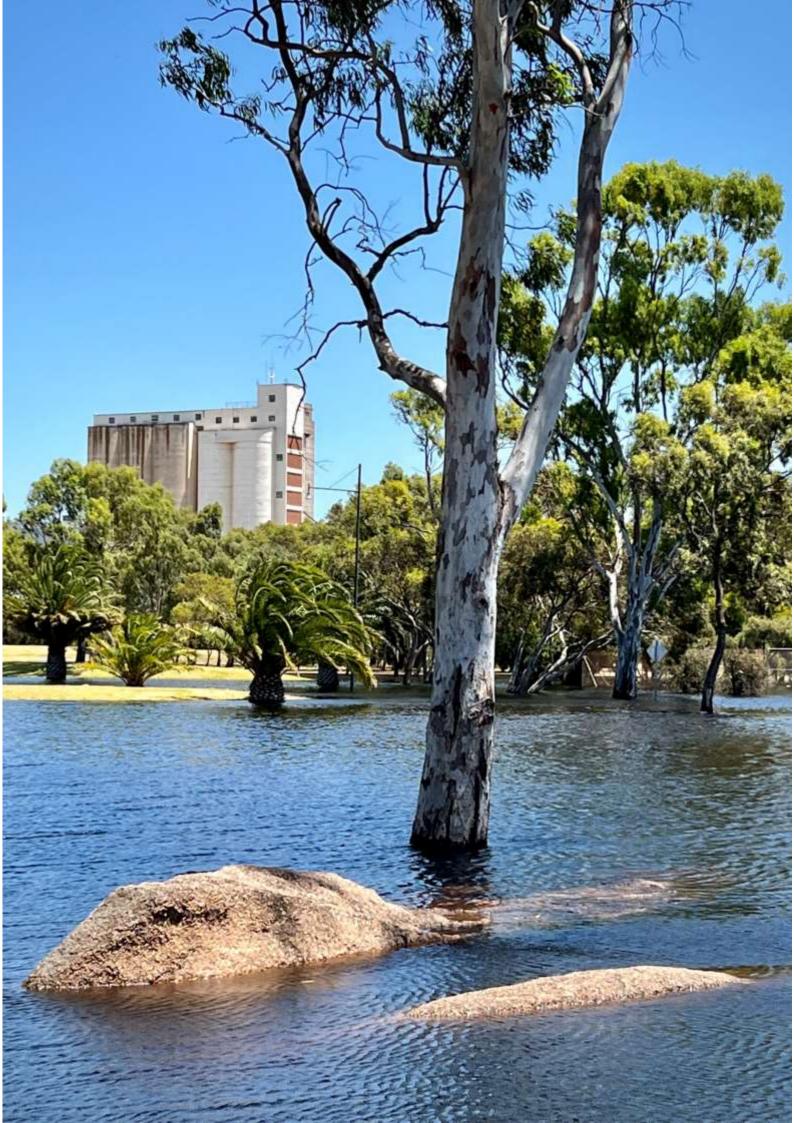
Our events program providing entertaining experiences for residents, attracting tourists to our town and building our reputation as a great place to live, work and play, included Murray Bridge Magic and development of the Local Legends program to showcase community pride.

The Local Legends program includes the Murray Bridge Spring Garden Competition, Murray Bridge Sports Awards, Murray Bridge Christmas Lights Competition and Australia Day Awards.

It was a challenging year, with a natural disaster thrown in, which required a flexible and resilient Council to respond quickly to rapidly changing environments to keep our community safe and deliver the best possible outcomes.

We can be proud of our performance as a Council and as a community, in spite of the challenges that came our way.

The following Annual Business Plan and Budget will work to address the remaining impacts of the Murray River Flood, but a strong commitment to our vision of Thriving Communities and a proud tradition of responsible financial management will continue to see us through.



Essential Services Commission of South Australia (ESCOSA) Review

Under the new Local Government Advice Scheme established through the Local Government Act 1999, the Essential Services Commission of South Australia (the Commission) has released advice for the first fifteen (15) of the State's sixty eight (68) Councils.

Under the Scheme, the Commission is an advisory body, providing advice to all Councils across a four-year cycle.

The Commission finds The Rural City of Murray Bridge's current and projected financial performance is sustainable as it anticipates population growth. The Council demonstrates sound operating performance, reasonable use of borrowings and a measured focus on the renewal of its assets, following significant infrastructure and service expansion, leveraged by substantial grant funding.

Councils are long-term businesses with ongoing service provision obligations and long-lived assets. From an overall community perspective, it is important that council rates be set at levels as low as sustainably possible while:

- providing the standard and breadth of services that ratepayers value, and
- ensuring that Councils have robust, long-term asset management, financing and operational plans which allow them to manage their assets efficiently and effectively over the long term, to sustain the delivery of those services and minimise their lifetime cost

The advice is based on information available to the Commission on 15 February 2023.

The Commission recommends The Rural City of Murray Bridge make 11 changes to its strategic management plans to ensure its financial sustainability and provide confidence to ratepayers that they are paying the right level of rates for Council services.

The advice comes in response to April 2022 changes to the Local Government Act giving the Commission advisory powers to the State's 68 councils which inform their decisions on rates and give ratepayers and other stakeholders an independent assessment of councils' plans. The scheme provides advice only and is expected to add value across communities.

Recommendations for The Rural City of Murray Bridge, one of 15 councils reviewed in 2022-23 and to be reassessed in four years' time, are:

- Continue to review its inflation forecasts in its budget and forward projections each year.
- Review employee expense projections and better explain the need for a projected peak in costs in 2026-27 in its updated long-term financial plan.
- Consider coordinating annual updates of its budget and business plans for annual updates to its long-term financial plan to provide more transparency to the community on the longer-term impacts of its short-term decisions.
- Continue to report cost savings and efficiencies in its future budgets, to show efficiencies across its operations and service delivery.
- Review its asset management plans, particularly plant and fleet assets, to ensure they cover a period of 10 years.
- Update its asset condition assessments, valuations, and useful life estimates in its asset management plans, to ensure they contain the most current information available.
- Include more detail about the renewed, new, or upgraded capital spending on infrastructure to better align and provide transparency between asset management and long-term financial plans.

- Continue to update existing and complete new asset management plans with a focus on considering the community's desired service levels, capital spending requirements, and alignment with long-term financial plan projections.
- Report estimated average annual change for rates and other charges, together with how much of annual revenue it expects to collect, in its annual business plan, to provide greater clarity and transparency to its ratepayers.
- Review the rateable property growth forecasts in its budget each year to ensure they do not create a need for additional rate increases to generate the same level of projected revenue.
- Review and consider limiting further rate increases to reduce cost of living pressure on the community.

For further information, please refer to the full reports at:

Appendix 1. Essential Services Commission of South Australia (ESCOSA) Local Government Advice - Rural City of Murray Bridge February 2023

Appendix 2. Essential Services Commission of South Australia (ESCOSA) Local Government Advice Attachment -Rural City of Murray Bridge February 2023

STAY INFORMED

Connected Communities

As part of our commitment to community engagement, Council has developed the Connected Communities newsletter to keep residents in touch with Council services, events, major projects and engagement opportunities.

The newsletter is distributed every three months to households and businesses within the Council area in January, April, July and October – you can also pick up a copy at the Local Government Centre or the Murray Bridge Library.

Get your information from the source at any time by visiting Council's website, Let's Talk or follow us on Facebook.

www.murraybridge.sa.gov.au



Quarterly Progress Reports



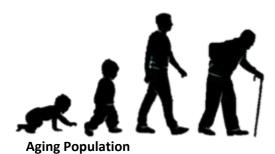
In addition to the above, Council prepares the Quarterly Progress Report against its Annual Business Plan.

The Quarterly Progress Report forms a key component of the Council's reporting framework. The report is presented to Elected Members at Council meetings every three months in February, May, August and November – you can also pick up a copy at the Local Government Centre or the Murray Bridge Library.

The Quarterly Progress Report details progress against the Annual Business Plan and Community Plan 2016-32 by theme for services, programs and projects including expenditure. The report also includes performance reporting against defined indicators.

Get your information from the source at any time by visiting Council's website <u>www.murraybridge.sa.gov.au</u>

OUR CITY INFORMATION



24% 65+ by 2041

By 2041 the largest age group by population will be the 25-55 groups.

36%

- Under 25 31% 33%
- 25-54
- over 55

In 2021

- born overseas 13%
- indigenous 5.6%

The three largest ancestries in the Rural City of Murray Bridge in 2016 were English, Australian and German.

Current population 22,554

in 2022 and increase of 0.92% on previous year with a population density of 12.31 persons per square km. Source: ABS ERP 2022

Median weekly household income



The Rural City of Murray Bridge in 2021 compared to Greater Adelaide shows that there was a smaller proportion of high income households (those earning \$2,500 per week or more) and a higher proportion of low income households (those earning less than \$650 per week).

Source: ABS (2021) and .ID (2021)



891

This places Murray Bridge as one of the most disadvantaged communities in the state ranking 63 out of 71.

Source: id.



Median house value

At June 2018, the median

house valuation in Rural City of

Murray Bridge was \$160,785

lower compared to South

Australia. At June 2018, the

median weekly rental for

houses in Rural City of Murray

Bridge was \$100 lower

compared to South Australia.

MEDIAN AGE

8.6% Need for Assistance

1,868 People reported needing help in their day to day lives due to disability

Source: ID 2021

Population forecast increase by

20%

to 27,733 by 2041

Source: Forecast ID March 2023



Number of dwellings 10,161

Average household size of 2.31 persons.

Median house values

House \$350,000

Unit \$227,500

Median weekly rental

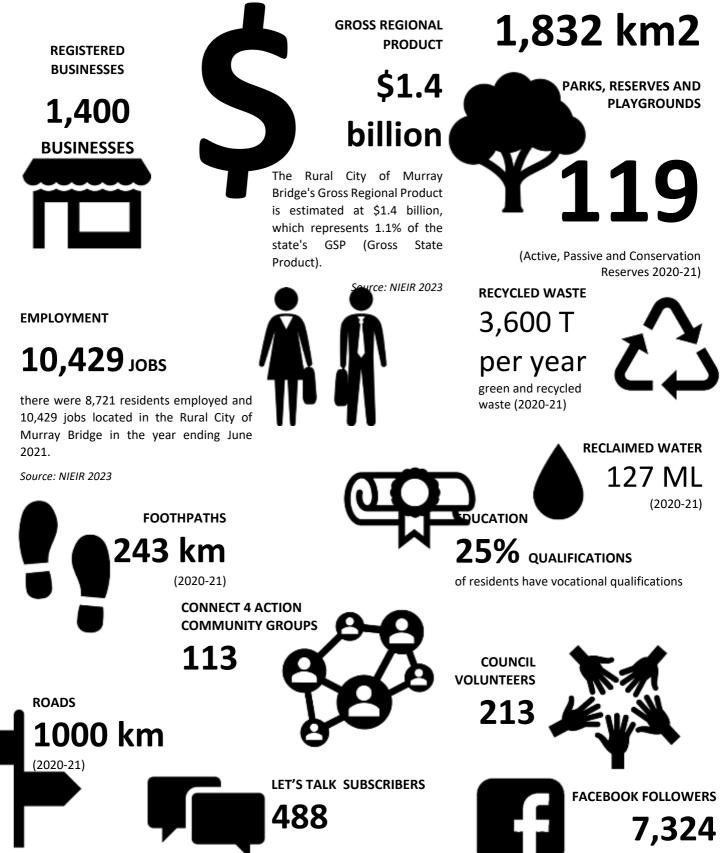
House \$350

Unit \$250

Source: realestate.com.au

OUR CITY INFORMATION

COUNCIL AREA





HEADLINE PROJECTS

Riverfront Projects – History & Tourism



Sturt Reserve Wharf Upgrade

The anticipated construction works for the Wharf Precinct at Sturt Reserve have been delayed due to the 2022 / 2023 flood event. Flood damage and ground saturation has affected the structural stability of the Heritage Wharf and landside areas. Council has engaged specialist consulting engineers, who have provided a condition report of the heritage wharf post flood and council will assess the report to determine appropriate remedial requirements. The Heritage Wharf is closed to the public at this point in time to mitigate risk to the community.

Notwithstanding the challenges with the flood affected Heritage Wharf, council is pleased to confirm that the Lower Timber Wharf at Sturt Reserve is now the focus for construction activity. Council has now prepared the Request for Tender documents for the open market, in that interested contractors can now bid for the works.

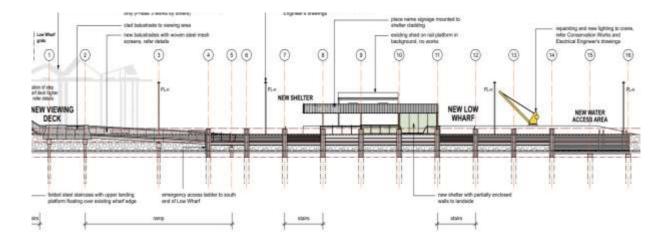
The proposed construction works will include:

- The demolition and removal of existing lower timber wharf and construction of a new lower timber wharf and viewing deck
- In ground infrastructure services to the lower timber wharf and the in-ground infrastructure services to the Heritage Wharf works

To date, council has completed the full design and documentation package as it relates to the construction requirements.

The Wharf precinct is the next stage of the large scale \$34m river-front development at Sturt Reserve. Whilst the flood has created delays and potential damage to the heritage wharf, council is committed to working through the challenges to deliver this exciting riverfront development in a safe and effective way for the community to enjoy.

Sturt Reserve Wharf Upgrade - Lower Wharf west elevation plan



Murray Bridge Regional Stadium



Following considerable advocacy and negotiations with the State and Federal governments and Ministers, Council has determined that the Regional Stadium project is to be placed on hold until additional or alternate funding can be sought.

The project has received tender bids which far exceed the expected construction budget for this build. The funding shortfall primarily relates to unprecedented increases in construction costs, relating to material shortages and high work volumes within the industry.





Arts Development



The Murray Bridge Regional Gallery (MBRG) annual *Rotary Art Show* is jointly hosted by the Rotary Clubs of Mobilong & Murray Bridge and this year showcased 226 works by 91 seasoned and new entrants. The *NAOMI HOBSON: Adolescent Wonderland* touring exhibition, presented in partnership with Art Gallery of South Australia and Country Arts SA, shared the colourful daily life of young Aboriginal people in the artist's remote community on Cape York Peninsula.

The gallery stayed open late for *Murray River Glows*, offering two family friendly and free interactive activities. Free guided *ARtWalks* (Augmented Reality) and self-guided trails revealed alternate interpretations of Seventh St murals and a digital Bunyip on the river at Sturt Reserve, with animations by Luku Kuku. Over 300 participants in *Where's Your Wonderland* had fun with exhibition-themed costumes and our custom photo booth, as well as creating a 3-meter-wide community collage.

The Youth Art Prize INFO NIGHT shared tips and tricks for how to prepare artwork for display, insights into exhibition design, prize details and more. Composerperformer and sound artist Jesse Budel gave a free tour of the instruments at his Piano Sanctuary in Carey Park. School Holidays at the Gallery offered free 'Explore the Exhibition Activity Booklets' with a self-guided tour of the Rotary Art Show. Also popular were Lyn Wood Introduction to Oil Painting with, Still Life Drawing at the Round House and 6 Tatty K Wheel Throwing workshops. **The Murray Bridge ART FEST** attracted over 1,000 attendees participating in 17 workshops and family experiences for all ages and skill levels. There were 20 locals performing live music and dance, food trucks served deliciously diverse fare and 71% of waste was diverted from landfill.

The Performing Arts + Function Centre (Town Hall) team programmed the very successful *Dinomaniac* to a full house, which was a large increase from previous children's shows for the year. A great season with Bridge Players & Singers brought high attendances keen to see *Legally Blonde The Musical*.

The PA+FC has also completed the installation of the **new and improved speaker system** that allows the venue to confidently present events at an industry standard. They provide a more even and controlled sound throughout the space, giving more flexibility to various configurations and enabling higher profile national touring acts to perform here.





Council continues to move forward with its Future Cities program. This is the umbrella title for a number of strategic projects that Council is currently working on to ensure that Murray Bridge is prepared for growth and able to develop thriving communities.

Currently in development are the Murray Bridge Structure Plan, the Residential Growth Areas Code Amendment and the State Government-led Greater Adelaide Regional Plan. Initial consultation on the Murray Bridge Structure Plan occurred during June and Council received 89 survey responses and written submissions. The Community Drop-In sessions were well attended with feedback received from 22 community members. This feedback has been collated and used to prepare the draft Structure Plan, which will then be submitted for further consultation and be presented to Council for endorsement.

The Residential Growth Areas Code Amendment, to rezone potions of land, has commenced initial engagement with those whose properties are directly affected. Draft plans are currently being prepared and community consultation will commence by early September. Following the consultation the draft Code Amendment will be updated to reflect the feedback and the document will be endorsed by Council before being presented to the State Government for their approval prior to the changes being integrated into the State Planning and Design Code.

The Murray Mallee Regional Plan remains on hold however work on the Greater Adelaide Regional Plan (GARP) has been commenced by the State Government. Council and community will be engaged on the GARP in the next financial year.

Council's Community Infrastructure Model (CIM) has been progressed through 2022/2023. The CIM identifies the physical and social (community centres/education facilities etc.) infrastructure that will be needed in the future aligned to growth, with timing triggers, cost and delivery responsibilities defined. Stage 1 of the project included developing the model, taking account of known growth and investment and developing assumptions, growth scenario's and expected investment for a review of future scenarios for Murray Bridge.

KEY FINANCIAL INDICATORS

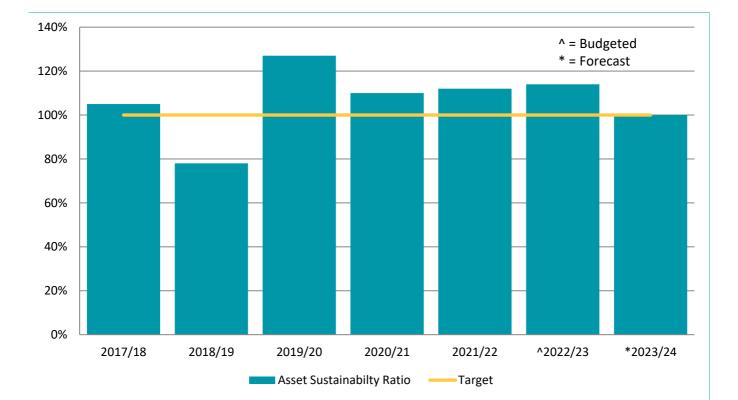
While financial sustainability can be interpreted a few different ways, a council's long-term financial performance and position is considered sustainable where planned long-term service and infrastructure levels and standards are met without unplanned increases in rates or disruptive cuts to services.

The three indicators used by the Rural City of Murray Bridge to understand financial sustainability are:

Asset renewal funding ratio %

The asset renewal funding ratio shows how councils invest in renewal and replacement of their assets, such as roads and buildings. It is calculated by measuring councils' actual expenditure on assets compared to what councils have proposed to spend in their infrastructure and asset management plan. A ratio between 90–110 % shows that a council is spending enough to ensure services can continue, but not over investing in existing assets.

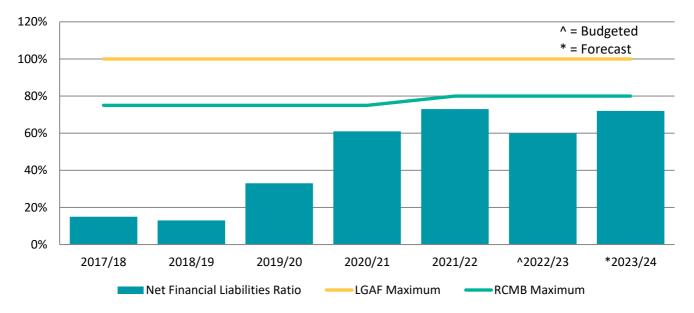
The asset renewal funding ratio shows whether a council's spending on assets means they are being renewed and replaced in a sustainable way to ensure the services that rely on these assets can continue.



Net financial liabilities Ratio %

A council's net financial liabilities represents the money it owes compared to money it holds, has invested, or is owed. It is the best measure of a council's indebtedness, as it considers all liabilities (not just borrowings, but other liabilities such as employee long-service leave entitlements) and takes account of financial assets.

The net financial liabilities ratio is calculated by expressing net financial liabilities at the end of the financial year as a percentage of operating income for the year.



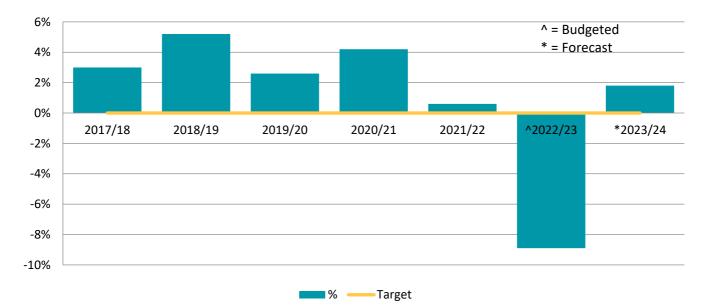
Underlying Operating Surplus Ratio %

A Council's underlying operating surplus ratio is the best measure of its financial sustainability. It is measured as the operating surplus (or deficit) expressed as a percentage of operating income, and is adjusted for the timing of Financial Assistance Grants across financial years.

If there is an operating surplus (a positive number), the operating expenses are less than the revenue.

If there is an operating deficit (a negative number) the revenue is less than the expenses.

Just like any household or organisation, a council's long-term financial sustainability is based on making sure, its expenses are less than its income (on average over time).



PLEASE NOTE: The Statement of Comprehensive Income included in the Audited Financial Statements, demonstrates an unfavourable result delivering an underlying operating deficit.

An operating deficit of \$2,948k is the result compared to a surplus of \$1,410k in 2021-2022.

The 2022-23 operating deficit, when adjusted for the timing of Financial Assistance Grants results in an underlying deficit of \$4,531k.

Included in the 2022-23 statements is the Lerwin Residential Aged Care Facility operating result, which recorded a deficit of \$1,488k, a consistent result compared to the prior two financial years. The 2022-23 Lerwin Operating result is driven by the increased employee, contractor and material costs due to multiple Covid-19 outbreaks, and increased care standards because of the new Australian National Aged Care Classification (AN-ACC) funding model.

The 2022-23 Net Surplus includes capital grants received for new and upgraded assets of \$1,155k that reflects Council's success in securing grants to undertake capital projects.

Expenditure for the year totalled \$53,730k an increase of \$8,571k over the prior year.

The main contributor to this difference is an increase in depreciation of \$2,693k as a result of asset revaluations.

Employee Costs were higher by \$2,178k compared to 2021-22 due to Enterprise Award increases, increased leave liability provision and support for the multi-year capital programs.

Materials, Contracts and other Expenses were higher by \$3,490k. As a result of higher care standards as imposed by the AN-ACC funding model expenses at the Lerwin aged care facility increased by \$1,024k, the high river Flooding event resulted in \$870k of additional costs was incurred other contributing factors includes significant increases in waste, energy, fuel and insurance.

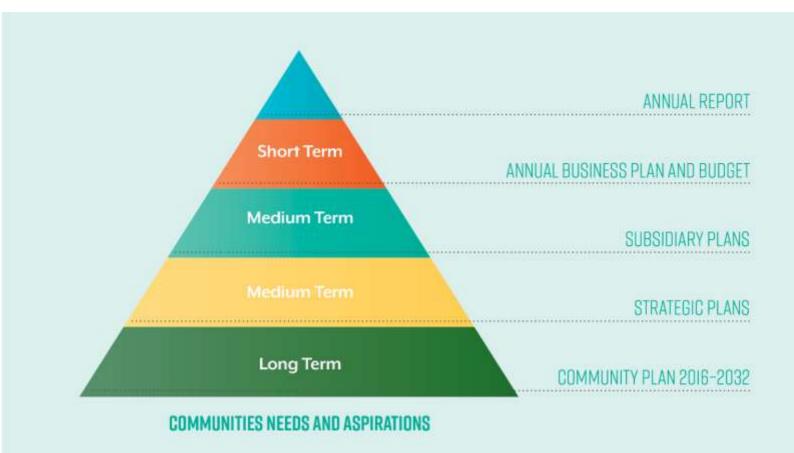
Interest expense on loans for the year was \$494k, an increase of \$210k due to higher interest rates and the utilisation of borrowings to fund the capital enhancement program.

STRATEGIC FRAMEWORK

The Framework guides Council in identifying community needs and aspirations over the long term (Community Plan), medium term (Strategic Plans and Subsidiary Plans) and short term (Annual Business Plan and Budget) and then holds itself accountable through the Annual Report.

Our Strategic Planning and Reporting Framework details that the Rural City of Murray Bridge has adopted the following documents which comprise its strategic management plans:

- Strategic Plan(s)
- Long Term Financial Plan
- Asset Management Plans
- Planning and Design Code



COMMUNITY PLAN 2016-2032

OUR COMMUNITY PLAN 2016-2032 SETS THE VISION FOR THE FUTURE OF OUR CITY OF 'THRIVING COMMUNITIES'

The Community Plan articulates the community vision – Thriving Communities. While it is an aspirational document, the key directions in it funnel down into the Strategic Plan, which drives Council's means of delivering the vision. The Community Plan 2016-2032 contains four key themes that articulate the desired future of our community.

The themes are:

- Valued Environment
- Great People and Lifestyle
- Dynamic Economy
- Connected Communities

Each theme is supported by a range of objectives that have guided Council's planning and decision making in the preparation of our Strategic Plans. The Community Plan vision of Thriving Communities will be delivered over 16 years.





Strategic Objectives

- Great places for people
- Activate the river
- Clean environmentally sustainable communities

Key areas for action

- 1. Improve the public realm and community spaces
 - a. Enhance streetscapes and entrances into townships
 - Develop a network of themed trails and shared paths to improve connectivity for walking and cycling
 - c. Provide active children's play spaces, especially in the rural communities
- 2. Develop connection with the river to provide amenity, recreational and economic benefit
 - a. Develop the River Front Strategy
 - b. Rationalise and upgrade boat ramps
- 3. Ensure our recreation areas and open space are accessible and respond to the needs of the community
- 4. Ensure infrastructure meets future demand and stimulates economic development
- 5. Retain and protect natural areas and minimise our impact on the area

Dynamic Economy

Strategic Objectives

- A robust and diverse regional economy
- A desirable place to live, work, invest and visit
- A progressive, productive community

Key areas for action

- 1. Develop a strong, positive, aspirational Murray Bridge identity
- 2. Enable appealing and affordable housing appropriate to incomes, aspirations and cultures to attract and retain new residents
- 3. Introduce local career, education and entrepreneurship pathways
- 4. Develop a strategic approach to attracting more visitors to stay longer
- 5. Develop and strengthen effective partnerships with local business and industry associations

Great People and Lifestyle

Strategic Objectives

- A safe, healthy and active community
- Plan liveable, connected and accessible places
- Our history, diversity and culture is treasured

Key areas for action

- 1. Develop transport options that meet the current and future needs of the community
- 2. Ensure housing growth that retains the rural and lifestyle charm of the region, and which provides a range of housing options
- 3. Manage improved community safety through planning, partnerships and design
- 4. Encourage festivals and events that provide opportunity for creativity and leisure
- 5. Value, celebrate and protect our heritage and cultural diversity

Connected Communities

Strategic Objectives

- Collaborate to achieve outcomes
- Engaged and well-informed communities
- Build community capacity and support

Key areas for action

- Strengthen communication networks within communities and across the Rural City of Murray Bridge
 - a. Maximise use of websites and social media
 - b. Provide notice boards in key locations within the Council area and update with relevant information on a regular basis
- 2. Increase community involvement in decision making
 - a. Develop and support community groups and networks
- 3. Build community capacity and support
 - a. Facilitate leadership and local community capacity building training for members of established community groups and networks

STRATEGIC PLAN 2020-2024



The Strategic Plan 2020-24 is our four year commitment to the community to support the Community Plan 2016-2032. This plan sets out the priorities for the current period, focusing on visible delivery and growth. It identifies the programs and projects under each theme that Council intends to deliver.

The Rural City of Murray Bridge Strategic Plan is reviewed every four years to ensure that it continues to meet the expectations of our community.

Each themed section of this Annual Business Plan details the objectives of the Strategic Plan 2020-24 and the services that will be delivered during this financial year to deliver against them.

Council endorsed the Strategic Plan 2020-2024 at its 14 April 2020 Council meeting.

The Rural City of Murray Bridge Strategic Plan is reviewed every four years to ensure that it continues to meet the expectations of our community.

STRATEGIC PLAN REVIEW

The Rural City of Murray Bridge Strategic Plan is reviewed every four years to ensure that it continues to meet the expectations of our community.

A review commenced this year, and the community engagement process on the draft plan will be undertaken in early 2024. Additionally, a Resident Satisfaction Survey was undertaken to ensure Council captures residents' feedback who are unable to attend these public forums. The feedback received will support the development of the Strategic Plan 2024-2028.



COUNCIL'S COMMITMENT TO COMMUNITY INFORMED DECISION MAKING

All strategic plans, including the Community Plan 2032, are directly informed by our community and the feedback provided.

Understanding community aspirations on strategic plans is an essential part of deciding how we will address an issue. The Council is required by legislation to ensure we provide reasonable opportunities for the community to be involved in the development and review of our plans.

The level of community engagement undertaken varies depending on how complex the issue is and how much of an impact it's likely to have on our community.

For more information about our engagement approaches, visit murraybridge.sa.gov.au/council/administration/council-documents/councilpolicy.

HOW TO HAVE YOUR SAY

Let's Talk

Let's Talk is an easy, safe and convenient way for you to contribute your ideas and opinions about key projects being considered by Council. Shape your community and contribute your thoughts and ideas at a time and place that suits you, 24/7. It's safe, easy and convenient.

Visit the Let's Talk website and view the range of current consultation projects to see what's going on, register your details with the site and then join the conversation.

It's that easy!

To get started visit letstalk.murraybridge.sa.gov.au



Rural City of Murray Bridge Annual Report 2022-23

ELECTED MEMBERS

Our Council comprises a Mayor and nine (9) Elected Members who are responsible for a variety of functions in accordance with the Local Government Act 1999 and other legislation.





Cr Andrew Baltensperger 26 Seventh Street MURRAY BRIDGE SA 5253 0421 596 189 <u>a.baltensperger@murraybridge.sa.gov.au</u>



Cr Karen Eckermann PO Box 2221 MURRAY BRIDGE SA 5253 85 313433 k.eckermann@murraybridge.sa.gov.au





C/- Post Office CALLINGTON SA 5254 0475 515 471 <u>a.keen@murraybridge.sa.gov.au</u>

Cr Mat O'Brien C/O PO Box 421 MURRAY BRIDGE SA 5253 0450 188 496 <u>m.obrien@murraybridge.sa.gov.au</u>



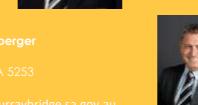
Cr Fred Toogood PO Box 634 MURRAY BRIDGE SA 5253 0422 173 806 f toograad@murraybridge sa goy au



Cr Lisa Courtney PO Box 421 Murray Bridge SA, 5253 0427 205 472 I.courtney@murraybridge.sa.gov.au



Cr Tom Haig PO Box 421 Murray Bridge SA, 5253 0439 687 529 t.haig@murraybridge.sa.gov.au



COUNCIL MEETINGS

Ordinary Council meetings are held at 7.00 pm on the second Monday of the month in the Council Chamber at the Local Government Centre, 2 Seventh Street, Murray Bridge, with the exception of January when the meeting is held in the last week of the month.

Council Agendas

Current Council and Committee agendas are posted three working days prior to the scheduled meeting.

Council Minutes

Minutes from the Council and Committee meetings are posted five days following the meeting.

A register of items considered in confidence is updated following each Council meeting and is posted within five days following the meetings.

YOUTH COUNCIL

The Rural City of Murray Bridge Youth Council was established to work proactively and in partnership with Council and other agencies, to raise and address issues of concern around youth in The Rural City of Murray Bridge Local Government Area (LGA) through a consultative, collaborative and action-oriented approach.

The purpose of the Youth Council is to provide young people with the opportunity to participate, engage and be active citizens in their local community. The Youth Council seeks and represents the ideas, aspirations and views of Rural City of Murray Bridge young people, providing a local youth voice to Council. The group also provides recommendations and advice to Council on matters and decisions that affect or are relevant to Murray Bridge young people.

The Youth Council increases communication exchange between young people, Council and the local community as well as encouraging youth participation in Council initiatives and strategies. The Youth Council also works to provide young people with the opportunity to participate in formal meeting and Youth Council processes to increase their communication and public relations skills. Further to this, the Youth Council assists in promoting a positive image of young people of the Rural City of Murray Bridge.



VALUED ENVIRONMENT





During 2020-2024 we will develop our environment using a people centred approach, through identifying and facilitating a range of new infrastructure and renewal activities that contribute to the diversity and culture of the places we develop and enhance. Ensuring we build spaces that promote thriving communities through community health, happiness and wellbeing, whilst adhering to our identity maintaining and enhancing our natural assets, heritage and country lifestyle.

Strategic Plan 2020-2024 Objectives

Enlivened community spaces

Our community spaces are visually appealing; foster a sense of recognition and community pride

- Town entrances are enhanced and beautified
- Provide a cohesive identity throughout our city and townships
- Improved connectivity and accessibility through expansion of footpath networks, cycling and walking trails
- Increase patronage and usability of parks and gardens
- Historically significant assets both built and natural are featured and their significance captured
- Enhance community facilities to improve accessibility and suitability to support our community organisations and activities

A city geared for growth

Our city plans ensure infrastructure meets future demand and stimulates economic development

- Locations are identified to support planning for future large community infrastructure projects
- Identify spaces for future housing growth

The river is the lifeblood of our towns Our river is protected, showcased and at the centre of city and riverside townships.

- River accessibility is improved with boat ramps, pontoons and docking areas for ferries and boats
- Establish an active riverfront at Sturt Reserve that provides opportunities for nature play, accommodation, recreation, tourism and water activities
- Develop and promote water recreational trails providing linkages with townships, land based trails and community spaces that encourage engagement with nature

- Build and promote a shared understanding of river protection processes, river ecology and water security with our communities
- Further reduce dependence on traditional water supplies through introduction of sustainable practices and alternative sources of water such as stormwater harvesting and reuse and rainwater catchment

Our natural environment is preserved,

promoted and enhanced

Our environment is protected to retain its natural beauty and diversity; impacts are minimised protecting and preserving for future generations to access and enjoy

- Waste is managed through a variety of programs that encourage waste reduction, redirection and reuse of recycled materials
- Respond to climate change emergency through development and implementation a of climate change action plan
- Continue to reduce dependence on traditional power supply with more sustainable electrical supply such as solar panels on all community assets
- Enhance, protect and restore local biodiversity, remnant and native vegetation

Rural City of Murray Bridge Annual Report 2022-23

Developing the environment

Key Services

Business Undertakings	Business Undertakings
Community Support and Services	Aged Care Services
	Public Order and Safety
	Community Services Other
Cultural Services	Cultural Services
Environment Agricultural Services	
	Stormwater Management
Libraries	Libraries
Recreation	Parks & Gardens
	Sports and Recreation
Regulatory Services	Planning and Building
Roads and Transport	Bridges and Culverts
	Footpath and Kerbing
Waste Management	Green Waste Collection and Disposal
Ordinary Solid Waste Collection and Disposal	
	Other Waste Management
	Recycling Collection and Disposal
	Waste Disposal Facilities





Spotlight on Services

July - September

Hard Waste Collections

This is a free service offered to all residents each year, either through an "on-call" kerbside collection or by requesting a free tip pass. This service is for HOUSEHOLD hard waste only and is available to all residents living within the Rural City of Murray Bridge.

Residents who currently receive a kerbside waste, recycling and green organic collection service are entitled to receive one "on-call" hard waste collection per financial year. The kerbside collection service is provided by Orana Inc. on behalf of the Rural City of Murray Bridge.

All residents can choose to request a "tip pass" to take one 6x4 trailer load of waste directly to the Brinkley Transfer Station.

Please note that no commercial, business or industrial waste is accepted.

FOR FURTHER INFORMATION PLEASE VISIT

murraybridge.sa.gov.au/services/yourenvironment/waste-management/hardwaste

YOU CAN DOWNLOAD A FLYER HERE

murraybridge.sa.gov.au/ data/assets/pdf_file/001 3/340060/Hard-Waste-Collection-Flyer-v5.pdf

Council spends nearly \$100 000 to provide over 1300 Hard Waste collection services for residents and another \$25 000 to clean up illegally dumped rubbish from roadsides, also by Orana. Council and Orana much prefer to manage all household waste using the Free Hard Waste Collection, rather than finding broken furniture and rubbish along our roads.

FREE GREEN ORGANIC DROP-OFF DAYS

To assist with fire prevention in the region, the Rural City of Murray Bridge allows residents free green organic drop-off days throughout the year (in addition to the green organics kerbside service).

FOR MORE INFORMATION PLEASE VISIT

<u>murraybridge.sa.gov.au/services/your-</u> <u>environment/waste-management/free-green-waste-</u> <u>drop-off-at-brinkley</u>

The following dates were scheduled for 2022-23:

- Friday 2 and Saturday 3 December 2022
- Friday 24 and Saturday 25 February 2023

October – December

Open Space

Council staff have been extremely busy in recent months in preparation for the pending River Murray floodwaters. We are extremely proud of the work that has been undertaken by our staff, local contractors and volunteers who have worked collaboratively to keep our community safe whilst also protecting our assets & infrastructure adjacent the river.

A number of Open Space projects have been completed around Murray Bridge and surrounding townships. Some much needed fencing upgrades around the oval and shearing sheds at the Murray Bridge Showgrounds have been carried out, not only do these upgrades look great they ensure the fence is fit for purpose.

Council's plans to green Magpie Reserve with the use of this recycled water are progressing. Due to the size of the reserve, this project will be carried out in stages with quotes recently being sought from experienced contractors to undertake the installation of sub-surface irrigation for Stage 1. This will be closely followed by new turf being laid which will complement other recent upgrades within the reserve. It is anticipated that these works will be completed by the end of March 2023.

Delivery of the recently completed the sealing of the carpark and driveway at LeMessurier Oval has improved the appearance of the site whilst also

addressing ongoing dust related issues that has historically been problematic during sporting events.

New drinking fountains with dog bowl accessories have been ordered for White Park, Johnstone Park & Tim Overall Reserve dog parks which are due for installation in early January. The replacements of the old street bin surrounds are continuing with new corporately branded stainless steel ones ordered for various council reserves. A number of bus shelters have been ordered to replace the old tired looking ones along Swanport Rd, Standen St and Fraser Ave these are anticipated to be completed by the end of February 2023.

January – March

Environmental Sustainability

Lerwin FOGO Trial

Lerwin Nursing Home is undertaking a trial to redirect food waste from Landfill to Food Organics.

Council successfully applied for and won a grant to provide extra green bins, compostable bags and promotional material to support the program.

The switch from landfill to organics could reduce waste to landfill weight by over 350 kg per week or 18 tonnes a year, and landfill fees by \$1300. Actual numbers will become clearer as the trial continues.

RCMB WSUD Initiatives

Council is using Water Sensitive Urban Design (WSUD) around town to improve stormwater management.

WSUD has been used during the implementation of the Swanport Road Master Plan, in particular works between Owl Drive and Finch Rd. It includes kerb inlets which allow stormwater run-off from the road into landscaped areas – at the inlet locations a pipe feeds into a well adjacent new trees/landscaping to assist in irrigation.

WSUD can be used in areas where there is no existing underground **stormwater** systems or where underground storm water systems cannot be installed – other benefits include supporting localised flood management

Magpie Reserve

The above mentioned recycled water is also being used to irrigate the newly installed turf at Magpie Reserve via sub-surface irrigation

April – June

Stormwater Management

Each year The Rural City of Murray Bridge maintains and grows its underground stormwater infrastructure to provide an effective stormwater drainage system.

Council is constantly reviewing its stormwater infrastructure against new development and extreme weather events.

Council captures most of the stormwater from the western area of Murray Bridge and stores it at Gifford Hill, the stormwater is treated at the water treatment plant on Old Swanport Road for reuse. The treated water is distributed back to Council reserves and used to irrigate public parks and ovals.

During the 2022/2023 financial year, Council completed the following:

- Zerna Road stormwater upgrade project, in preparation for kerbing
- Over 1400 metres of CCTV inspection to find blockages and damaged stormwater infrastructure
- Moore Street stormwater upgrade design in preparation for construction
- Ashbrook Avenue stormwater upgrade design in preparation for construction
- Various minor stormwater upgrades to minimise nuisance stormwater ponding
- Contractors were engaged to clean side entry pits, junction pits and gross pollutant traps

GREAT PEOPLE AND LIFESTYLE



GREAT PEOPLE AND LIFESTYLE

Delivery focussed community services



During 2020-2024 we will focus on delivering services and programs that enable our community to actively engage and participate in the world around them.

We will ensure we maintain the uniqueness and country lifestyle while modernising and taking advantage of expected growth that will enable our community to thrive.

Strategic Plan 2020-2024 Objectives

A modern city with country charm Develop a city filled with country charm and the modern conveniences a regional community expect

- Maintain a country lifestyle while growing and modernising the city centre through planning policies reflective of our communities' desire
- Ensure inclusion of affordable and accessible housing through sustainable management of development
- Deliver contemporary Council services, taking advantage of technology advances and updated service provision methods

Arts and culture has a stage

Our community has access to public art, theatre, music and literature services and can immerse themselves in an arts lifestyle

- Provide public art in identified locations that enhance and enrich the amenity of the spaces
- Encourage renowned artists to exhibit their works
- Deliver local arts development programs for all ages
- Encourage high class theatrical performances and support local production programs to continue to thrive
- Support live music, provide music production facilities and music development programs for all ages
- Provide access to literature and programs that enables learning for life and knowledge sharing

All ages and cultures are celebrated,

accommodated and valued

Our community is inclusive and welcoming with people from all ages, capabilities and backgrounds living harmoniously together

- We welcome newcomers to our region and help them to feel included
- Youth are valued, supported and integrated through family focussed infrastructure, activities and programs are encourage active involvement in the community
- Aged community members continue independent living and active participation through provision of support programs that ensure community contribution to be recognised and valued
- High quality, affordable residential care provision is accessible to the community
- Diversity is valued, understood, celebrated and promoted enabling communities to live harmoniously together
- Local history and heritage is preserved and promoted
- We will work towards reconciliation with our indigenous community

GREAT PEOPLE AND LIFESTYLE



Delivery focussed community services

Healthy active communities

Our community are active, healthy and participation in recreational activities is accessible to them

- Sustainable and contemporary local sporting and community groups through provision of grants and expertise
- Encourage participation in active living and provide connection to our open spaces through delivery and promotion of recreational trails
- Health services are current and accessible
- Deliver public health outcomes in alignment with the Regional Public Health Plan

Secure and resilient communities

A well-prepared community that is safe, supportive and resilient

- Potential emergencies are considered, evaluated and prepared for
- We ensure support for emergency services and providers
- Public areas are monitored and protected
- Community feels safe through provision of programs such as fire prevention, animal management and environmental health
- Needs are recognised and addressed through provision and support for mental health, disability, suicide prevention, domestic violence, drug and alcohol dependency, LGBTQIA+ community and other groups
- The community is supported to adapt to the changing external circumstances such as climate or economic change



GREAT PEOPLE AND LIFESTYLE

Delivery focussed community services

Key Services

Business Undertakings	Business Undertakings
Community Support and Services	Aged Care Services
	Community Support
	Public Order and Safety
	Services to Family and Children
	Community Services Other
Cultural Services	Cultural Services
Economic Development	Economic Development
Environment	Agricultural Services
	Environment and Coastal Protection
	Street Maintenance

Libraries	Libraries
Recreation	Recreation Other
	Parks & Gardens
	Sports and Recreation
Regulatory Services	Other Regulatory Services
	Planning and Building
Roads and Transport	Bridges and Culverts
	Footpath and Kerbing
Waste	Waste Disposal Facilities
Management	



GREAT PEOPLE AND LIFESTYLE



Delivery focussed community services

Spotlight on Services

July - September

Youth Services

THE STATION - MURRAY BRIDGE YOUTH HUB

The Station is a safe and inviting place for youth in the Murray Bridge district to utilise. It is a hub for activities, programs and events that support young people aged 12-25 with a focus on skill development, personal wellbeing and community involvement.

The Station provides young people a wide range of opportunities, and there really is something for everyone. A blossoming sensory garden designed and built by young people who gained experience in construction, agriculture and budgeting. A large auditorium and stage which is utilised for theatre productions or live music stage show. Two high level recording studios where young people can use to rehearse or record their original music. And so much more! It also runs regular events throughout the year, including Acoustic Sessions, Battle of the Bands, Rhyme Grime & Climb events and multiple Skate Park Leagues (SPL) Skate Park Competitions.

During the school holidays, The Station also hosts additional workshops for young people in the community. Aerosol Art workshops are an opportunity for young people to learn how to create art with aerosol cans in a fun and safe space. The workshops provide an opportunity for young painters to develop their art skills as well as collaborate & socialise with those around them.

Young people from the Murray Bridge area are highly are encouraged to utilise the space provided for them by council.

To keep up to date what's going on or if you have any questions, follow us on our socials:

instagram.com/the_station_youth_music/

<u>facebook.com/thestationau</u>

or contact Aiden Fargher Youth Development Officer via email at station-admin@murraybridge.sa.gov.au

October – December

Library Services

The Library began this quarter strongly with all sessions for October School Holiday activities booked out. The Haunted House Escape Room run by Library the Team Leader proved very popular with families, as did Nitro Nat and Adelaide's Indoor Plant King Markus Hamence.

Author Tricia Stringer began a run of events for older audiences when she visited on the 12th of October, followed by Fleur McDonald on the 7th and Rachael Johns on the 8th of November. A visit from BBC journalist and radio personality John Ovenden finished off a great year of guest speakers when he brought his humorous reflections on 55 years in the media industry to an intimate crowd on November 25th.

Sunday Sessions continues to bring a pleasant ambiance to the library's weekends, with local talents Jordan Holmes, U3A Vocalize (choir), and country singer Tom Routledge performing during the past three months.

We have also received some wonderful feedback from internal and external customers, resulting in a number of letters of recognition for our great customer service, something that the whole Library Team is very proud of.

Finally, the road to improving Digital Literacy within the Murraylands has now extended to Karoonda council, with staff regularly attending the library there to run sessions. This is a fine example of cross-council service delivery in a much-needed approach to supporting regional communities to learn valuable new digital skills.

GREAT PEOPLE AND LIFESTYLE



Delivery focussed community services

January – March

Commonwealth Home Support Program

The Community Care Services are primarily funded through Commonwealth Grants under the Commonwealth Home Support Program (CHSP) with additional support from the Rural City of Murray Bridge. The program is available to residents of the Murray Bridge Council area, that are frail older people 65 and over (50 years and older for Aboriginal people) living independently in their homes. The Rural City of Murray Bridge has been providing community based programs in Murray Bridge since 1992. The aim of the program is to support residents to remain in their homes and community in a way that supports their independence and safety as they age. Residents are provided a range of services as their needs change to enable them to retain their independence and remain living at home in their own environment surrounded by family, friends and community.

The Services that Community Care are able to provide are:

• Domestic Assistance

Various levels of Domestic Assistance is available to meet your identified goals which will assist you to remain living independently in your own home.

• Transport

Medical appointments locally, Mt Barker and Stirling, shopping and social group activities.

• Home Maintenance

Basic jobs including replacing tap washers, light globes, smoke detector batteries, gardening (annual limit), gutter cleaning and window cleaning (once a year).

- Home Modifications
 Supply and install grab and hand rails and ramps and other modifications to help with safety and independence in the home.
- Social Support groups and individuals An opportunity for people who are socially isolated to build friendships, confidence and learn new skills and experiences. Services including social visits and group outings.
- Respite Services

Flexible respite that supports and maintains core relationships between Carers and the person they are caring for. This is done by providing good quality respite care for frail, older people so that regular Carers can take a break.

The program works with other aged care services to facilitate coordination of support services and access to services that Community Care can't provide including the transition into more complex home package care services. For example the program works with the Murray Mallee Community Passenger Network to ensure and support medical transport to Adelaide. The program provides information sessions of interest to older people including community safety, elder abuse, dementia awareness and aged care costs and age pension eligibility and concessions. The program is currently working in collaboration with the State Office of Ageing Well and councils Community Development unit to develop and implement strategies to educate and promote Advanced Care Directive in the community. The program networks with other local government CHSP providers through the Local Government Ageing Well Network providing input and consultation on Commonwealth governments aged care reform agenda, an outcome of the Royal Commission into Aged Care Quality and Safety 2021.

Access to any of these services is initiated through My Aged Care by phoning 1800 200 422 to register and their eligibility assessed. Referral to an appropriate service provider is then made by My Aged Care.

GREAT PEOPLE AND LIFESTYLE



Delivery focussed community services

April – June

Community Emergency Management

Part of our recent history is that disasters have had a significant and sometimes lasting impact on individuals, communities and the natural and built environments in which we live and work.

While these events often cannot be prevented, to ensure response and recovery is both effective and timely, State and Local Governments, businesses, Communities and individuals have a clear duty to plan and prepare.

The Rural City of Murray Bridge Strategic Plan 2020-2024 Great People and Lifestyle theme promotes Secure and Resilient Communities. A well-prepared community that is safe, supportive and resilient is able to remain sustainable through challenging times as recently experienced during the flood event.

An excellent example of this is the Community of Mypolonga, named the 2022 PIRSA Agtown of the Year, who found themselves facing adversity over the Christmas 2022/New Period 2023 when the levies breached. Using existing supportive Community structures they were able to commence planning, develop response plans and work with Council and external agencies to commence and implement a recovery plan that will ensure their town's sustainability.

Council continues to work collaboratively with the State Recovery Team, Government Agencies and Community in restoration activities following the High River Flood Event over Christmas/New Year. Many achievements have been gained and we continue to work towards full restoration over the coming months.

Council's Community Recovery Plan was presented to Council at its meeting on the 10 July 2023. Ongoing monitoring and discussions regarding the impact of the high river and subsequent draw down of river levels on areas identified with riverbank collapse is occurring with Government agencies and the Local Government sector.

Given the weather predictions of a hot dry summer, planning is well under way to ensure Council's fire mitigation strategies are reviewed and in place. Council continues to work closely with Emergency Services to provide support to them in protecting our Community.

To find out more about how you can prepare for a Community Emergency, please visit our website <u>https://www.murraybridge.sa.gov.au/services/your-safety/emergency-management</u>

Monitor for warning messages



Disasters: prepare and stay safe... This red button will take you to information from the State Government to help you prepare and stay safe or alternatively visit their website https://www.sa.gov.au/topics/emergencies-and-safety

DYNAMIC ECONOMY



DYNAMIC ECONOMY Developing Opportunities



We will ensure investors and potential new residents know about and are attracted by our region's amazing and diverse investment and lifestyle benefits.

That our visitor offerings increase tourism in the region with visitors staying longer and promoting the area to others as a destination of choice. That existing and emerging business grow and flourish with the support they need to prosper. That infrastructure priorities build our local economy and encourages paddock to plate initiatives and supports the region to be Adelaide's 'food bowl'.

Strategic Plan 2020-2024 Objectives

Attractive Murray Bridge

The opportunities that the Rural City of Murray Bridge (RCMB) offers both to investors and potential residents are well communicated and easily understood

- Put the Rural City of Murray Bridge 'on the map' through brand promotion
- Attract large scale investors through implementation of an investment attraction program
- Improve attractiveness and linkages within the city centre
- Visually appealing retail precincts through engaging with business owners and investment support
- Make the Rural City of Murray Bridge attractive to start-ups and home-based businesses through establishment of business hubs/co-working spaces
- Promote the lifestyle benefits of living in the Rural City of Murray Bridge to attract workers and other residents to live in the region

Rural City of Murray Bridge is a

destination of choice

RCMB is a highly desirable destination for short and long term visitors to the region

- Tourists will be enticed to visit our region through packaged attractions and access to cultural and environmental experiences
- Visitors to the region will be encouraged to stay longer through increased accommodation offerings
- Capitalise on our neighbouring regions' tourism appeal through improving linkages and accessibility
- Events will enliven spaces introducing visitors to the charms of our region

Resilient, innovative businesses

New and existing businesses can access the support they need to grow and prosper

- Improve local business capability through programs that support developing skills in adaptability, diversification, export markets, emerging technologies, digital economy and social media
- Ensure access to information for the business community through development and implementation of smart city initiatives, information automation and big data
- Involve local small businesses that are recognised as significant contributors to economic development in the region, to ensure they are ready to take advantage of future initiatives

DYNAMIC ECONOMY

Developing Opportunities



Effective economic infrastructure

Targeted infrastructure is developed to support the region's economic growth and development

- Maintain and improve currency of infrastructure in relation to digital technologies
- Improve access to local and external markets though provision of transportation routes and infrastructure

Skilled workforce

Building our local workforce to meet the needs of key industry sectors

• Improve availability of a skilled workforce for key industry sectors through local training and development pathway programs

Key Services

Business Undertakings	Business Undertakings
Community Support and	Aged Care Services
Services	Community Services Other
Cultural Services	Cultural Services
Economic Development	Economic Development
Environment	Environment and Coastal Protection
	Street Maintenance
Libraries	Libraries
Recreation	Parks & Gardens
	Sports and Recreation
Regulatory Services	Other Regulatory Services
	Planning and Building
Roads and Transport	Bridges and Culverts
	Footpath and Kerbing
	Roads - Formed
	Roads - Sealed
	Traffic Management



DYNAMIC ECONOMY Developing Opportunities



Spotlight on Services

July - September

Regional Study Hub

The RCMB is proud to announce the continuation of the Murray River Study Hub (Study Hub) program after securing a further four years of funding from the Australian Government Regional University Centre Program. This commitment from the Government demonstrates the importance of this program as a community service, dedicated to supporting residents to upskill through higher education.

The Study Hub is a collaboration with TAFE SA, Regional Development Australia Murraylands and Riverland, Coorong District Council and the Riverland G3 Alliance to support residents to further their education, in region – without having to relocate or commute to Adelaide.

Co-located on TAFE SA sites, anyone considering study can access free support from the Student Advisor who can help talk you through study options. If you are already studying and need a quite space, this campus is free for you to access and if you need someone locally to talk too, our Student Advisors are here for you too.

The Study Hub proudly supports over 50 students as they further their education and we would like to help you too! You can study any course you want, through any higher education provider and receive free support from the program.

Our partnerships with TAFE SA as well as a number of Universities provides us access to hundreds of course information, from Diplomas through to postgraduate courses.



If you are thinking about studying and would like support to consider your options use the QR code to register or visit the website listed below.

https://www.murrayriverstudyhub.org.au/

October – December Roads Program

Sealed Road Program

RCMB is responsible for around 500km of Sealed Road network which caters for Heavy vehicles, Business access & Road infrastructure that is in need of continuous improvement and support.

Council allocated \$2.1M to its sealed road renewal program in the 2022-23 Annual Business Plan and Budget to continue to support the regions ongoing economic growth and development, improve and upgrade to transportation routes and infrastructure within the town and region.

In the first 2 quarters Council's Infrastructure Team has completed the below projects:

Asphalt reseal, Kerb and stormwater construction

- Prosperity Grove
- Dorset Street
- Cornwall Street
- Sturt Reserve Road
- Adelaide Service Road
- Hindmarsh Road
- Sir John Cowen Avenue

Asphalt reseal intersections

- Woodlands Road/Maurice Road
- Steele Street/East Terrace (Callington)
- Bremer Road/East Terrace (Callington)
- Christian Road/Sir John Cowan Avenue

Spray Seal Reseal

- Old Princess Highway
- Schenscher Road (Monarto)
- Hefford Road (Callington)
- Steele Street (Callington)
- Bremer Road (Callington)
- Cornwall Street/Cora Street

The following Asphalt works are planned to be completed in 2023

- Ferris McDonald Road
- LeMessurier Road

DYNAMIC ECONOMY

Developing Opportunities



- Maurice Road
- Minge Court
- Kintore Avenue

The following Spray Seal works are planned to be completed in 2023

- Kelly Avenue
- Sir John Cowen Avenue

January – March

Events Program

The Rural City of Murray Bridge has delivered a program of Major Events for more than 10 years. The Program comprises:

- Attractions and sponsorship of significant events which otherwise would not be held in Murray Bridge. This category includes events such as the Pedal Prix, Murray Bridge Fringe and State or National Sporting Events or Championships
- Delivery of RCMB-owned events which deliver direct social and/or economic benefits to the region.
 This includes New Year's Eve Fireworks, Splash / MB Magic School Holiday Festival and the Local Legends Program comprising Spring Garden, Sports Awards,
- Christmas Lights and Australia Day.
- 3. Sponsorship of local groups and organisations so that they can run events of importance to the community.

This includes events such as the Christmas Pageant, the Multicultural Fair and the High School Formals.

The Events Program takes direction from the Events Strategy and has direct links with the Tourism Strategy and the Economic Development Strategy. Events provide a mechanism and a reason to entice people to visit Murray Bridge with the aim of exposing them to the region and encouraging them to return as visitors or tourists.

Core Event Strengths identified are:

- Events utilising the Murray River
- Sporting events including the running, cycling and other multi-sport events
- Motor sport and car rallies of various types
- National and International sporting events particularly those utilising existing facilities
- Cultural and community events

April – June

Murray Bridge Visitors Centre

Drop in and get advice, maps and ideas or book your next adventure or overnight stay.

The Murray Bridge Visitor Information Centre is a fully accredited Visitor Information Centre staffed by knowledgeable locals who are passionate about the Murraylands and in particular, Murray Bridge.

The Visitor Information Centre is open seven days a week with the exception of Good Friday and Christmas Day.

Contact Us:

Located at: 3 South Terrace, Murray Bridge Postal Address: PO Box 421, Murray Bridge Phone: 08 8539 1142 Free-call: 1800 442 784 Email: visitorinfo@murraybridge.sa.gov.au

Opening Hours:

- Monday to Friday: 9am to 4pm
- Saturdays: 9 am to 3pm
- Sundays and Public Holidays: 10am to 2pm

We provide a booking service for:

- Local accommodation, attractions and events
- Captain Proud Paddle Boat River Cruises
- Kangaroo Island Sealink
- National Park passes
- Premier Stateliner and Firefly Bus services

We offer:

- Regional information and visitor guides
- Regional produce, gifts and souvenirs
- Maps and walking trails for purchase
- Wi-Fi and photocopying services
- Wheelchair and mobility impaired friendly
- Public toilets including disabled toilets
- Disabled car parking
- Electric vehicle charge station
- Mobile charging facilities



Developing the community



During 2020-2024 we will develop and build on the foundations laid to ensure our community have access to information and services that shape decisions for the future.

We will ensure strong relationships with our residents, visitors and partners to deliver resilient, harmonious, thriving communities.

Strategic Plan 2020-2024 Objectives

Active citizens and community leaders Our community is engaged through decision making, leadership, active citizenship and volunteerism

- Build and improve trust and relationships between Council and its communities
- Informed communities through delivery of timely, transparent communication and reporting
- Ensure community input informs Council decision making
- Develop community leadership programs that guide and support leaders of all ages
- Encourage and recognise volunteerism and support volunteering opportunities throughout Council region

A proud community

We showcase our towns through storytelling and promotion of our unique and individual charm

- Our townships identities retain their uniqueness while recognising their place in part of the larger region
- Create visual displays and other mechanisms that showcase our city and region
- Positive and uplifting news stories stimulate pride in our towns
- Proud home and business owners are encouraged and recognised
- We show pride in our indigenous and multicultural heritage which is celebrated through storytelling and cultural experiences

Digital services accessible to all

Council is available to its community and prepares them to engage in the digital world

- Our communities have access to the digital world through internet coverage and digital hubs
- Build digital literacy skills within the community and support the community to make the most of new technologies
- 24/7 Online council services to the community where appropriate

Connecting places through public

transportation

Our towns are accessible and connected

 Ensure appropriate levels of transport and connectivity between attractions, townships and service centres such as Mount Barker and Adelaide

Developing the community



Key Services

Business Undertakings	Business Undertakings
Community Support and	Aged Care Services
Services	Community Services Other
Cultural Services	Cultural Services
Economic Development	Economic Development
Environment	Environment and Coastal Protection
	Street Maintenance
Libraries	Libraries
Recreation	Parks & Gardens
	Sports and Recreation
Regulatory Services	Other Regulatory Services
	Planning and Building



ANI

Developing the community

Spotlight on Services

July - September

RURAL CITY OF MURRAY BRIDGE WORKS TOWARDS RECONCILIATION ACTION PLAN (RAP)

Ngarrindjeri Consultant Nicole Gollan from Nik&Co Consultancy has been working with Council to create a robust and inclusive process to develop a realistic and achievable Reconciliation Action Plan (RAP), to be accredited by Reconciliation Australia with anticipated endorsement by Council by early 2024.

The Rural City of Murray Bridge has observed gaps in relation to the Council's reconciliation practice. Establishing a Reconciliation Australia accredited RAP will assist in addressing this.

A Rural City of Murray Bridge RAP will identify and address opportunities to not only inform and influence our spheres of commitment to reconciliation but will also offer local Aboriginal and Torres Strait Islander communities increased opportunities directly within the Council region.

The RCMB RAP will be a holistic, cultural, strategic document with plans and actions that represent, capture, and focus on the Rural City of Murray Bridge's reconciliation practices over the next two years.

Currently Council is nearing the end of the consultation phase. A cross section of staff, Traditional Owners/Elders and partnering Community led organisations have been included as part of the process.

Once consultations have concluded, the Rural City of Murray Bridge and Nik&Co. Consultancy will combine collected data and consolidate it into actions to be realistically achieved within the two-year delivery timeframe of this plan.

October – December

NEW COUNCIL / ELECTED MEMBERS

The 2022 Council Election for the Rural City of Murray Bridge saw nominations called for the position of Mayor and nine Area Councillors resulting in two nominations for the position of Mayor and 15 nominations for the nine Area Member positions. The scrutiny and count commenced at 9 am on Saturday 12 November 2022 in the Local Government Centre, 2 Seventh Street, Murray Bridge to count first preferences. The Count was then transferred to the Electoral Commission of South Australia to finalise the counts. Following the Electoral Commissioner of South Australia provisional declaration Mayor Thorley made his Undertaking of Office on the 15 November and Area Councillors on Monday 21 November 2022.

The Elected Council of the Rural City of Murray Bridge for the 2022-2026 term first met on Monday 21 November 2022 with Elected Members

- Mayor Wayne Thorley
- Cr Andrew Baltensperger appointed as Deputy Mayor by the Council at its first meeting
- Cr Lisa Courtney
- Cr John DeMichele
- Cr Karen Eckermann
- Cr Airlie Keen
- Cr Tom Haig
- Cr Mat O'Brien
- Cr Clem Schubert
- Cr Fred Toogood

Elected Members have undertaken all modules of their mandatory training requirements, namely Introduction to Local Government, Civic, Legal, Strategy & Finance and Behaviours.

Profiles of each of the Council Members was published in Council's Connected Communities Publication – Summer 2022/23 available via our website. <u>Connected Communities Summer 2023</u> | <u>Murray Bridge Council</u>



Developing the community

January – March VOLUNTEER MANAGEMENT

The Rural City of Murray Bridge is lucky to have over 200 local volunteers who generously offer their time and expertise to support various programs and initiatives. From promoting tourism and the arts, to caring for the environment and ensuring community safety, these volunteers are making a real difference in people's lives.

In 2023 so far our volunteers have contributed more than 4500 volunteer hours, travelled 4934kms in our Community Care program, our JP's have signed more than 400 documents, held 92 1:1 chats with residents at Lerwin and conducted 224 tours of the Round House.

Volunteering remains a rewarding experience. It's a chance to meet new people, learn new skills, and contribute to your community in a meaningful way. If you're interested in volunteering with the Rural City of Murray Bridge, there are plenty of opportunities available. From youth programs and community care to the library and environment initiatives, there's something for everyone.

So why not get involved and make a difference in your community? Council is currently seeking expression of interests for volunteers across all programs. To obtain further details about the program or to submit an application online, please visit the Council's website. Alternatively, you can reach out to our Volunteer Coordinator at 8539 1100 or send an email to council@murraybridge.sa.gov.au for more information. The Rural City of Murray Bridge is lucky to have over 200 local volunteers who generously offer their time and expertise to support various programs and initiatives. From promoting tourism and the arts, to caring for the environment and ensuring community safety, these volunteers are making a real difference in people's lives.

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April – June

COMMUNITY DEVELOPMENT

Murray Bridge Community Concert Band: 127 years and still going strong.

Murray Bridge Community Concert Band had a busy start to 2023. Two significant events were held in March and June, as well as the myriad of regular performances they commit to every year.

Of all the events, the one that has been the longest in the making is the 127 year Anniversary Concert which was held on Sunday 25 June 2023 at the Rural City of Murray Bridge (RCMB) Performing Arts and Function Centre (PA+FC) (Town Hall). Records about the Band date back as far as 1896!

To enable the Band to achieve their dream of celebrating 127 years, the group applied for a Quick Wins Community Grant for \$2,000 to assist with their hall hire costs, which they successfully received.

The Murray Bridge Concert Band has been a successful Council grant recipient for a variety of projects and events over many years now and the Council is very proud to support the wonderful contributions the band makes to community events. If you have the chance to see them, it certainly is a performance worth making time for.

(ANII)

Developing the community

Council offers Quick Wins Community Grants throughout the year. Applications for up to \$2,000 are available to community groups, teams and organisations. Council aims to process these grants monthly. If you would like more information, please contact a Grants Officer on 8539 1100.

Photo Taken on Australia Day 2023, Edwards Square. Back Row: Tim Hammond, Norm Sims, Rodger Head, Anthony Hodgen, Gary Beauglehale Middle: Pete Longden, Les Smith, Mark Taylor, Gary Mordant, Glenys Crane, Sandra Sims, Lynn Hawkes, Elijah Ware Front: Sally Hammond, Tristan Dodd, Hannah Rose. Conductor: Ben Daly



SERVICES

Operating Expenditure

	Qa	60	~~	(The)				
		<u> Sign</u>	čolu	48.11	Annual Budget (000s)	YTD Budget (000s)	YTD Actual (000s)	Variance
Business Undertakings		\checkmark			\$321	\$321	\$436	(\$115)
Business Undertakings Total					\$321	\$321	\$436	(\$115)
Aged Care Services		\checkmark	\checkmark	\checkmark	\$12,179	\$12,179	\$14,014	(\$1,835)
Community Support		\checkmark		\checkmark	\$1,630	\$1,630	\$1,902	(\$272)
Public Order and Safety		\checkmark			\$627	\$627	\$556	\$71
Services to Family and Children		\checkmark		\checkmark	\$430	\$430		\$52
Community Services Other		\checkmark	\checkmark	\checkmark	· ·	· ·	· ·	(\$495)
Community Support and Services	Fotal							(\$2,479)
Cultural Services		\checkmark	\checkmark	\checkmark				\$58
Cultural Services Total					\$895	\$895	•	\$58
Economic Development		\checkmark	\checkmark	\checkmark	\$1,478	\$1,478		\$55
Economic Development Total						· ·	· ·	\$55
Agricultural Services	\checkmark	\checkmark		\checkmark	\$22	\$22	\$7	\$15
Environment and Coastal Protection	\checkmark	\checkmark	\checkmark	\checkmark			•	\$40
Stormwater Management	\checkmark					•		(\$88)
Street Maintenance	\checkmark	\checkmark	\checkmark	\checkmark				(\$145)
	•	•	•	•	· ·	•	•	(\$143) (\$177)
Libraries	\checkmark	\checkmark	\checkmark	\checkmark				\$64
								\$64
Other Expenses					\$358	\$358	\$494	(\$136)
Other Expenses Total					\$358	\$358	\$494	(\$136)
Recreation Other	\checkmark	\checkmark		\checkmark	\$3,029	\$3,029	\$3,037	(\$8)
Parks & Gardens	\checkmark	\checkmark	\checkmark	\checkmark	\$91	\$91	\$2,057	(\$1,966
Sports and Recreation	\checkmark	\checkmark	\checkmark	\checkmark	\$1,074	\$1,074	\$1,204	(\$130)
Recreation Total					\$4,194	\$4,194	\$6,299	(\$2,105)
Other Regulatory Services	\checkmark	\checkmark	\checkmark	\checkmark	\$983	\$983	\$1,027	(\$44)
Planning and Building	\checkmark	\checkmark	\checkmark	\checkmark	\$1,937	\$1,937	\$1,737	\$200
Regulatory Services Total					\$2,920	\$2,920	\$2,763	\$157
Bridges and Culverts		\checkmark	\checkmark	\checkmark	\$6	\$6	\$6	\$0
Footpath and Kerbing	\checkmark	\checkmark	\checkmark	\checkmark	\$122	\$122	\$91	\$31
Roads - Formed			\checkmark		\$455	\$455	\$162	\$293
Roads - Sealed			\checkmark		\$8,100	\$8,100	\$9,769	(\$1,669)
Traffic Management			\checkmark		\$184	\$184	\$149	\$35
Roads and Transport Total					\$8,867	\$8,867	\$10,177	(\$1,310)
Green Waste Collection and Disposal	\checkmark				\$462	\$462	\$606	(\$144)
Ordinary Solid Waste Collection and Disposal	\checkmark				\$1,653	\$1,653	\$1,837	(\$184)
Other Waste Management	\checkmark				\$253	\$253	\$284	(\$31)
Recycling Collection and Disposal	\checkmark				\$974	\$974	\$1,121	(\$147)
Waste Disposal Facilities	\checkmark	\checkmark		\checkmark	\$145	\$145	\$125	\$20
Waste Management Total					\$3,486	\$3,486	\$3,973	(\$487)
CE EXPENDITURE		\checkmark			\$42,873	\$42,873	\$49,351	(\$6,478)
	\checkmark		\checkmark	\checkmark			\$4,379	(\$249)
	Business Undertakings Total Aged Care Services Community Support Public Order and Safety Services to Family and Children Community Services Other Community Support and Services Cultural Services Cultural Services Cultural Services Total Economic Development Casse Cultural Services Cultural Services Communt and Coastal Protection Stormwater Management Stormwater Management Culter Expenses Other Expenses Other Expenses Cother Expenses Cother Expenses Cother Expenses Cother Regulatory Services Planning and Recreation Culter Regulatory Services Planning and Building Footpath and Kerbing Roads - Formed Roads - Formed Roads - Sealed Traffic Management Cordinary Solid Waste Collection and Disposal Ordinary Solid Waste Collection and Disposal Facilities	Business Undertakings Total Aged Care Services Community Support Public Order and Safety Services to Family and Children Community Support and Services Total Community Support and Services Total Cultural Services Other Cultural Services Total Cultural Services Total Economic Development Agricultural Services Storet Maintenance Variater Management Street Maintenance Cuther Expenses Other Expenses Other Expenses Total Recreation Other Parks & Gardens Sports and Recreation Other Regulatory Services Total Parks & Gardens Sports and Recreation Total Parks & Gardens Sports and Recreation Other Regulatory Services Total Rediges and Culverts Roads - Formed Roads - Sealed Traffic Management Ordinary Solid Waste Collection and Disposal Ordinary Solid Waste Collection and Disposal Ordinary Solid Waste Collection and Disposal Ordinary Solid Waste Collection	Business Undertakings Total Aged Care Services ✓ Community Support ✓ Public Order and Safety ✓ Services to Family and Children ✓ Community Support and Services Total ✓ Community Support and Services Total ✓ Cultural Services Other ✓ Cultural Services Total ✓ Economic Development Total ✓ Agricultural Services ✓ Agricultural Services ✓ Stormwater Management ✓ Street Maintenance ✓ Vibraries Total ✓ Eubraries Total ✓ Other Expenses ✓ Other Expenses Total ✓ Recreation Other ✓ Parks & Gardens ✓ Sports and Recreation ✓ Other Regulatory Services Total ✓ Planning and Building ✓ Solds - Formed ✓ Roads - Sealed ✓ Traffic Management ✓ Greeen Waste Collection and Disposal ✓ Greeen Waste Collection and Disposal	Business Undertakings Total Aged Care Services ✓ Community Support ✓ Public Order and Safety ✓ Services to Family and Children ✓ Community Support and Services Total ✓ Community Support and Services Total ✓ Community Support and Services Total ✓ Cultural Services Other ✓ ✓ Economic Development Total ✓ ✓ Agricultural Services ✓ ✓ Agricultural Services ✓ ✓ Stormwater Management ✓ ✓ Street Maintenance ✓ ✓ Dibraries Total ✓ ✓ Environment Total ✓ ✓ Libraries Total ✓ ✓ Parks & Gardens ✓ ✓ Sports and Recreation ✓ ✓ Parks & Gardens ✓ ✓ Potpath and Kerbing ✓ ✓ Recreation Other ✓ ✓ Parks & Gardens ✓ ✓ Recreation Services Total ✓ ✓	Busines Undertakings Total Aged Care Services ✓ ✓ Community Support ✓ ✓ Public Order and Safety ✓ ✓ Services to Family and Children ✓ ✓ Community Support and Services Total ✓ ✓ Cultural Services Other ✓ ✓ ✓ Cultural Services Total ✓ ✓ ✓ Cultural Services Total ✓ ✓ ✓ Agricultural Services ✓ ✓ ✓ Agricultural Services ✓ ✓ ✓ Stornwater Management ✓ ✓ ✓ Storewater Management ✓ ✓ ✓ Storewater Management ✓ ✓ ✓ Other Expenses ✓ ✓ ✓ Other Expenses Total ✓ ✓ ✓ Recreation Other ✓ ✓ ✓ Parks & Gardens ✓ ✓ ✓ Sports and Recreation Total ✓ ✓ ✓ Recreation Other ✓ ✓ ✓ ✓	Business Undertakings ✓ \$321 Aged Care Services ✓ ✓ \$12,179 Community Support ✓ ✓ \$1,630 Public Order and Safety ✓ ✓ \$627 Services to Family and Children ✓ ✓ \$430 Community Support and Services Total ✓ ✓ \$430 Community Support and Services Total ✓ ✓ \$430 Cultural Services Total ✓ ✓ \$16,927 Cultural Services Total ✓ ✓ ✓ \$14,788 Agricultural Services Total ✓ ✓ ✓ \$14,788 Agricultural Services ✓ ✓ ✓ \$14,788 Agricultural Services ✓ ✓ ✓ \$14,788 Agricultural Services ✓ ✓ ✓ \$14,788 Stormwater Management ✓ ✓ ✓ \$14,884 Ubraries Total ✓ ✓ ✓ \$1,864 Ubraries Total ✓ ✓ ✓ \$1,937 Recreation Other ✓ ✓ ✓	NumberNumbe	Control Control Solution Control Control Control Control Business Undertakings Total S321 S321 S321 S321 S436 Aged Care Services ✓ ✓ ✓ S12,179 S12,179 S14,014 Community Support ✓ ✓ ✓ S16,630 S1,630 S1,902 Public Order and Safety ✓ ✓ ✓ S16,630 S1,630 S1,830 S187,80 Community Support and Services Total ✓ ✓ ✓ S16,927 S19,927 S19,406 Cultural Services Total ✓ ✓ ✓ S14,778 S1,478 S1,423 Economic Development Total ✓ ✓ ✓ S14,778 S1,478 S1,423 Agricultural Services ✓ ✓ ✓ ✓ S14,778 S1,423 Stormoment and Coastal Protection ✓ ✓ ✓ S1,478 S1,423 Street Maintenance ✓ ✓ ✓ S1,478 S1,4

Note: Services Operating Expenditure is inclusive of Depreciation of \$11,727k.

*The main contributor to this difference is an increase in depreciation of \$2,693k as a result of asset revaluations. Employee Costs were higher by \$2,178k compared to 2021-22 due to Enterprise Award increases, increased leave liability provision and support for the multi-year capital programs. Materials, Contracts and other Expenses were higher by \$3,490k. As a result of higher care standards as imposed by the AN-ACC funding model expenses at the Lerwin aged care facility increased by \$1,024k, the high river Flooding event resulted in \$870k of additional costs was incurred other contributing factors includes significant increases in waste, energy, fuel and insurance. Interest expense on loans for the year was \$494k, an increase of \$210k due to higher interest rates and the utilisation of borrowings to fund the capital enhancement program.

KEY PROJECTS



commenced

											commenced							
						INCC	DME			E	XPENDITURE							P
Project Name					YTD Actual (000s)	YTD Budget (000s)	Variance	Revised Budget	YTD actual (000)	YTD Budget (000s)	Variance	Revised Budget	% Spend	Status	On Time	On Budget	% Complete	Comm
Sport and Recreation Facilities Grant	\checkmark	~			\$0	\$0	\$0	\$0	\$80,644	\$30,000	(\$50,644)	\$30,000	269%	С	\checkmark	\checkmark	100%	The Sp Recrea that co Recrea Project storage nets at
Little Corella Management Strategy	\checkmark		\checkmark	\checkmark	\$0	\$0	\$0	\$0	\$53,396	\$50,000	(\$3,396)	\$50,000	107%	C	\checkmark	\checkmark	100%	Comm to high
Environmental Internal Audit Action Plan- Monteith	\checkmark				\$0	\$0	\$0	\$0	\$30,894	\$100,000	\$69,106	\$100,000	31%	IP	\checkmark	\checkmark	95%	A draft by Cou and the revege aesthe to 2023
Sunnyside Road Investigation	\checkmark	\checkmark			\$0	\$0	\$0	\$0	\$46,710	\$75,000	\$28,290	\$75,000	62%	C	\checkmark	\checkmark	100%	Feasibi presen
Water Sensitive Urban Design	\checkmark				\$0	\$0	\$0	\$0	\$5,000	\$50,000	\$45,000	\$50,000	10%	С	Ø	Ø	100%	Integra long-te infiltra Kintore installe device Road R
Community Infrastructure and Transport / Freight Model	\checkmark	\checkmark	\checkmark	\checkmark	\$0	\$0	\$0	\$0	\$134,712	\$155,000	\$20,288	\$155,000	87%	IP	\checkmark	\checkmark	75%	CIM is model
2022/2023 High River Flooding Event	\checkmark	\checkmark	\checkmark	\checkmark	\$883,873	\$478,000	\$405,873	\$478,000	\$870,589	\$756,686	(\$113,903)	\$756,686	115%	C	\checkmark	\checkmark	100%	Follow particu can use
High River Recovery 2022/23	\checkmark	\checkmark	\checkmark	\checkmark	\$0	\$0	\$0	\$0	\$579,983	\$0	(\$579,983)	\$0	0%	C	\checkmark	\checkmark	100%	Follow particu can use
Regional Public Health Plan 2020- 25		\checkmark			\$0	\$0	\$0	\$0	\$5,000	\$5,000	\$0	\$5,000	100%	c	\checkmark	\checkmark	100%	Funds Associa Plan.
Staff Climate and Culture Survey		\checkmark			\$0	\$0	\$0	\$0	\$5,620	\$7,000	\$1,380	\$7,000	80%	IP	\checkmark	\checkmark	80%	The sta work f







Slight Deviations

Off Track

Project planning phase

PROGRESS

nents

Sport and Recreation Facilities Grant aims to improve Sport and reation facilities throughout Murray Bridge together with clubs coordinate their sports. This compliments the Sport and reation Facilities Grants in Capital Projects.

ects supported this year include: a fully enclosed score board and age facility at the Mypolonga Football Club and cricket training at the Jervois Cricket Club.

nmercial Demonstration pilot undertaken in modified format due igh river.

aft rehabilitation report has been produced and is being reviewed council staff. The site needs to be made safe and prevent erosion, then a cap of approved material followed by loam to help getate the site. This will prevent further erosion and improve the hetics of the site. The remaining budget is being carried forward 023-24 to be used for the first stage of the required earthworks.

sibility Study complete. In the process of preparing a memo to sent to Executive Leadership Team

gration with the Kerb Renewal program is identifying cost and g-term infrastructure benefits by installing Kerb inlets for Tree-Net tration devices on Sir John Cowan Avenue and Hindmarsh Road. Fore Avenue is identified for Tree-Net infiltration devices to be alled. Installation of the infiltration component of the Tree-Net ices is planned for Q4 (following the completion of the Kerb and d Renewal program).

is being progressed with Council's consultant and additional delling is being developed.

owing the high river event the focus is now on recovery, in icular repairing and reinstating infrastructure and assets so they used by the community again.

owing the high river event the focus is now on recovery, in icular repairing and reinstating infrastructure and assets so they used by the community again.

ds provided to Murraylands and Riverland Local Government ociation (MRLGA) as contribution to the Regional Public Health

staff survey was undertaken and results have been provided. Final k from consultant yet to be invoiced but work complete.

						INCO	OME			E)	KPENDITURE							PR
Project Name					YTD Actual (000s)	YTD Budget (000s)	Variance	Revised Budget	YTD actual (000)	YTD Budget (000s)	Variance	Revised Budget	% Spend	Status	On Time	On Budget	% Complete	Comme
Youth Council		~			\$0	\$0	\$0	\$0	\$7,004	\$20,000	\$12,996	\$20,000	35%	IP	~	~	50%	The You which al of the w Terms o
Murraylands Sport & Recreation Officer					\$8,586	\$0	\$8,586	\$0	\$0	\$0	\$0	\$0	0%	P	×	\checkmark		Shared r to chang
Murray Bridge Art Fest		√			\$0	\$0	\$0	\$0	\$18,426	\$20,000	\$1,574	\$20,000	92%	С	√	~	100%	A succes delivere 1000 att worksho voluntee from ou complim diverted
STARCLUB Project - Game On Strategy	\checkmark	✓			\$43,633	\$0	\$43,633	\$0	\$52,872	\$35,000	(\$17,872)	\$35,000	151%	C	~	~	100%	As part o Recreati Murrayla Future w sport an isolated
Public Art Development		\checkmark			\$0	\$0	\$0	\$0	\$84,600	\$80,000	(\$4,600)	\$80,000	106%	C	\checkmark	\checkmark	100%	The Pub the year term po
Public Art - Special Projects	\checkmark	\checkmark	\checkmark	\checkmark	\$15,000	\$15,000	\$0	\$15,000	\$36,647	\$38,560	\$1,913	\$38,560	95%	C	\checkmark	\checkmark	100%	The Aug at Murra
Lerwin Asset Management Plan		\checkmark			\$0	\$0	\$0	\$0	\$10,768	\$10,480	(\$288)	\$10,480	103%	IP	\checkmark	\checkmark	95%	Preventa Manage
Showgrounds Masterplan (Concept Plan)	\checkmark	✓			\$0	\$0	\$0	\$0	\$34,370	\$40,000	\$5,630	\$40,000	86%	c	✓	\checkmark	100%	The Shor the futu stakehol reconve progress
Reconciliation Working Group (RWG)		✓		✓	\$0	\$0	\$0	\$0	\$41,480	\$57,600	\$16,120	\$57,600	72%	IP	×	√	85%	The RCN develop extensiv Member Reconcil endorse
Strategic Policy Planning	\checkmark	\checkmark	\checkmark	\checkmark	\$0	\$0	\$0	\$0	\$136,437	\$125,000	(\$11,437)	\$125,000	109%	C	\checkmark	\checkmark	100%	This pro program

ents

Youth Council held its Annual Youth Forum in September 2022 In also served as a recruitment drive and to assist in development is work plan. Recruitment is about to start against the revised is of Reference.

ed resource with neighbouring Councils. Onboarding delayed due anges in scope regarding the grant

cessful Murray Bridge (formally Sixth Street) ART FEST event was ered on Sunday 16 April 2023 from 11am-3pm. It attracted over attendees. 19 artists were employed plus 20 local performers. 17 shops and experiences engaged 617 participants, and 4 teers dedicated 45 hours to the event. 4 food traders, including 2 outside the region, provided a variety of culinary options and limented the feel of the event. 71% of the event waste was ted from landfill.

rt of the evolution of the STARCLUB Project, a Sport and eation Field Officer is a collaborative project between the 5 aylands Councils and the Office for Recreation Sport and Racing. re work includes the support of women and girls to participate in and active recreation and physically activating remote and red communities.

Public Art Development Program has been progressed throughout ear. The Program is resourced by the Public Art Officer (fixed position).

Augmented Reality (AR) project was completed and was a feature urray River GLOWS from Thursday 15 – Sunday 18 June 2023.

entative maintenance assets to be added to Facility Asset agement Plan along with addition of resident needs inventory.

howgrounds Masterplan (Concept Plan) will provide guidance on uture development of the Showgrounds site. The Showgrounds holder group has continued to be engaged and will be avened to determine the Governance Structure for the site and to ress the Plan.

CCMB Draft Innovate Reconciliation Action Plan (RAP) was loped with the assistance of a Ngarrindjeri Consultant. Following asive consultation with staff and the community, Elected bers were briefed on the final draft. The draft will go to nciliation Australia for endorsement. Throughout the rsement process, further consultation may be required.

project forms part of the broader Murray Bridge Future Cities ram and provides resources to ensure the work is undertaken.

						INCO	OME			EX	PENDITURE							PR
Project Name					YTD Actual (000s)	YTD Budget (000s)	Variance	Revised Budget	YTD actual (000)	YTD Budget (000s)	Variance	Revised Budget	% Spend	Status	On Time	On Budget	% Complete	Commer
Outer Towns Open Space	\checkmark	\checkmark	\checkmark	\checkmark	\$0	\$0	\$0	\$0	\$0	\$10,000	\$10,000	\$10,000	0%	С	\checkmark	\checkmark	0%	Project v facilities underwa Septemb boxes (w flagpole informat recognisi project v
Regional Study Hub 2019-2022		\checkmark	\checkmark	\checkmark	\$7,501	\$0	\$7,501	\$0	\$67,163	\$70,652	\$3,489	\$70,652	95%	P	\checkmark	\checkmark	30%	The Regi remain ii
Regional Study Hub 2022-2026		\checkmark	\checkmark	\checkmark	\$271,072	\$310,650	(\$39,578)	\$239,200	\$180,324	\$239,200	\$58,876	\$239,200	75%	IP	×	\checkmark	13%	The Regination Support States
Paint the Town REaD		\checkmark		~	\$0	\$4,000	(\$4,000)	\$4,000	\$20,706	\$28,924	\$8,218	\$28,924	72%	С	\checkmark	\checkmark	100%	The early ("Roary" Saturday Hall). The 80 partic entertain activities Town RE
Murray Bridge Wellbeing Hub		✓		✓	\$100,000	\$100,000	\$0	\$100,000	\$105,318	\$160,000	\$54,682	\$160,000	66%	С	√	✓	100%	The Well classes, s their fam Torres St Diverse (of location wellbein Between with 7 co individua program
Dog and Cat Breeder Compliance Education		\checkmark			\$64,512	\$64,512	\$0	\$64,512	\$43,008	\$64,512	\$21,504	\$64,512	67%	IP	\checkmark	\checkmark	66%	This proj technica this projo extend t
Community Wellbeing Officer					\$90,000	\$0	\$90,000	\$0	\$90,000	\$0	(\$90,000)	\$0	0%	C	\checkmark	\checkmark	100%	Wellbein with a gr Recovery
Lease and Licence - Internal Audit Compliance		\checkmark	\checkmark		\$0	\$0	\$0	\$0	\$0	\$25,000	\$25,000	\$25,000	0%	IP	Ø	Ø	0%	This Proj year
Open Space AMP		\checkmark	\checkmark		\$0	\$0	\$0	\$0	\$109,429	\$75,000	(\$34,429)	\$75,000	146%	P	\checkmark	\checkmark	80%	Asset ma finalized.

ents

ct work completed at Wellington include improving pedestrian ties and works on the public toilets at Baker Reserve. Work is rway to have the playground upgrade completed by the end of ember 2023. Works at Monarto have included installing planter is (with irrigation) in front of the Memorial Hall, installing a ole from the old Monarto school and upgrading the tourist mation bay. Work is in progress to develop interpretive signage gnising the heritage of the area. The budget savings within this ct were directed into river recovery and remediation.

Regional Study Hub provides support for students to study and in in region. Grant is 100% complete, discretionary funds remain.

egional Study Hub secured a new four year grant to continue to ort students to study and remain in the region.

early childhood literacy program, "Paint the Bridge REad" Mascot ry" The Dinosaur) was revealed as part of an event held on day 3 June 2023 at the Performing Arts + Function Centre (Town The free, family friendly event targeting 0-5 years olds attracted articipants and included a live performance by children's tainer Peter Combe, Story Time of 'Diary of a Wombat', food and ties. The Working Party is discussing a way forward for Paint the REaD.

Vellbeing Hub delivers a full program that includes activities, es, services and initiatives focusing on children, young people and families, older people, people with disability, Aboriginal and es Strait Islander communities and Culturally and Linguistically se (CALD) communities. The programs are delivered at a variety cations across Murray Bridge to enhance and support community eing (with a focus at the 'The Square').

een April-June 2023, the Wellbeing Hub delivered 8 initiatives 7 community partners which resulted in 240 attendances. The dual feedback score was 4.8 of 5 including an indication that the ams had an immediate positive impact on participant wellbeing.

project was initially due for completion in August 2023, but due to nical issues with Dogs and Cats Online for a significant period of project, a variation to the grant agreement has been obtained to nd the project until 30 June 2024.

eing SA have funded RCMB to support the Murraylands Councils a grant for \$90k to employ Wellbeing Officers to support Flood rery.

roject is scheduled to be delivered and scope in 23/24 financial

management plans to have financials added and draft wording ed. Project scheduled for completion end 2023.

						INCO	OME			EX	PENDITURE							PR
Project Name					YTD Actual (000s)	YTD Budget (000s)	Variance	Revised Budget	YTD actual (000)	YTD Budget (000s)	Variance	Revised Budget	% Spend	Status	On Time	On Budget	% Complete	Commer
Youth Development Officer	\checkmark	✓	✓	~	\$0	\$0	\$0	\$0	\$80,240	\$100,000	\$19,760	\$100,000	80%	С	√	✓	100%	The pilot actions a enable in the Rura Actions t social m program holiday p people t
Planet Youth Officer		✓	✓		\$14,778	\$15,811	(\$1,033)	\$15,811	\$31,826	\$20,000	(\$11,826)	\$20,000	159%	С	\checkmark	\checkmark	100%	Planet Y originate Local Dri the gene people. Highligh faceboo awarene developi Planet Y
Contractor Management	\checkmark	\checkmark	\checkmark	\checkmark	\$0	\$0	\$0	\$0	\$50,000	\$50,000	\$0	\$50,000	100%	P	\checkmark	\checkmark	75%	Project N meeting worksho review a
Future Cities Program			~		\$0	\$0	\$0	\$0	\$84,424	\$120,000	\$35,576	\$120,000	70%	C	V	V	100%	Phase 1 the 2023 Structure were con and the expected will cont
Convert GIS data to GDA 94 GDA2020		\checkmark	\checkmark	\checkmark	\$0	\$0	\$0	\$0	\$11,358	\$25,000	\$13,642	\$25,000	45%	c	\checkmark	Ø	100%	Procurer complet returned SSA is co
Feasibility Study for Old Princes Highway/Ferries Mc/ Schenscher R Roundabout (AC)			\checkmark		\$0	\$0	\$0	\$0	\$21,088	\$30,000	\$8,912	\$30,000	70%	P	\checkmark	\checkmark	100%	Feasibilit
Sealed Shoulder Study and Road network safety audits			\checkmark		\$0	\$0	\$0	\$0	\$5,745	\$50,000	\$44,255	\$50,000	11%	c	\checkmark	\checkmark	100%	Scope re assessme
Aerial Photography		✓	\checkmark	\checkmark	\$0	\$0	\$0	\$0	\$37,727	\$30,000	(\$7,727)	\$30,000	126%	IP	\checkmark	*	100%	We rece uploade
Digital Asset Management		\checkmark	\checkmark		\$0	\$0	\$0	\$0	\$12,321	\$25,000	\$12,679	\$25,000	49%	IP	\checkmark	\checkmark	70%	The digit use in Co provideo library ca
Make It Yours	\checkmark	\checkmark	\checkmark	\checkmark	\$0	\$0	\$0	\$0	\$84,790	\$90,000	\$5,210	\$90,000	94%	P	\checkmark	\checkmark	40%	First epis Distribut complete

ents

lot Youth Development Officer project aims to support the s and objectives of the Youth Action Plan. This project will e increased project and program delivery in the youth space for iral City of Murray Bridge.

ns that were enabled through this project included an increased media presence, the development and implementation of art ams, investigation for shared youth resourcing, increased school ay programs and events and increased opportunities for young e to perform at community events.

Youth is an alcohol and other drug prevention program that ated in Iceland. The Planet Youth program is an action from the Drug Action Team. It works with like-minded services as well as meral community to implement mitigating actions for young e.

ghts over the last quarter include the creation of a Planet Youth book page, development of marketing material to create mess of the dangers of vaping, alcohol and other drugs and opment of a partnership with local high schools for the next c Youth Year 10 survey for Term 3.

t Manager allocated, Project Working Group formed and ng. Draft documentation has been developed following hops and final inputs being documented before circulating for v and then consultation.

• 1 of the project is complete with ongoing funding allocated for D23/24 financial year. During 2022/23 the Murray Bridge sure Plan and the Residential Growth Areas Code Amendment commenced. The Code Amendment is at least 50 % complete he Structure Plan is 80% complete. The Structure Plan is tted to identify further rezoning work so this project as a whole ontinue into 2023/24.

rement of software and of the conversion of Aerial Photography leted. Data Conversion of all Aerial Photography completed and ned. Data Conversion of remaining GIS files and configuration of complete.

ility completed by Greenhill Australia

reduced due to High River Event. Completed road safety ment of Brinkley Road.

ceived the aerial photography in April 2023 and has been ded to SSA

gital asset management system, comprising a photo library for Communications program is now installed. Access has been led to key staff and training and roll out is underway so the can be maintained and updated.

pisode of docuseries completed with teaser produced. oution Plan prepared. Episodes two and three are partially ete.

							INCC	OME			EX	PENDITURE							PR
Project Name						YTD Actual (000s)	YTD Budget (000s)	Variance	Revised Budget	YTD actual (000)	YTD Budget (000s)	Variance	Revised Budget	% Spend	Status	On Time	On Budget	% Complete	Comme
NYE / Splash	\checkmark	\checkmark	V		✓	\$0	\$0	\$0	\$0	\$148,081	\$160,000	\$11,919	\$160,000	93%	IP	\checkmark	\checkmark	100%	NYE ever Bridge G January flooded
Start Up Projects			~			\$0	\$0	\$0	\$0	\$10,000	\$10,000	\$0	\$10,000	100%	c	\checkmark	✓	100%	Stage 1 o 20 locati
Trainee Program			~		\checkmark	\$2,750	\$0	\$2,750	\$0	\$39,574	\$80,000	\$40,426	\$80,000	49%	P	\checkmark	\checkmark	100%	Two trai
Riverfront Activation Community Events Funding	\checkmark	\checkmark	~		✓	\$0	\$0	\$0	\$0	\$46,634	\$50,000	\$3,366	\$50,000	93%	C	\checkmark	✓	100%	The major Riverfrom relocate were del Festival successf
Community Building Utilisation	\checkmark	\checkmark	V	/		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0%	С	\checkmark	~	100%	This proj and need survey a groups v Wellbeir Bridge C Edwards Wellbeir
CBD Activation Placemaking	\checkmark	~	~		✓	\$0	\$0	\$0	\$0	\$31,737	\$36,000	\$4,263	\$36,000	88%	IP	✓	~	15%	The CBD attractiv The proj scope ou Jensen P Plus will stakehol coordina Further o 2023.
Shop Local SA/Murray Bridge Business Initiative			~		✓	\$0	\$0	\$0	\$0	\$1,200	\$18,000	\$16,800	\$18,000	7%	C	✓	✓	100%	Financia Bridge fo platform This proj
Major Events		\checkmark	V		\checkmark	\$0	\$0	\$0	\$0	\$229,462	\$229,462	\$0	\$229,462	100%	С	\checkmark	\checkmark	100%	The RCM during 2 the Com River Glo
Australian International Pedal Prix		\checkmark	V		√	\$0	\$0	\$0	\$0	\$145,568	\$125,538	(\$20,030)	\$125,538	116%	c	\checkmark	\checkmark	100%	Pedal Pr delivere

ents

event was postponed due to the high river event with Murray e Glows delivered in June 2023. The Splash event was held in ary in a modified format due to movement of event from the ed Sturt Reserve to Pine Park and Edwards Square.

1 completed. Atlas completed including climatic information for cations used to inform planning

rainees have been appointed and program is on track.

najority of funding was distributed in the first half of the year for front Activation Community Events following a decision to ate events due to the high river. The three major events that delivered as part of this funding were Waitangi, Multi-Cultural val (Yunta-Wulan) and the Christmas Carols which were all very essful and well attended.

project aimed to gather data on the current community demand need for facilities for community use against availability through a by and targeted engagement. Eight of the fifteen community os who were looking for space have either moved to the being Hub or are now delivering their programs from the Murray e Community Centre (MBCC). The MBCC was awarded the rds Square Building ('The Square') as part of the Murray Bridge being Hub Pilot Project.

CBD Activation program is the broad project umbrella to boost the ctiveness of the CBD area of Murray Bridge through place making. project has involved community and business consultation to e out Bridge Street activation. Council is working with consultant en Plus to deliver Stage 1 of the CBD Placemaking Project. Jensen will undertake final engagement and consultation with holders to finalise projects to be delivered through a staged, dinated timeframe.

er community consultation to finalise project will occur by late

cial subsidy to Businesses located in the Rural City of Murray e for sign up to Shop Local SA online marketing and sales orm.

roject will be absorbed within the growth economy project.

CMB attracted and sponsored numerous significant events g 2022/23. Of particular note in this last quarter was support for ommunity Resilience event at Edwards Square and the Murray Glows lighting festival and fireworks at Sturt Reserve.

I Prix returned to Murray Bridge with the successful event ered in September 2022.

					INCO	OME			E)	(PENDITURE							PR
Project Name				YTD Actual (000s)	YTD Budget (000s)	Variance	Revised Budget	YTD actual (000)	YTD Budget (000s)	Variance	Revised Budget	% Spend	Status	On Time	On Budget	% Complete	Commer
Digital Strategy CRM Continuation	\checkmark		\checkmark	\$0	\$0	\$0	\$0	\$174,130	\$168,000	(\$6,130)	\$168,000	104%	P	\checkmark	\checkmark	50%	The inter impleme process I and Serv
Election 2022-23		\checkmark	\checkmark	\$0	\$0	\$0	\$0	\$114,572	\$125,000	\$10,428	\$125,000	92%	c	\checkmark	\checkmark	100%	Council e Novemb
Quick Wins	\checkmark	✓	✓	\$0	\$0	\$0	\$0	\$101,485	\$111,591	\$10,106	\$111,591	91%	C	\checkmark	\checkmark	100%	The Quic program meaning individua Quick W 5 in total
Connected Communities	\checkmark	\checkmark	\checkmark	\$0	\$0	\$0	\$0	\$39,994	\$50,000	\$10,006	\$50,000	80%	IP	\checkmark	\checkmark	100%	Four edit distribut newslett Centre, t (Edward
Customer Experience Roadmap Implementation	\checkmark		\checkmark	\$0	\$0	\$0	\$0	\$25,696	\$98,000	\$72,304	\$98,000	26%	P	\checkmark	\checkmark	100%	Scoping structure Custome
Total				\$1,501,705	\$987,973	\$513,732	\$916,568	\$4,378,751	\$4,130,205	(\$248,546)	\$4,130,205	106%					

ents

Iternal Section 7 process is live with improvements identified and mented. Targeted community engagement around the Section 7 ss has commenced. Continued testing and training of the CRM ervice Request Management is underway internally.

cil election successfully conducted, 1st meeting of Council held 21 mber 2022.

uick Win grants are distributed to the community to deliver ams, activities, and events in "quick" timeframes to have a ing impact on the community. For the quarter - 13 group, 5 dual & 1 major Quick Wins grants were awarded. The Major Wins category had a record number of submissions for the year, otal. Of those 5, 4 were received in the first half of the year.

editions of Connected Communities have been produced and buted electronically with a small production run of hard copy etters distributed through at the LGC, Library, Visitor Information e, the Gallery, the Station, Lerwin and the Community Centre and Square). Editions are available via the RCMB website.

ng underway to ensure that organisational systems and ures support the delivery of Councils strategic plan and mer Charter.

CAPITAL PROJECTS



commenced

In Progress

On Hold

Completed

On Track

					INC	OME			EX	PENDITURE							
Project Name				YTD Actual (000s)	YTD Budget (000s)	Variance	Revised Budget	YTD Actual (000s)	YTD Budget (000s)	Variance	Revised Budget	% Spend	Status	On Time	On Budget	% Complete	Com
Footpath Renewal Program	~	\checkmark	✓	\$0	\$0	\$0	\$0	\$469,168	\$861,486	\$392,318	\$861,486	54%	IP	~	~	90%	Foot - Mit - Gai - Pfit 2022 - Kel Foot - Mu Com - Sou Nove - Sou - Fou Wor
Sports Grounds Urgent Works	\checkmark	~		\$0	\$0	\$0	\$0	\$89,251	\$89,403	\$152	\$89,403	100%	c	√	✓	100%	Add Park The inclu com
Swanport Road Master Plan Implementation	\checkmark	√	✓	\$0	\$0	\$0	\$0	\$318,125	\$317,556	(\$569)	\$317,556	100%	С	✓	~	100%	Cour Mas Thes impl path safe sola uses plan
Toora Reserve Detailed Design	\checkmark	\checkmark	\checkmark	\$0	\$0	\$0	\$0	\$0	\$16,571	\$16,571	\$16,571	0%	IP	\checkmark	\checkmark	70%	Tool to fa deta prog enal
Swanport Road Recycled Water Pipeline	\checkmark			\$270,000	\$270,000	\$0	\$270,000	\$285,923	\$312,804	\$26,881	\$312,804	91%	С	√	~	100%	All v and sup Swa Lon irrig Rese redu
Water saving / irrigation projects.	\checkmark			\$0	\$0	\$0	\$0	\$13,659	\$14,296	\$637	\$14,296	96%	c	\checkmark	\checkmark	100%	Cou the use the





Slight Deviations

Off Track

Project planning phase

PROGRESS

mments

- ootpath Expansion Program
- Mitchell Avenue Thule Drive to Bungana Drive Completed October 2022 Gail Crescent - Kintore Avenue to Pfitzner Street Completed August 2022 Pfitzner Street - Pfitzner Close to Gail Crescent Completed November 022
- Kelly avenue Completed March 2023
- ootpath Renewal Program
- Murray Cods Drive Identified hazardous segment of footpath replaced ompleted October 2022
- South Terrace (Seventh Street to Car park entrance) Completed ovember 2022
- South Terrace (Seventh Street to Bus Stop) completed June 2022 Fourth Street - Seventh Street to Sixth Street Completed June 2022 Jorks continue around South Terrace during July 2023.

dditional bollards have been installed within the car park at Johnstone ark to create a protected walkway between the car park and club rooms. he sealing of the MB Croquet Club car park is now complete which ncludes linemarking. All other projects under this budget line are also now complete.

ouncil have recently completed another stage of the Swanport Road Master Plan Implementation Project between Owl Drive and Finch Rd. hese works, which include new irrigated landscaping has significantly nproved the aesthetics of this once dry area. A new 3m wide shared use ath and solar street lighting have also been installed that will provide a afer environment for residents to walk and ride along. The introduction of olar lighting and 'Water Sensitive Urban Design' (WSUD) methods that ses storm water run off from the road to provide additional irrigation to lantings, also assists in reducing council's ongoing operational costs.

oora Reserve has been identified as a potential site for a riverfront reserve o facilitate water based activities. A concept plan was developed and the etailed design of that plan is this years project. The detailed design is rogressing and will create a shovel ready project including indicative costs nabling grant applications and future budgeting.

Il works associated with the construction of the new recycled water tank nd pump station in Apex Reserve are now complete. This infrastructure upports the recently installed 2km of recycled water pipeline that starts at wanport Village Rd and follows a network of council streets and ends at ong Island Rd. This water that is provided at no cost to council, currently rigates landscaping along Swanport Rd and newly installed turf in Magpie eserve via sub-surface irrigation. This infrastructure also assists in educing council's ongoing operational costs whilst greening our nvironment.

ouncil have now completed all works associated with the installation of ne new water data logger systems. This will support the more efficient se of water and also significantly improve operational time with regards to ne reading of water meters and investigations into water leaks.

						IN	СОМЕ			E	PENDITURE							
Project Name					YTD Actual (000s)	YTD Budget (000s)	Variance	Revised Budget	YTD Actual (000s)	YTD Budget (000s)	Variance	Revised Budget	% Spend	Status	On Time	On Budget	% Complete	Com
Hume Reserve Feasibility Study	\checkmark	\checkmark			\$0	\$0	\$0	\$0	\$0	\$35,490	\$35,490	\$35,490	0%	С	~	~	100%	Feas stak close Sect pote banl deve cost oppo (sim
Street and Park Furniture Renewal Program	\checkmark	✓		V	\$0	\$0	\$0	\$0	\$496,936	\$547,000	\$50,064	\$547,000	91%	С	~	~	100%	Afte cond to pi shel new ram into impi back resp drin help walk Owl safe
Greenspace	\checkmark	\checkmark			\$0	\$0	\$0	\$0	\$99,763	\$100,000	\$237	\$100,000	100%	c	~	\checkmark	100%	Con Rese This picn this lifes
Stormwater Renewal Program	\checkmark				\$0	\$0	\$0	\$0	\$463,744	\$619,775	\$156,031	\$619,775	75%	P	\checkmark	\checkmark	95%	CCT and
SWHR Expansion Design	\checkmark				\$0	\$0	\$0	\$0	\$61,450	\$59,038	(\$2,412)	\$59,038	104%	P	✓	\checkmark	90%	Cou prog and prio
Sturt Reserve Master Plan - History and Tourism	\checkmark	\checkmark	\checkmark		\$183,236	\$730,488	(\$547,252)	\$730,488	\$120,639	\$120,639	\$0	\$120,639	100%	P	\checkmark	\checkmark	75%	1009 Due Teno
Sturt Reserve Master Plan - History and Tourism S1P3	\checkmark	\checkmark	✓	\checkmark	\$45,000	\$45,000	\$0	\$45,000	\$612	\$612	\$0	\$612	100%	IP	\checkmark	\checkmark	10%	Wor is co
Sturt Reserve Master Plan - History and Tourism S1P2	\checkmark	\checkmark	\checkmark	\checkmark	\$0	\$1,500,000	(\$1,500,000)	\$1,500,000	\$362,489	\$3,000,000	\$2,637,511	\$3,000,000	12%	IP	✓	\checkmark	5%	Desi to is
Riverglades	\checkmark				\$0	\$0	\$0	\$0	\$5,000	\$12,000	\$7,000	\$12,000	42%	P	\checkmark	\checkmark	30%	Con

mments

easibility Study has been completed. Preliminary discussions with takeholders has commenced; noting that the site need to be developed in lose consultation with Ngarrindjeri (stated in the Riverfront Strategy ection 6.3.3). The Dept of Water & Environment (DEW) may provide otential (i.e. for grant funding) to progress with detail design of the river ank stabilisation as part of its SA Constraints project. A cost estimate to evelop the site as an open space reserve will be at least \$3.5M. Additional ost of \$3.5M to establish buildings for Ngarrindjeri eco-tourism pportunities. Therefore future work at this site will need to be staged similar to the delivery of Sturt Reserve)

fter delays to work due to flooding, the installation of an additional oncrete area between the skate park and existing shelters at Sturt Reserve o provide additional skating area is now complete . The damaged bus helters on Standen St and East Tce, Callington have been replaced with a ew solar light also installed adjacent to the Callington bridge. Pram amps have been installed at the southern end of Sturt Reserve to match nto the walking trail that connects Long Island and Sturt Reserve - this mproves accessibility to the trail for all users. The old basketball ring and ackboard within Pathways Reserve has recently been replaced. In esponse to community feedback, council have recently installed a new rinking fountain and dog bowl within Adelaide Rd Linear Park that will elp keep path users and their furry friends hydrated whilst enjoying a valk. Stage 1 of an upgraded walking trail within Apex Reserve connecting bwl Drive and Ridge Rd has recently been installed that now provides a afer path for walkers/cyclists to enjoy.

onstruction works relating to the greening of a trial section of Magpie eserve using sub-surface irrigation & recycled water is now complete. his once dry reserve now has a section of lush lawn, new walking trails, icnic setting with BBQ & solar way-finding lighting which has transformed his reserve into a more user friendly space and encourages a more active festyle.

CTV inspections are completed. Zerna Avenue has been completed. Pit nd Pipe has been purchased for Moore St

ouncil engaged the services of a specialist consultant to assist in rogressing this project. High level concept designs have been submitted nd the next steps will involve considerations of the options by Council rior to moving to detailed designs.

00% Design for Wharves completed in June 2022. ue to delays associated with the Murray River Flood event, the open ender Package expected to be released August 2023.

Vorks associated with the wharf shelter and corresponding indigenous art complete

esign completed. RFT document on hold due to high river event. Expected o issue RFT to open market in August 2023

Contract execution imminent.

						IN	СОМЕ			E)	KPENDITURE							
Project Name					YTD Actual (000s)	YTD Budget (000s)	Variance	Revised Budget	YTD Actual (000s)	YTD Budget (000s)	Variance	Revised Budget	% Spend	Status	On Time	On Budget	% Complete	Com
Summer Bushfires - Sturt Reserve History and Tourism	\checkmark	\checkmark	~	\checkmark	\$0	\$1,500,000	(\$1,500,000)	\$1,500,000	\$399,711	\$2,492,325	\$2,092,614	\$2,492,325	16%	P	\checkmark	\checkmark	30%	Wor for t Expe
Water Supply and Waste Water	\checkmark				\$0	\$0	\$0	\$0	\$14,265	\$35,000	\$20,735	\$35,000	41%	P	\checkmark	\checkmark	40%	This wast
Car Park Upgrade - Le Messurier Park	\checkmark	\checkmark			\$0	\$0	\$0	\$0	\$61,590	\$60,000	(\$1,590)	\$60,000	103%	c	\checkmark	\checkmark	100%	All w park
Floating Pontoon - Long Island Boat Ramp		\checkmark			\$0	\$0	\$0	\$0	\$0	\$120,000	\$120,000	\$120,000	0%	ТВС	Ø	P	0%	Wor
Walking and Cycling Masterplan		\checkmark			\$0	\$0	\$0	\$0	\$0	\$54,816	\$54,816	\$54,816	0%	ТВС	Ø	P	0%	Wor
New Shedding and fencing at former Shell Depot, Sturt Reserve		\checkmark			\$0	\$0	\$0	\$0	\$16,309	\$110,265	\$93,956	\$110,265	15%	IP	\checkmark	\checkmark	30%	Deve wor
Acoustic Panelling for The Station		~			\$0	\$0	\$0	\$0	\$5,000	\$5,250	\$250	\$5,250	95%	C	~	V	100%	The impa reco acou qual Acou in Se the s
Dirt Jumps		\checkmark			\$0	\$0	\$0	\$0	\$22,180	\$33,632	\$11,452	\$33,632	66%	P	×	\checkmark	95%	This the S Cour Janu This Rese
Lerwin Plant Renewal		\checkmark			\$0	\$0	\$0	\$0	\$193,946	\$300,000	\$106,054	\$300,000	65%	ТВС	Ø	Ø	0%	Capi clini
Building Renewal Program		\checkmark			\$0	\$0	\$0	\$0	\$568,451	\$661,686	\$93,235	\$661,686	86%	P	\checkmark	\checkmark	85%	Wor rene

mments

Vorks associated with the Wharf Shelter are complete. Design completed or the Wharf upgrades. RFT document on hold due to high river event. xpected to issue RFT to open market in August 2023

his project was reallocated to assist with the remediation of water and vaste water assets affected by the high river flow event.

Il works associated with the stormwater upgrade and sealing of the car ark are now complete.

/orks not yet commenced due to high river event.

/orks not yet commenced due to high river event.

evelopment application submitted next for the fence replacement. Fence vorks expected to commence late August 2023

he volume and reverberation of noise from music program and events npacts on the quality of the programs. Previous experience in the ecording spaces at The Station have provided strong evidence that coustic panelling will have a significant positive impact of the sound uality in this space.

coustic panelling has been installed in the main auditorium of The Station September 2022. It has greatly reduced the reverberation and improved he sound quality for staff, participants and spectators.

his project is to replace the Bike Park that was removed to make way for ne Skate Park Expansion at Sturt Reserve. There has been an approach to ouncil from young bike park users to deliver a family friendly Bike Park.

oncept consultation has taken place throughout December 2022 and anuary 2023. A draft detailed design for the Bike Park is being finalised. his has been on hold due to the high river event and the impact on Sturt eserve.

apital renewal underway to ensure residents and carers have appropriate linical and assistance equipment.

Vork has commenced on individual projects that make up the building enewal program.

					IN	СОМЕ			E)	PENDITURE							
Project Name				YTD Actual (000s)	YTD Budget (000s)	Variance	Revised Budget	YTD Actual (000s)	YTD Budget (000s)	Variance	Revised Budget	% Spend	Status	On Time	On Budget	% Complete	Com
Plant and Fleet Renewal Program	\checkmark	\checkmark	\checkmark	\$0	\$0	\$0	\$0	\$766,333	\$1,601,282	\$834,949	\$1,601,282	48%	P	\checkmark	\checkmark	80%	Cour is aw
Public Toilet Strategy	\checkmark	\checkmark	\checkmark	\$0	\$0	\$0	\$0	\$16,691	\$529,192	\$512,501	\$529,192	3%	P	\checkmark	\checkmark	20%	Desi Hall
Play Space Replacements	\checkmark	\checkmark		\$0	\$0	\$0	\$0	\$174,451	\$183,627	\$9,176	\$183,627	95%	c	\checkmark	\checkmark	100%	Oak conc
Sport and Recreation Facilities Grant Program	\checkmark	✓		\$0	\$0	\$0	\$0	\$0	\$30,000	\$30,000	\$30,000	0%	C	\checkmark	√	100%	The Recr coor Facil Proje stora
Outer Towns Open Space Program - Monarto		\checkmark		\$0	\$0	\$0	\$0	\$54,241	\$97,487	\$43,246	\$97,487	56%	P	×	\checkmark	55%	Insta insta tour insta
Outer Towns Open Space Program - Wellington		\checkmark		\$0	\$0	\$0	\$0	\$227,322	\$255,843	\$28,521	\$255,843	89%	IP	x	\checkmark	85%	Wor com All o com
Murray Coorong Trail (MCT) Year 3 (ongoing for 5 years)	\checkmark	✓	\checkmark	\$0	\$0	\$0	\$0	\$0	\$70,831	\$70,831	\$70,831	0%	P	×	~	95%	MCT from a sta Mur for E Deta will e impl has I
Public Art - Silo Project		\checkmark		\$0	\$88,500	(\$88,500)	\$88,500	\$17,214	\$187,012	\$169,798	\$187,012	9%	P	×	\checkmark	30%	An \$ Expa Proje cons proje
Murray Bridge Regional Stadium		\checkmark		\$0	\$3,481,530	(\$3481,530)	\$3,481,530	\$271,101	\$3,886,910	\$3,615,809	\$3,886,910	7%	P	\checkmark	\checkmark	5%	Desi com fund
Woodlane Jetty		\checkmark		\$0	\$0	\$0	\$0	\$0	\$145,000	\$145,000	\$145,000	0%	ТВС	Ø	Ø	0%	Proje river

mments

ouncil has placed orders for numerous pieces of plant and awaiting delivery, whilst having already received 2 pieces of plant.

esign underway for next priorities including Sturt Reserve, Baden Powell all and LeMessurier oval.

ak Avenue Reserve has seen the removal of the basketball ring and oncrete and replaced with an expansion of the play space equipment.

he Sport and Recreation Facilities Grant aims to improve Sport and ecreation facilities throughout Murray Bridge together with clubs that pordinate their sports. This complements the Sport and Recreation acilities Grants in Key Projects.

ojects supported this year include: a fully enclosed scoreboard and orage facility at the Mypolonga Football Club, cricket training nets at the rvois Cricket Club.

stallation of new planter boxes (with irrigation) in front of Monarto Hall, stallation of new flagpole at farming memorial and refurbishment of the urist information bay has all been completed. Interpretive signage to be stalled at Monarto Recreation Reserve by end of October 2023.

Yorks to upgrade the playspace have commenced and expected to be completed by the end of September. Il other work at Wellington for the Open Space Program has been completed.

ICT is a long-distance walking and cycling trail traversing three councils rom Cadel in the north to Salt Creek in the south. The delivery of the trail is staged approach in collaboration with the two other councils (Mid Aurray and Coorong) and the South Australian Government Department or Environment and Water (DEW).

etailed design of the remaining sections of trail is being finalised which vill enable planning of future works and applications for grant funding to nplement the design. Stakeholder engagement to progress this project as been impacted by the High River event in early 2023.

\$88,500 Commonwealth Government Restart Investment to Sustain and spand (RISE) Grant was awarded in August 2021 for a Silo Art Project. The oject has made significant progress including extensive community unsultation, the appointment of a Project Manager and a lead Artist. The oject has been delayed due to negotiations with key stakeholders.

esign and documentation 100% complete. Tender evaluation is impleted. The project is currently on hold due to negotiation with the nding bodies regarding the funding shortfall based on the tender price.

roject identified to be deferred pending site assessment following high ver flow event.

								INCOM	1E			EX	PENDITURE							
Project Name					4	YTD Actual 000s)	YTD Budg (000s)	et ,	Variance	Revised Budget	YTD Actual (000s)	YTD Budget (000s)	Variance	Revised Budget	% Spend	Status	On Time	On Budget	% Complete	Com
Cricket Practice Nets	\checkmark	\checkmark				\$0	\$0		\$0	\$0	\$0	\$130,000	\$130,000	\$130,000	0%	твс	Ø	Ø	0%	The loca Offic cont Follo appl Spoo
Farming History Public Art	\checkmark	\checkmark				\$0	\$0		\$0	\$0	\$21,623	\$70,000	\$48,377	\$70,000	31%	P	x	\checkmark	50%	Folk sup Hon for I The con: rem
Regional Rowing Facility - Kiosk		\checkmark				\$0	\$0		\$0	\$0	\$4,111	\$100,000	\$95,889	\$100,000	4%	P	\checkmark	\checkmark	10%	Curi was
Silo Art Viewing Area		\checkmark				\$0	\$0		\$0	\$0	\$0	\$50,000	\$50,000	\$50,000	0%	ТВС	x	×	0%	Woi inst
New Shed Adelaide Road	\checkmark	\checkmark				\$0	\$0		\$0	\$0	\$0	\$25,000	\$25,000	\$25,000	0%	P	×	×	10%	Proj
Town Hall: Performing Arts + Function Centre (PA+FC) Speaker Renewal		\checkmark				\$0	\$0		\$0	\$0	\$53,659	\$60,000	\$6,341	\$60,000	89%	C	\checkmark	\checkmark	100%	Spe out
Kerb Renewal Program			~	V	/	\$0	\$0		\$0	\$0	\$441,986	\$477,000	\$35,014	\$477,000	93%	C	√	✓	100%	Kert - Ad - Hil - Mi - Kir - Ke - Ke 202 - Sir
Sign Renewal Program			\checkmark			\$0	\$0		\$0	\$0	\$40,658	\$40,000	(\$658)	\$40,000	102%	C	\checkmark	\checkmark	100%	Inst
Unsealed Road Renewal Program			\checkmark			\$0	\$0		\$0	\$0	\$905,902	\$1,100,000	\$194,098	\$1,100,000	82%	P	\checkmark	\checkmark	95%	Not high Too year

mments

he Cricket Training Net project is a collaboration between the RCMB, four ocal cricket clubs, the South Australian Cricket Association (SACA) and the Office for Recreation Sport and Racing (ORSR). It relies on financial ontribution from all parties.

ollowing an unsuccessful grant application in 2022/2023, a second grant pplication will be submitted to the ORSR - Community Recreation and port Facilities Program (CRSFP) in approx mid 2023 of part of the next rant round.

ollowing the appointment of the preferred artist, the concept being upported by the Community Advisory Committee, 'Until the Cows Come lome' (working title) has been endorsed as the preferred Concept Design or Project.

he Project has progressed to the Commissioning Stage. Stakeholder onsultation and artist engagement will continue throughout the emainder of the Project.

urrently in design phase in consultation with the rowing club. This project vas delayed due to the high river flow event.

Vorks to be deferred until agreement formalised for the silo art to be nstalled.

roject designed and costed installation deferred until 23/24 financial year

peaker system was fully installed in June 2023 and the Project was closed ut on time and within budget.

erbing Renewal

- Adelaide Road Service Road Completed July 2022
- Hill Street completed February 2023
- Mulugundawah Road completed March 2023
- Kintore Avenue completed by May 2023
- Minge Court Pram Ramp completed June 2023

erbing Expansion Program Kelly Avenue - completed January 2023 Prosperity Grove / Commerce Road Intersection - Completed October 022

Sir John Cowan / Christian Road Intersection - Completed November 2022

stallations have been completed for this financial year.

lotwithstanding the delays to the program experienced due to the recent igh river event, the program was completed with only minor works on oora Hill Road and Mallee Road carried forward into the 2023-24 financial ear.

						IN	СОМЕ			Đ	PENDITURE							
Project Name					YTD Actual (000s)	YTD Budget (000s)	Variance	Revised Budget	YTD Actual (000s)	YTD Budget (000s)	Variance	Revised Budget	% Spend	Status	On Time	On Budget	% Complete	Com
Sealed Road Renewal Program	-		\checkmark		\$0	\$0	\$0	\$0	\$2,091,629	\$2,100,000	\$8,371	\$2,100,000	100%	c	\checkmark	\checkmark	100%	Prog
Bridge Culvert and Ford Renewal	\checkmark	~	\checkmark		\$0	\$0	\$0	\$0	\$59,313	\$120,000	\$60,687	\$120,000	49%	P	\checkmark	\checkmark	50%	Cond by fl Oper Valle from
Restoration of Dolphin Union - Heritage Milk Boat			\checkmark		\$4,200	\$0	\$4,200	\$0	\$9,700	\$12,505	\$2,805	\$12,505	78%	ТВС	Ø	D	0%	On l and
Carpark Renewal Program			\checkmark		\$0	\$0	\$0	\$0	\$37,751	\$38,251	\$500	\$38,251	99%	c	\checkmark	\checkmark	100%	Prog Car J Croc
Maurice Road and Pfeiffer Road Phase 3 - LRCI			\checkmark		\$0	\$1,481,277	(\$1481,277)	\$1,481,277	\$1,003,971	\$1,090,977	\$87,006	\$1,090,977	92%	c	\checkmark	\checkmark	100%	Cons 1.1k Mar
River Buoys & Signage			\checkmark		\$0	\$0	\$0	\$0	\$0	\$50,000	\$50,000	\$50,000	0%	ТВС	Ø	Ø	0%	This leve
IT Replacement				\checkmark	\$0	\$0	\$0	\$0	\$293,059	\$456,000	\$162,941	\$456,000	64%	IP	\checkmark	\checkmark	75%	Core quar into
Digital Strategy Capital - CRM				\checkmark	\$0	\$0	\$0	\$0	\$76,735	\$200,000	\$123,265	\$200,000	38%	P	\checkmark	✓	50%	The bein 7 pro Serv
Digital Sign Adelaide Road				\checkmark	\$0	\$0	\$0	\$0	\$54,263	\$80,618	\$26,355	\$80,618	67%	c	\checkmark	\checkmark	100%	All w
IT Laptops Continued Rollout				\checkmark	\$0	\$0	\$0	\$0	\$49,073	\$50,000	\$927	\$50,000	98%	C	\checkmark	\checkmark	100%	The
Lerwin Memory Support Wing		\checkmark		\checkmark	\$0	\$0	\$0	\$0	\$0	\$50,000	\$50,000	\$50,000	0%	P	Ø	Þ	20%	Scop FY 2 impi
Total					\$502,436	\$9,096,795	(\$8,594,359)	\$9,096,795	\$10,738,995	\$23,267,179	\$12,511,613	\$23,267,179	46%					

mments

ogram has been completed. All sites have been completed.

ondition Report complete for 6 of our Bridges. Two are currently affected y floods, these have now been re-assessed. Council Infrastructure perations have completed repair works on Harrogate Bridge and Bremer alley Culvert. The high river event redirected internal resources away rom scheduled bridge and culvert works.

On hold pending commencement of Riverboat, Rail and Steam Group lease nd shed upgrade.

rogram has been completed

ar park sites renewed were Johnstone Park, Wellington Boat Ramp and roquet Club.

onstruction of new intersection with Old Princes Hwy/ Maurice Road and .1km of new spray sealed road completed as part of contract works in 1arch 2023.

his project has been deferred due to reserves being affected by high rivel evels.

ore switch and UPS were the remaining assets replaced in the final uarter. Some CCTV cameras and Network terminals will be carry forward nto next year's program.

The internal Section 7 process is live with improvements identified and eing implemented. Targeted community engagement around the Section process has commenced. Continued testing and training of the CRM and ervice Request Management is underway internally.

I works associated with this project are complete.

he last of the Laptops in this program have been installed

coping and quotes were delayed due to COVID-19 outbreaks throughout Y 2022/23 and changes in the Lerwin Leadership Team. Plan for nprovements to begin in First Quarter FY 2023/24.

MEASURING OUR PERFORMANCE

The Rural City of Murray Bridge identifies financial and non-financial measures to ensure our performance can be assessed against stated objectives. Included in the regular schedule of reports are:

- Monthly financial reports to Council
- Quarterly financial reviews to Council and the Audit and Risk Committee
- Regular reporting to the Audit and Risk Committee on key areas of financial planning, management and performance, risk management, emergency management and business continuity
- An Annual Report
- Quarterly progress reporting against the Annual Business Plan to Council

Annual report

The Annual Report is a comprehensive report of Council's activities throughout the preceding year. It is intended to give the community information about Council's delivery against the Annual Business Plan as well as Council's Financial Statements.

The Annual Report is produced in November each year and provides material and reports on specific matters in accordance with Schedule 4 of the Local Government Act 1999.

Quarterly progress reports

Council is committed to ensuring that the Community receives regular reports on progress against the Annual Business Plan and how this progress delivers outcomes identified in the Strategic Plan 2020-2024.

The Quarterly Progress Report is presented to Council in November, February, May and August each year. It provides financial and non-financial performance measurement.

Quarterly financial review

The Quarterly Financial Review provides analysis of our actual financial performance over the previous quarter period compared to the approved budget. Analysis of the approved budget compared to the proposed budget and analysis of the impacts of review and other financial decisions made during the quarter.

Monthly financial performance

reports

Regular monitoring of expenditure is essential; not just to verify expenditure against budget but also to identify changing patterns or circumstances that need corrective action. The Monthly Financial Performance Reports are the tool Council uses to monitor and manage the budget and ensure we are staying on track.

PERFORMANCE INDICATORS

Project Name	Measure	Annual Target	(fe	jê gr	Ň	A	YTD TARGET	YTD ACTUAL	YTD % +/-
Waste to landfill	tonnes	<4,200	\checkmark				3,150	3,412	* -8%
Green organics for compost	tonnes	>1,800	\checkmark				1,350	1,920	√ _{42%}
Recycled waste	tonnes	>1,600	\checkmark				1,200	1,085	* -10%
Storm-water harvested	Megalitres	>80	\checkmark				60	107	√ 79%
Number of KW generated (LGC)	number	>50,000	\checkmark				40,000	97,701	✓ _{144%}
Number of KW generated (Lerwin)	number	>50,000	\checkmark				40,000	104,833	✓ _{162%}
Assessments Commenced	number	>400			\checkmark		300	375	✓ _{25%}
Consents Granted	number	>400			\checkmark		300	349	√ _{16%}
Average Assessment Days for Decision	number	<50			\checkmark		50	15	√ 70%
Percentage of decisions within timeframe	%	>80%			\checkmark		80	87	√ _{9%}
Value of Development Applications having received approval	\$	>\$35M			\checkmark		\$26	\$53	✓ _{101%}
Community/Organisation interest group meetings attended representing Council	number	>40		\checkmark		\checkmark	30	285	√ _{850%}
Number of hours volunteers are undertaking as a dollar value calculated at \$45.10 per hour (rate from ABS)	dollars	>\$500,000		\checkmark		\checkmark	375,000	611,014	✓ _{63%}
Number of Food Hygiene Inspections	number	>150		\checkmark			113	63	* -44%

Project Name	Measure	Annual Target	(fe	jê Q _r	Ň	(A)	YTD TARGET	YTD ACTUAL	YTD % +/-
Number of Immunisations	number	>1400		\checkmark			700	1,128	√ _{61%}
Hours spent removing graffiti	hours	<300			\checkmark	\checkmark	225	138	✓ _{39%}
No. of Over 65 people supported to live independently within the community	number	>250		\checkmark		\checkmark	250	205	* _{18%}
Public Art Projects Completed	number	>2		\checkmark	\checkmark	\checkmark	2	1	* -50%
Professional creatives engaged for Public Art projects	number	>20		\checkmark	\checkmark		20	24	✓ _{20%}
Creatives participating in Public Art professional development opportunities	number	>30		\checkmark	\checkmark		30	23	* -23%
Public Art projects that include participation by local community members	number	>10		\checkmark	\checkmark	\checkmark	10	9	* -10%
Visitors to the Gallery Exhibitions	number	>12,500		\checkmark	\checkmark	\checkmark	9,375	4,104	* -56%
Gallery exhibition programs presented in partnerships with major festivals and cultural institutions	number	>4		\checkmark	\checkmark		3	7	√ _{133%}
Gallery exhibitions that presented local artists and makers	number	>4		\checkmark	\checkmark	\checkmark	3	3	√ _{0%}
Gallery exhibitions that presented professional State or national artists	number	>8		\checkmark	\checkmark		6	6	√ _{0%}
Gallery's Public Program Activities	number	>16		\checkmark	\checkmark	\checkmark	12	15	✓ _{25%}
Participation in the Gallery's Public Program Activities	number	>200		\checkmark	\checkmark	\checkmark	150	1,307	√ 771%
Performing Arts and Function Centre Programs by State and National presenters	number	>12		\checkmark	\checkmark		9	20	✓ _{122%}
Performing Arts and Function Centre Programs by local presenters	number	>80		\checkmark	\checkmark	\checkmark	60	123	√ _{105%}
Performing Arts and Function Centre bookings	number	>100		\checkmark	\checkmark	\checkmark	75	143	✓ _{91%}

Project Name	Measure	Annual Target	(feb	jê g _r	Ń	ALT .	YTD TARGET	YTD ACTUAL	YTD % +/-
Performing Arts and Function Centre patrons	number	>12,000		\checkmark	\checkmark	\checkmark	9,000	10,385	✓ _{15%}
Library Visitation	number	>56,000		\checkmark	\checkmark	\checkmark	42,000	32,012	* -24%
Number of items loaned from the Library	number	>100,000		\checkmark	\checkmark	\checkmark	75,000	64,385	* -14%
Number of Visitors to Visitor Information Centre	number	>10,000		\checkmark	\checkmark	\checkmark	8,000	4,740	* -41%
Visitor Information Centre revenue	\$	>\$50,000			\checkmark		\$ 40,000	\$ 32,810	* -18%
Rural City of Murray Bridge Labour Force ^t	number	>11,000		\checkmark	\checkmark	\checkmark	10,880	10,617	* -2%
Number of Events	number	>20	\checkmark	\checkmark	\checkmark	\checkmark	18	13	* -28%
Website Analytics - Page Views	number	>362,500		\checkmark		\checkmark	272,500	302,996	✓ _{11%}
Website Analytics - Total Audience	number	>119,600		\checkmark		\checkmark	94,600	123,530	✓ _{31%}
You Tube Analytics - Number of Total Subscribers	number	>890		\checkmark		\checkmark	640	930	✓ 45%
You Tube Analytics - Total Views	number	>13,100		\checkmark		\checkmark	9,600	52,829	✓ 450%
Social Media Analytics - Facebook Followers	number	>29,900		\checkmark		\checkmark	22,350	23,727	√ _{6%}
Social Media Analytics - Page Reach	number	>390,000		\checkmark		\checkmark	290,000	238,725	* -18%
Social Media Analytics - Instagram Followers	number	>5,800		\checkmark		\checkmark	4,200	3,982	* -5%
Social Media Analytics - Instagram Reach	number	>5,400		\checkmark		\checkmark	3,900	7,985	✓ 105%
My Local Services App Analytics - Total Downloads	number	>8,220		\checkmark		\checkmark	5,920	6,424	√ _{9%}
My Local Services App Analytics - Percentage increase	number	>11		\checkmark		\checkmark	9	8	* -11%
Rural City of Murray Bridge Annual Report 2022-23				67					

Project Name	Measure	Annual Target	Ĥ	jê gr	х Ш	(A)	YTD TARGET	YTD ACTUAL	YTD % +/-
Let's Talk - Number of Projects	number	>18		\checkmark		\checkmark	12	24	✓ _{100%}
Let's Talk - Number of Visits (Aware)	number	>1,350		\checkmark		\checkmark	900	2,061	✓ _{129%}

GOVERNANCE AND COMPLIANCE

Ensuring Delivery

Our aim is to establish a benchmark in effectiveness, sustainability, responsiveness and transparency.

EFFECTIVE

Council will ensure that all work is undertaken in a cost effective manner providing value-for money to the community. We will have a focus on quality in the delivery of all services and programs. Our internal systems will be efficient and will focus on enabling effective delivery.

SUSTAINABLE

Council will operate within its means, developing budgets that are affordable by the community with debt levels that do not constrain future development activities.

RESPONSIVE

We recognise that the community is our customer and employer. We will operate with a strong customer service focus in all our work. We will enable the community to provide feedback on our activities and we will respond to our stakeholders' concerns in a timely manner.

TRANSPARENT

We will report regularly to the community on progress against this Plan.

The following information is provided pursuant to Schedule 4 of the Local Government Act, 1999.

Council Elections

In accordance with the Local Government (Elections) Act 1999. Council elections were held in November 2022. The next scheduled periodical election is November 2026.

Elected Members' Allowances

The Local Government Act 1999 and the Local Government (Members Allowances and Benefits) Regulations 2010 provide for the payment of Elected Member allowances.

Elected Member allowances are determined every four years by the Remuneration Tribunal of South Australia. The allowances are adjusted on the first, second and third anniversary of the relevant general election to reflect changes in the consumer price index.

The determination is based upon five council groupings with the Rural City of Murray Bridge identified as a Group 2 Council.

The Tribunal's determination of 18 July 2014 provided for the following allowances to be paid from the first ordinary meeting following the 7 November 2014 election to the conclusion of the term in November 2022 and a subsequent determination on the 5 July 2022 provided for the allowances to be paid from the first ordinary meeting in November 2022.

Allowances paid to Elected Members are also listed on Council's website.

For November 2021 to October 2022 the allowances were:

- Mayor (x4) \$74,211.96
- Deputy Mayor (x1.25) \$23,191.20
- Elected Members \$18,552.96

For November 2022 to June 2023:

- Mayor (x4) \$50,936.96
- Deputy Mayor (x1.25) \$15,917
- Elected Members \$12,733

The following is a summary of the details (including the cost) of any interstate and international travel (excluding prescribed interstate travel) undertaken by members of the council during the relevant financial year funded in whole or in part by the council;

- Attendance at the National General Assembly Canberra, 13-15 June 2023 Mayor \$2400
- Attendance at MDA National Conference on 19-21 September 2022 (in Albury, NSW) Cr Keen \$2000

The following is a summary of the details (including the cost) of any gifts above the value of \$50 provided to members of the council during the relevant financial year funded in whole or in part by the council;

• \$100 picture frame to Mayor Lewis upon farewell

Elected Members' Behaviour

There have been no contraventions of Chapter 5 Part 4 division 2 of the Local Government Act by Elected Members.

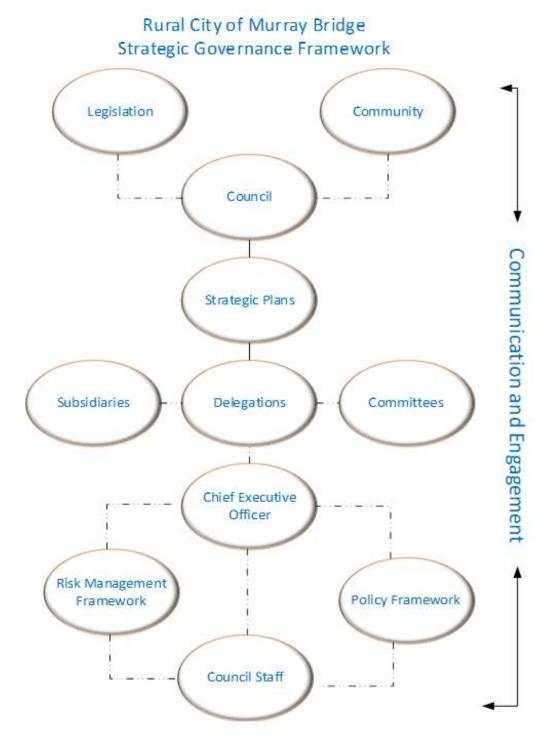
There have been no contraventions of section 75G of the Local Government Act by Elected Members.

There have been no legal costs incurred with sub regulations (a1)(b) and (2a)(b) of the Local Government Act by Elected Members

Council Decision-Making Structure

Council endorsed its Good Public Administration Framework and Risk Management Framework in December 2018. These documents identify Council's approach to its Strategic Governance Framework, Committee structure and decision making.

Decisions of the Council are made through various Council meetings, Committee meetings or by staff through delegated authority. Informed decision making is critical to ensure that decisions are made in the best interest of the wider community. All Council and Committee meetings are conducted in accordance with the *Local Government Act* (*Procedures at Meetings*) *Regulations 2013*. Meetings of the Council Assessment Panel are convened under the *Planning Development & Infrastructure Act 1993* and the Building Fire Safety Committee under the *Development Act 1993*.



Council Meetings

Ordinary Council meetings were held on the second Monday of the month in the Council Chamber at the Local Government Centre at 7pm, with the exception in January when the meeting was held in the last week of the month. Due to the Covid-19 Public Health Emergency, Council and Committee meetings were held both in person and virtually from July 2022 – June 2023.

A summary of Council meetings held during July 2022 to June 2023 is as follows:

Period	Ordinary meetings	Public Reports	Confidential Reports	Special Council meetings	Public Reports	Confidential reports
July 2022 – October 2022	4	35	13	2	1	3
November 2022 – June 2023	8	63	23	3	3	2

Notices of meetings and agendas are available for public viewing three days before each meeting at the Local Government Centre and on our website - <u>www.murraybridge.sa.gov.au</u>

Council agendas were provided via Council's website and within the office during July 2022 to June 2023.

Elected Member Attendance at Council Meetings (ordinary and Special) – July 2022 – October 2022

Total number of Meetings: 6

Elected Member	Number of Meetings Attended
Mayor Brenton Lewis	5
Cr Andrew Baltensperger	6
Cr John DeMichele	5
Cr Karen Eckermann	5
Cr Airlie Keen	4
Cr Tyson Matthews	resigned 1 July 2022
Cr Mat O'Brien	2
Cr Clem Schubert	6
Cr Wayne Thorley	6
Cr Fred Toogood	6

Elected Member Attendance at Council Meetings (ordinary and Special) – November 2022 – June 2023

Total number of Meetings: 11

Elected Member	Number of Meetings Attended (Ordinary & Special)
Mayor Wayne Thorley	11
Cr Andrew Baltensperger	11
Cr Lisa Courtney	10
Cr John DeMichele	11
Cr Karen Eckermann	10
Cr Tom Haig	10
Cr Airlie Keen	10
Cr Mat O'Brien	11
Cr Clem Schubert	10
Cr Fred Toogood	10

Committees established under S41 of the Local Government Act

Minutes of the S41 Committee meetings are presented at the next Council meeting.

Audit and Risk Committee

(Established under S126 and S41 Local Government Act 1999) The Audit and Risk Committee operates under section 126 of the Local Government Act 1999 and plays a critical advisory role in reviewing the financial reporting framework, including the Annual Business Plan and Budget along with the Council's Strategic Governance and Risk Frameworks. The Audit and Risk Committee has no delegations from Council provided to it.

To ensure the independence of the Audit and Risk Committee, membership comprises an Independent Chair and 2 Independent Members with appropriate financial and risk management skills and expertise. The Chair of the Audit and Risk Committee receives remuneration for meeting attendance of \$500 per meeting.

A summary of **Audit and Risk Committee** meetings held during July 2022 to June 2023 is as follows. Recommendations from this Committee were referred to Council for consideration. Meetings were held both in person and via zoom to accommodate the attendance of Members.

A copy of the Audit and Risk Committee Activity Report is attached as Appendix 7.

Period	Ordinary Audit and Risk Committee meetings	Public Reports	Confidential Reports	Special Audit and Risk Committee meetings	Public Reports	Confidential reports
July 2022 - June 2023	5	20	6	1	3	0

A summary of Audit and Risk Committee meetings held during July 2022 to June 2023 is as follows.

Aged Care Governance Committee

(Established under S41 Local Government Act 1999) the Aged Care Governance Committee operates under section 41 of the Local Government Act 1999 and plays a critical advisory role in reviewing the effective governance over the strategy, operations and performance of the Lerwin and Community Care program. The Committee has no delegations from Council provided to it.

Membership of the Committee consists of an Independent Chair, 3 Independent Members and 1 Elected Member who have the appropriate skills and experience for the role. All Independent Members receive remuneration for meeting attendance along with travel costs.

The Aged Care Governance Committee has no delegations from Council provided to it.

A summary of **Aged Care Governance Committee** meetings held during July 2022 to June 2023 is as follows. Recommendations from this Committee were referred to Council for consideration. Meetings were held both in person and via zoom to accommodate the attendance of Members.

Period	Ordinary Aged Care Governance Committee meetings	Public Reports	Confidential Reports	Special Aged Care Committee meetings	Public Reports	Confidential reports
July 2022 - June 2023	6	25	12	0	0	0

Community Advisory Committee

(Discretionary Committee established under S41 Local Government Act 1999) the Community Advisory Committee of Council is a discretional Committee established under Section 41 Local Government Act 1999. It is not specifically required by Legislation. The Community Advisory Committee has been established to provide input to for Rural City of Murray Bridge Annual Report 2022-23 73 consideration by Council on allocating grant funding for community grants and donations in a fair and transparent manner, providing comment into the range of Council Community Engagement opportunities and providing comment into a range of Community and Culture services, as requested by Council. The Community Advisory Committee has no delegations from Council provided to it and Members of this Committee receive no payment.

A summary of **Community Advisory Committee** meetings held during July 2022 to June 2023 is as follows. Recommendations from this Committee were referred to Council for consideration.

Period	Ordinary Community Advisory Committee meetings	Public Reports	Confidential Reports	Special Community Advisory Committee meetings	Public Reports	Confidential reports
July 2022 - June 2023	3	28	0	1	1	0

Strategic Planning and Development Policy Committee (SPDPC)

(Established under S41 of the Local Government Act 1999) the Membership of the SPDPC consists of a Presiding Member with appropriate planning and development skills, 2 Independent Members who have an interest in the area and 3 Elected Members of Council. The Independent Members of the Strategic Planning & Development Policy Committee receive remuneration for meeting attendance. There were 4 meetings held during 2022-23.

Membership of the Committee consists of a Presiding Member with appropriate planning and development skills, 2 Independent Members who have an interest in the area and 3 Elected Members of Council. The Independent Members of the Strategic Planning & Development Policy Committee receive remuneration for meeting attendance. There were 4 meetings held during 2022/2023.

The Presiding Member received \$550 per meeting, the Community Members received \$350 per meeting and the Elected Members are not paid to attend.

Period	Ordinary Strategic Planning & Development Committee meetings	Public Reports	Confidential Reports	Special Strategic Planning & Development Committee meetings	Public Reports	Confidential reports
July 2022 - June 2023	4	10	0	0	0	0

Council Assessment Panel

Established in accordance with the Development Act 1993 and Planning, Development & Infrastructure Act 2016.

(Established under S82 and 83 of the Planning, Development & Infrastructure Act 2016) the Council Assessment Panel is a Relevant Authority under the PDI Act and during the transition to the PDI Act, acts as a delegate of the Council for the purpose of the Development Act 1993.

Membership of the Council Assessment Panel consists of a Presiding Member, three Independent Members, one Elected Member and both a Deputy Independent Member and Deputy Elected Member.

The Presiding Member received \$550 per meeting, the Independent Members received \$350 per meeting and the Elected Member is not paid to attend.

The Council Assessment Panel retains delegations from the Council during the period of transition to the new planning system, however primarily functions and undertakes duties invested in it directly as a Relevant Authority under the *Planning, Development & Infrastructure Act 2016*.

During the 2022/2023 financial year, four applications were presented to the Council Assessment Panel for a determination, with one application being considered at three separate meetings.

A summary of the **Council Assessment Panel** meetings held during July 2022 to June 2023 is as follows:

Period	Ordinary Council Assessment Panel meetings	Public Reports	Confidential Reports	Special Council Assessment Panel meetings	Public Reports	Confidential reports
July 2022 - June 2023	3	5	0	2	3	0

Building Fire Safety Committee

(Established under S157 of the Planning, Development & Infrastructure Act 2016) the Building Fire Safety Committee plays an important role in protecting the on-going safety of buildings and building occupiers. Building Fire Safety Committees are "appropriate authorities" under the Planning, Development & Infrastructure Act 2016 and are responsible for investigating and ensuring that building owners are maintaining proper levels of fire safety and management of the buildings for the safety of all occupiers, be they residents, guests, customers or employees. A Building Fire Safety Committee can require an owner to upgrade the fire safety of a building to an appropriate level.

Membership of the Building Fire Safety Committee comprises 4 Independent Members with appropriate skills.

Membership of the Committee consists of an Independent Chairperson, 3 Independent Members and 1 Elected Member who have the appropriate skills and experience for the role. The Independent Chairperson and Members receive remuneration for meeting attendance along with travel costs.

Regional Subsidiaries

The Murraylands and Riverland Local Government Association

The Murraylands and Riverland Local Government Association represents Berri Barmera Council, Coorong District Council, District Council of Karoonda East Murray, District Council of Loxton Waikerie, District Council of Mid Murray, District Council of Renmark Paringa, Southern Mallee Council and the Rural City of Murray Bridge.

It facilitates, co-ordinates, advocates and undertakes projects for the Councils it represents in the areas of the environment, economic and social development with the objective of achieving continuing improvement for the benefit of the communities of its constituent Councils.

A copy of their Annual report is attached as an appendix to this report.

Adelaide Hills Regional Waste Management Authority

The Adelaide Hills Regional Waste Management Authority is independently resourced to coordinate waste management on behalf of the Adelaide Hills Council, Alexandrina Council, District Council of Mount Barker and Rural City of Murray Bridge.

A copy of their Audited Financial Statements is attached as an Appendix to this report.

Rural City of Murray Bridge Annual Report 2022-23

Delegations

In keeping with legislative requirements, Council determines:

- the policies to be applied by the Council in exercising its discretionary powers;
- the type, range and scope of projects to be undertaken by Council; and,
- the resources which are to be made available to undertake such works and services.

In accordance with legislation, Council has resolved that certain powers, functions and duties have been delegated to the Chief Executive Officer from the Council by resolution under

- Section 44 of the Local Government Act, 1999
- Section 91 of the Food Act
- Section 43 of the Safe Drinking Water Act 2011

The Chief Executive Officer has in turn sub-delegated some of these powers, functions and duties to appropriate Council officers. Such delegations enable the effective and efficient operation of the Council administration. No delegations have been given to Section 41 Committees by the Council. The Council reviews delegations with 12 months after the conclusion of each periodic election and as required due to legislation change.

Access to Council Documents

The Rural City of Murray Bridge has a range of registers and codes to assist with decision-making and to ensure the Council's activities are undertaken in an accountable, efficient, open and transparent manner. These documents are also available to the public.

Current Registers

- Authorised Person Appointments Register (S260)
- Building Upgrade Agreements Register (S13)
- By-laws Register (S252)
- Community Land Register (S 207)
- Confidential Documents Register (S90)
- Council Seal Register (S37)
- Declarations of Conflict of Interest Register (S74)
- Delegations Register (S44)
- Elected Member Training & Development Register (S80A)
- Elected Members Allowances & Benefits Register (S79)
- Fees & Charges Register (S132)
- Gift Register for Elected Members (R7)
- Gift Register for Staff (R8A)
- Policy & Strategic Document Register (Sch 5)
- Public Roads Register (S231)
- Register of Interest Elected Members (S68)
- Register of Interest Prescribed Officers (S116)
- Remuneration, Salaries & Benefits Register (S105)

Current Codes

- Behavioural Management suite of documents for Elected Members
- Behavioural Management suite of documents for Employees
- Volunteer Code of Conduct
- S41 Independent Committee Members Behavioural Policy
- Access to Council and Committee meetings & Associated Documents Code of Practice

Current Strategic Documents and Policies

A listing of current Strategic Documents and policies can be obtained via Council's website <u>https://www.murraybridge.sa.gov.au/council/administration/council-documents</u>

Confidential Items

The Rural City of Murray Bridge is committed to the principals of open and accountable governance. Council also recognises that on occasions it may be necessary in the broader community interest to restrict public access to discussion and/or documents. During 2022-2023 the Council considered twenty four items in confidence in accordance with Section 90(2) and 91(7) of the Local Government Act, 1999.

Council's confidential item register is reviewed on an on-going basis by the Chief Executive Officer; with an annual report to Council detailing reports released and recommendations for the continuation of confidentiality orders.

Financial Year	Confidentiality Orders	Released	Part Released	Fully Retained
2022/23	43	2	4	37
2021/22	46	0	7	39
2020/21	51	1	16	33
2019/20	31	3	13	15
2018/19	30	4	18	11
2017/18	33	4	15	13
2016/17	30	10	10	10
2015/16	31	6	13	13
2014/15	30	16	6	8
2013/14	50	35	10	5
2012/13	24	19	2	3
2011/12	47	46	0	1
Total	446	147	114	188

A listing of Confidential Orders is provided on Council's website <u>www.murraybridge.sa.gov.au</u>.

During 2022/2023 Council 43 reports in confidence with 1 report not being retained in confidence at the meeting. Depending on the nature of the report Council considered multiple confidentiality clauses to consider and retain a document in confidence.

Confidentiality Orders Clauses used	Ordinary Council meeting	Special Council meeting
a - information the disclosure of which would involve the unreasonable disclosure of information concerning the personal affairs of any person (living or dead);	16	3
(b) information the disclosure of which—	9	0
(i)could reasonably be expected to confer a commercial advantage on a person with whom the council is conducting, or proposing to conduct, business, or to prejudice the commercial position of the council; and		
(ii)would, on balance, be contrary to the public interest;(c)information the disclosure of which would reveal a trade secret;	0	0
(d)commercial information of a confidential nature (not being a trade secret) the disclosure of which—	23	2
(i)could reasonably be expected to prejudice the commercial position of the person who supplied the information, or to confer a commercial advantage on a third party; and		
(ii)would, on balance, be contrary to the public interest;		
(e) matters affecting the security of the council, members or employees of the council, or council property, or the safety of any person;	1	0
(f) information the disclosure of which could reasonably be expected to prejudice the maintenance of law, including by affecting (or potentially affecting) the prevention, detection or investigation of a criminal offence, or the right to a fair trial;	0	0
(g) matters that must be considered in confidence in order to ensure that the council does not breach any law, order or direction of a court or tribunal constituted by law, any duty of confidence, or other legal obligation or duty;	0	0
(h) legal advice;	2	0
(i) information relating to actual litigation, or litigation that the council or council committee believes on reasonable grounds will take place, involving the council or an employee of the council;	0	0
(j)I nformation the disclosure of which—	1	0
(i)would divulge information provided on a confidential basis by or to a Minister of the Crown, or another public authority or official (not being an employee of the council, or a person engaged by the council); and		
(ii)would, on balance, be contrary to the public interest;		
(k) tenders for the supply of goods, the provision of services or the carrying out of works;	0	0
(m) information relating to a proposal to prepare or amend a designated instrument under Part 5 Division 2 of the Planning, Development and Infrastructure Act 2016 before the draft instrument or amendment is released for public consultation under that Act;	0	0
(n) information relevant to the review of a determination of a council under the Freedom of Information Act 1991;	0	0
(o) information relating to a proposed award recipient before the presentation of the award.		0

Review of Council's Decisions

As required by the Local Government Act 1999, Council has developed a Complaint Framework, which incorporates which includes the review of decisions made by the Council or by administration under delegation. The Complaint Framework demonstrates Council's commitment to transparent decision making processes, providing a fair and objective procedure for the hearing of review of decisions and identifying areas for the improvement of services.

There were two formal requests received to review a decision made by the Council during 2022-2023 in relation to an application for a car rally within Council's area. Upon consideration both decisions were upheld.

Complaints to the Ombudsman

The SA Ombudsman is an independent authority that investigates complaints made against South Australian Government and Local Government agencies.

	2018-19	2019-20	2020-21	2021-22	2022-23
Formal Ombudsman Investigations requiring referral to Council	0	0	0	0	0

Conflict of Interest Declarations

In accordance with Subdivision 4 and S120 of the Local Government Act 1999 Elected Members and staff are given the opportunity to declare an interest in a matter before the Council which is recorded in the Council minutes. Training on the new updated Conflict of Interest requirements has also been provided to all Elected Members. All Conflict of Interest Declarations are listed on Council's website.

Public Interest Disclosures

The Public Interest Disclosure Act 2018 (PID Act) came into operation on the 1 July 2019 replacing the Whistleblowers Protection Act 1993.

Key features of the Public Interest Disclosure regime can be summarised as follows:

Where an appropriate disclosure is made to a relevant authority (eg a Council) the informant will be protected from all liability, despite any duties of secrecy or confidentiality or any other restriction on disclosure (statutory otherwise) which would otherwise apply.

Relevant authorities have a duty to act promptly upon receipt of an appropriate disclosure to assess the information, decide what action (if any) to take, and notify the informant and the Office of the Public Integrity (OPI) of the outcome of that assessment.

If relevant authorities fail to act in the required timeframes, informants will be similarly protected from liability in relation to a subsequent disclosure of that information to a journalist or a Member of Parliament.

Penalties apply for disclosing the identity of an informant without the consent of the informant, for victimizing, or for hindering a person from making an appropriate disclosure.

Penalties apply for making a false or misleading disclosure.

The process for investigating and reporting information is detailed on Council's website and for staff through the Public Interest Disclosure Guideline.

Council Representation

The current representation quota (30 June 2023) for the Rural City of Murray Bridge is 1:1542.

In accordance with Section 12 of the Local Government Act 1999, Council conducted its Elector Representation in 2020 and Council were advised at its meeting on the 8 February 2021 that the Electoral Commissioner had certified that the Representation Review had been conducted appropriately and complied with requirements of S12 of the Local Government Act.

The current representation quota (30 June 2023) for the Rural City of Murray Bridge is 1:1542.

For the purposes of this report, comparisons are made with all other South Australian Council's categorised pursuant to the Australian Classification for Local Government, as a Rural Agricultural Council (very Large), Regional Centres and Councils within the Murraylands/Riverland area.

Council	Electors	Members	Representation Quota					
Rural Agricultural Council (Very Large)								
Alexandrina	22332	10	1:2233					
Barossa	18810	12	1:1567					
Murray Bridge	15424	10	1:1542					
Port Pirie	13015	10	1:1301					
Victor Harbor	13402	10	1:1340					
Copper Coast	12401	10	1:1240					
Light	11201	10	1:1120					
Berri Barmera	7500	9	1:833					
Loxton Waikerie	8231	11	1:748					
Yorke Peninsula	9095	12	1:757					
Wattle Range	8786	12	1:732					

Elected Members' Induction, Training & Development

Council's Elected Members' Induction, Training & Development Policy outlines Council's commitment to provide training and development activities for its Elected Members. It also recognises its responsibility to develop and adopt a policy for this purpose under Section 80A of the Local Government Act.

Elected Members had an extensive induction program upon election in 2022 and all Members have completed the mandatory training component.

Elected Members continue to receive regular informal updates on changes to legislation as it applies through regular briefings. They are also encouraged to attend various Local Government training sessions, seminars, conferences and on-line training programs. An amount of \$8,500 was spent on attendance at workshops and conferences (inclusive of registration fees, accommodation and travel costs).

The following activities were attended by Elected Members in 2022-23:

- Elected Member Mandatory Training Module 1 Introduction to Local Government
- Elected Member Mandatory Training Module 2 Civic
- Elected Member Mandatory Training Module 3 Legal
- Elected Member Mandatory Training Module 4 Strategy & Finance
- Elected Member Mandatory Training Module 5 Behaviours
- Elected Member Induction Strategic Port Folios introduction
- LGA Mayor Forum
- LGA Deputy Mayor Forum
- LGA Mayor and CEO Forum
- Aged Care System
- Animal Management Plan
- Annual Business Planning & Budget
- Audit and Risk Committee
- Building Upgrade Finance
- CEO Performance Review
- CEO Recruitment requirements
- Climate Emergency Planning
- Community Infrastructure Model
- Community Waste Water Systems
- Council Rate Modelling
- Economic Development
- Emergency Management
- Environment Management Plan & Climate Emergency Action Plan
- Financial Management
- Future Trends in Economic Demography
- Local Government Association Annual General Meeting and Conference held in Adelaide
- Local Government Reform
- Long Term Financial Plan
- Murray and Mallee Local Government Association workshops
- Murray Darling Association workshops
- Planning Development & Infrastructure Act & Development Act Legislation
- Planning/development requirements
- Procurement
- Rate Arrears Process
- Rating Policy
- S.C.A.M. 101 Phriendly Phising Training
- Strategic Plan Overview
- Strategic Planning
- Strategic Risk Management Framework
- Volunteer Management

Freedom of Information Applications

The Chief Executive Officer is the Principal Officer under the Freedom of Information Act and is supported by the Executive Officer and Executive Assistant to the CEO and Mayor as Council's Accredited Freedom of Information Officers.

Council endorsed an update to its 'Accessing of Information - Freedom of Information' Policy at its meeting on 14 June 2022, item 108.7. Council also endorsed the Fees and Charges applicable under the Act as set by Legislation.

A summary of Freedom of Information requests received and addressed by Council	2018-19	2019-20	2020-21	2021-22	2022-23	2022-23
Applications Processed	8	12	10	11	14	15
Applications Determined	8	11	11	11	14	14
Full Release	6	4	6	3	8	8
Partial Release	1	6	4	4	4	4
Refused Access	1	1	1	0	1	1
Withdrawn	0	0	0	0	0	1
Proceeded to Internal Review	0	0	0	1	1	1
Proceeded to External Review	0	1	0	1	1	1
Amendment to Personal Records	0	0	0	0	0	0

Enquiries or requests for information under the Freedom of Information Act should be forwarded to:

Freedom of Information Request Rural City of Murray Bridge PO Box 421 MURRAY BRIDGE SA 5045 or <u>council@murraybridge.sa.gov.au</u>

A copy of the Annual Freedom of Information Report is attached at Appendix 4.

Community Land Management Plans

Under Section 193 of the Local Government Act 1999, all local government land owned by Council or under its care and control (excluding roads) is classified as community land.

Section 207 of the Act requires Council to develop and maintain a Community Land Register which is reviewed and updated annually. Section 196 of the Act requires Council to develop management plans for all its community land parcels and manage the land in accordance with those plans.

Categories of community land are not specifically defined in the Act, but for the purposes of management, plans include areas that are set aside for community use or conservation purposes such as reserves, community, recreation and sporting facilities, buffer zones and natural areas.

A Site-specific management plan or Generic community land management plan may apply to one or more parcels of Community land. Site specific management plans may be developed for certain parcels where a need is identified. Generic management plans are for land that have the same management outcomes like natural areas, reserves, sports grounds, general community areas, business areas and culturally significant areas.

The Community Land Management Plans, Community Land Register and associated map books are accessible at the Local Government Centre Customer Service Counter and on Council's website.

National Competition Policy

Principles of competitive neutrality are designed to neutralise any net competitive advantage that a government or local government agency engaged in significant business activities would otherwise have, by virtue of its control by the government or local government, over private business operating in the same market.

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

In 2022-23 the Rural City of Murray Bridge continued to operate the Lerwin Aged Care Facility a category one business activity.

Category 2 Business Activities included:

- Visitor Information Centre
- Swimming Centre
- Art Gallery
- Brinkley Re-Use Centre

The Adelaide Hills Region Waste Management Authority is a regional subsidiary coordinating waste management and recycling on behalf of four councils under section 43 of the Local Government Act 1999. There has been no commencement or cessation of significant business activities controlled by Council.

No complaints were received during the year with regard to Competitive Neutrality.

Competitive Tendering

In accordance with Section 49 of the Local Government Act 1999, Council has an approved Procurement Policy and Procurement and Financial Delegations Management Guidelines that establish criteria for competitive tendering and levels of financial delegations for staff. These documents provide a robust system ensuring Council's probity and statutory requirements are met. Council has no policies or by-laws which restrict competition.

To enhance the opportunities for business and industry to assist Council with its procurement requirements, Council acts impartially towards each offer with an emphasis on achieving "value for money" and quality goods and services at all times, whilst promoting market competitiveness through its quotation and tendering processes.

Circular Procurement

Circular Procurement is a Local government driven project to record and report on recycle content and practices. This project is focused on 4 key categories but is not limited to:

- 1. Office stationary / paper
- 2. Fixtures (e.g. street furniture, drinking fountain, planter boxes, bollards, fencing, decking, garden edging, playgrounds, wheel stops, speed humps, bins, fitness equipment, pipes and signage, office fixtures)
- 3. Road & construction materials (e.g. recycled asphalt, glass fines, plastic, rubble, rubber, toner)
- 4. Compost and other organic materials

A number of local government organisations have signed a Memorandum of Understanding to focus on more sustainable practices when it comes to the procurement of Goods/Services/Works in the above areas.

Local Goods and Services

Subject to the Competition Principles Agreement, the Rural City of Murray Bridge, with the aim of achieving a value for money outcome, will endeavour to, at its discretion and to the full extent permitted by law, support local and regional businesses by:

- promoting to local and regional businesses opportunities to supply to the Council;
- structuring the purchasing process to be accessible to all businesses;
- encouraging Aboriginal and Torres Straight suppliers to quote and tender;
- giving preference to Aboriginal and Torres Strait, local and regional businesses when all other commercial conditions are equal to ensure local employment opportunities and economic stability and/or growth;
- ensuring, where possible, that specifications and purchasing descriptions are not structured so as to potentially exclude local and regional suppliers and contractors; and considering economic and social inclusion elements such as employment creation and training opportunities.

Corporate Reporting Framework

The Rural City of Murray Bridge identifies financial and non–financial measures to ensure our performance can be assessed against stated objectives. Included in the regular schedule of reports are:

- monthly financial reports to Council;
- quarterly budget reviews to Council;
- quarterly financial management reports to the Audit and Risk Committee;
- regular reporting to the Audit & Risk Committee on key areas of financial planning, management, and performance, risk management, emergency management and business continuity;
- an Annual Report; and
- quarterly performance reporting to Council

	Monthly	Quarterly	Annually
Council	Financial Reporting	Budget Review	Annual Report
		Performance Reporting	
Audit and Risk Committee		Financial Management Reporting	

Management and Staffing

Management and Staff of the Rural City of Murray Bridge work for and on behalf of the community in response to the policies and directions set by Council's Elected Members.

The Chief Executive Officer is responsible for the overall administration of the Rural City of Murray Bridge and for ensuring policies; programs and services are delivered and implemented by staff.

At the end of June 2023 the Chief Executive Officer had an Executive Leadership Team comprising three General Managers. These senior managers are responsible for the organisational portfolios of Assets and Infrastructure, Community Development and Corporate Services. Managers are responsible for individual business units within each of the Portfolios.

Executive Leadership Team

Executive Leadership positions during the year were:

Michael Sedgman	Heather Barclay
Chief Executive Officer	Acting Chief Executive Officer
(to 12/5/2023)	(from 15/5/2023)
Heather Barclay	Tim Tol
General Manager Assets & Infrastructure	Acting General Manager Assets & Infrastructure
(to 12/5/2023)	(from 11/5/2023)
Kristen Manson	Tim Vonderwall
General Manager Community Development	General Manager Corporate Services

Salary packages for the four executive officers as at 30 June 2023 ranged from \$209,950 to \$295,096 including superannuation.

Portfolio Business Unit Managers

Staff holding positions as Business Unit Managers during 2022-23 were:

ASSETS AND INFRASTRUCTURE	COMMUNITY DEVELOPMENT	CORPORATE SERVICES
Susan Reynolds	Geoffrey Parsons	Brad Warncken
Manager City Assets	Manager Development and Regulation (to 16/9/2022)	Chief Finance Officer
	Sally Roberts	
	(from 14/11/2022)	
Jason Vaudin	Reginald Budarick	Martin Smallridge
Manager City Infrastructure	Manager Community Services	Manager Organisational
	Tammie Hamilton	Development
	(Acting from 27/3/2023)	
		LERWIN
		Tammie Hamilton
		Manager Lerwin (to 26/3/2023)
		Anthony Heslop
		(Acting from 1/5/2023)

Staff Overview

Details on staffing by Portfolio as at 30 June 2023 are shown below as full time equivalent numbers. The Contract staff figures shown below represent all RCMB contracted staff including management.

Staff by Portfolio	Ong	oing	Cont	tract	То	tal
	2021-22	2022-23	2021-22	2022-23	2021-22	2023-24
Office of the CEO	1.8	2	1	1	2.8	3
Corporate Services	30.9	29.29	7.2	11.02	38.1	40.31
Community Development	31.4	33.88	13	15.2	44.4	49.08
Assets and Infrastructure	58.1	58.17	4.2	7.4	62.3	65.57
Lerwin	74.2	62.64	2	3	76.2	65.64
Totals	196.4	185.98	27.4	37.62	223.8	223.6

Gender is shown by headcount.

Staff by Portfolio	Ma	ale	Fem	ales		/ Non osed	То	tal
	2021-22	2022-23	2021-22	2022-23	2021-22	2022-23	2021-22	2022-23
Office of the CEO	1	0	2	3			3	3
Corporate Services	11	10	32	36			43	46
Community Development	20	20	33	40			53	60
Assets and Infrastructure	49	52	15	15			64	67
Lerwin	16	15	98	85			114	100
Totals	97	97	180	179	-	-	277	276

Development and Training

The Rural City of Murray Bridge provides training and development opportunities for its staff to ensure the successful implementation of organisational change and continuous improvement, to meet changing legislative requirements, to maximize the use of technology and enable staff to develop and pursue their career within our organisation.

We utilise both in-house and external training programs to ensure the skills and knowledge for various trades, professions and roles are maintained and to ensure staff can deliver the required projects, programs and operational activities.

We provide support to staff who are undertaking tertiary studies relevant to their current position or a field aligned with local government. This support includes allowing staff to attend lectures during working hours or by reimbursing a percentage of their fees upon successful completion of a subject.

Employee Well-Being

THE HEALTHY LIFESTYLE PROGRAM

In conjunction with the Corporate Health Group (CHG) and the Local Government Association Workers Compensation Scheme, council continued to offer staff the opportunity to improve their health and well-being.

Skin cancer screenings, health checks as well as information and resources to improve health and well-being were delivered over the year.

- 72 skin cancer screenings were completed
- 37 Comprehensive health checks were completed
- 176 flu vaccinations were administered to workers

EEO Statement

The Rural City of Murray Bridge is an Equal Employment Opportunities employer and reflects this in all relevant policies, documents and procedures.

REGIONAL SUBSIDIARIES

MURRAYLANDS & RIVERLAND LOCAL GOVERNMENT ASSOCIATION ANNUAL REPORT INCLUDING FINANCIAL STATEMENTS 2022-23 Tuesday 31 October 2023

Email: Rural City of Murray Bridge

Dear Mayor Wayne Thorley and CEO Ms Heather Barclay,

Re: 22/23 Annual Report

Please find enclosed a copy of the 22/23 Annual Report for the Murraylands and Riverland Local Government Association (MRLGA).

The Annual Report is prepared in accordance with the LGA Act, MRLGA Charter and includes a copy of the audited financial statements.

The report is provided to you as a constituent council and to form part of the Council's 22/23 Annual Reporting. Thank you for everything you do to support a connected regional community and if you have any questions, please reach out.

Sincerely

amon 1/Leod

Carron McLeod Chief Executive Officer of MRLGA



2022/23 ANNUAL REPORT

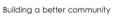
MURRAYLANDS & RIVERLAND LOCAL GOVERNMENT ASSOCIATION

Murraylands and Riverland Local Government Association



Constituent Councils









KARO



Mid Murray









CONTENTS

MRLGA OVERVIEW	3
REGIONAL STATISTICS	4
PRESIDENT'S REPORT	5
MRLGA Board	8
MRLGA CEO Network and Committees	9
MRLGA Board:	11
SA Regional Organisation of Councils	11
CEO Network	12
Regional LGA's, Chief Executive Officers	14
Operational (external) Service Agreements	15
2022 / 2023 Audit	16

Mission

Being a unified local government sector working in the best interest of the region and our communities.

Our Charter

- Speaking with one voice
- Building partnerships
- Working with the LGA
- Planning for and with the region
- Coordinating resources and representation
- Enhancing efficiencies

Values and Behaviours

Integrity, Leadership, Collaboration, Credibility, Unity

Role

Working to the MRLGA Charter, the Association motivates, advocates and represents its eight constituent Councils to advance cooperation, strategic partnerships and governance arrangements that oversee programs and projects in the region. Through its coordination of effort, the Association leads and assists its councils with evidence-based approaches to high level planning, communication and representation. The MRLGA works closely with Local Government Association SA, Commonwealth and State Governments, as well as regional partners including Regional Development Australia Murraylands and Riverland (RDA MR) and Murraylands & Riverland Landscape Board.

Strategic Framework

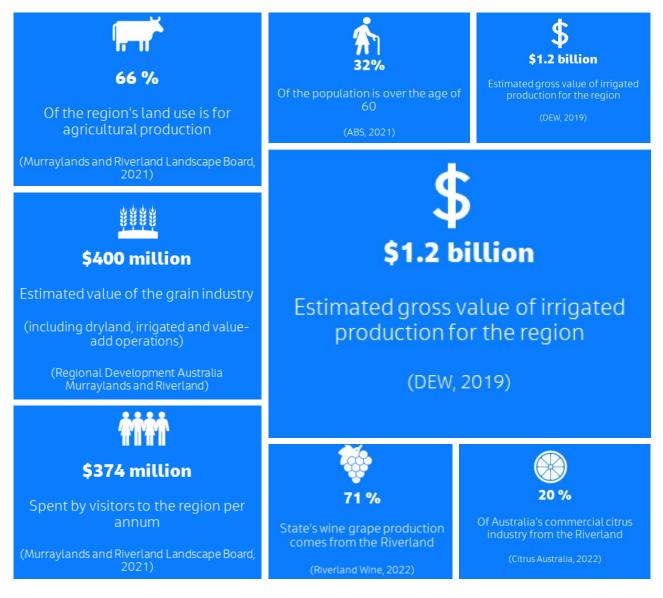
Resilient Communities	
Improve social connectedness, especially across priority groups (P) Further improve service delivery (S) Support 'Ageing well' practices/planning (P) Apply evidence-based research to improve housing options (S) Improve access to skills development programs (P)	
nd Prosperous Communities	
Economic Opportunity	
Initiate place-based economic development (RDA lead) (P)	
Attract investment for enabling infrastructure (P)	
Coordinate effort to improve MRLGA councils' shared services (initially	
concentrating on 1 or 2 areas) (L)	
Attract and develop skills to grow the region (S)	

REGIONAL STATISTICS

The Murraylands and Riverland's Gross Regional Product is estimated at **\$4.64 billion**, which represents 3.73% of the state's GSP (Gross State Product).



In the Murraylands and Riverland region, Agriculture, Forestry and Fishing had the largest total **exports** by industry, generating **\$2.736 billion** in 2021/22.



NIEIR - National Institute of Industry and Economic Research

PRESIDENT'S REPORT



MRLGA President Mayor Caroline Phillips

The Murraylands and Riverland Local Government Association, along with its eight constituent councils, continued in 22/23 towards its goal of working collaboratively to be a unified local government sector working in the best interest of the region and our communities.

As Regional Councils continue their amazing efforts across the state to serve local communities, it was important that in our role as listeners and leaders we take time to talk to our neighbouring councils about shared regional issues and opportunities. Through this collaboration we set ourselves up for greater conversations, the sharing of ideas and solutions, networking, co-operation, efficiencies, support and progress. And on behalf of the Association, I wish to thank everyone, including Board Members, CEO's, Committee Members and staff for your ongoing collaborating as a sector. It is through collaboration we can achieve our goal of unity, and together we are stronger.

The year began with a continuing Board from 21/22. Many of whom were long serving elected members and Mayor's in Local Government

and I'd like to acknowledge their contributions made over the years and decades of service, including Mayor Peter Hunt, Mayor Leon Stasinowsky, Mayor Dave Burgess, Mayor Neil Martinson, Mayor Brenton Lewis and Mayor Jeffrey Nickolls. Since joining the MRLGA Board I have sat with each of them at many board meetings to discuss pressures in regional communities and opportunities for strategic collaboration. The Association wishes to extend its thanks for their time, experience and collaboration, for without it, we wouldn't be where we are today to continue ongoing work.

During the first quarter of the year, the Association welcomed a new CEO, Carron McLeod. Her story, not too dissimilar to some, of growing up in region (Berri, SA) and after pursuing career opportunities in cities and interstate, ultimately decided to return to South Australia, and in this case drop her feet in a regional role. Her background in Infrastructure, Planning, Architecture and Environmental Design at both Local and State Government management positions has afforded her the opportunity to develop skills sets across a range of strategic portfolios that support the continued progress of MRLGA. I'd like to thank Ms McLeod for her strong approach to collaboration and working with others, and incrementally bringing new strategic ideas to the table.

The first quarter also saw key achievements across two regional Strategy's' including Transport, and Waste and Resource Recovery;

Through ongoing collaboration via the Regional Transport and Assets Committee, our Infrastructure leaders oversaw the 2030 Regional Transport Plan, Regional Road Hierarchy Plan and database that prioritise roads for funding. It subsequently led to a collection of grant applications through the Special Local Roads Program and the region receiving \$3.5 million in road funding. This was the largest sum received in the region to date and is a credit to the Infrastructure Managers and MRLGA for it's ongoing co-ordination to build applications up to a scope and quality that attract this scale of funding.

The ongoing collaboration to oversee the regional road network helps to list a pipeline of projects to demonstrate to State and Federal Government about regional road demands. Some councils already use the discipline and procedures developed through the 2030 Regional Transport Plan to pursue other funding opportunities to improve their road networks. This is continually encouraged and, indeed, is the prerogative of each of the councils. Together, there is opportunity to take information contained in regional plans and advocate for network improvements across the region.

The Regional Road Hierarchy Plan provides a classification system which considers the interaction of local government roads with the main arterial routes managed and owned by the state and federal governments. The Hierarchy has now been advanced to include road construction and maintenance standards and has been captured in a cloud-based Geographic Information System. As the project continues to develop, a framework for the strategic management of our roads is beginning to unfold and will undoubtedly prove to be a valuable tool for future planning and advocacy.

Another key milestone achieved was the execution of a joint Waste Services Contract between 5 participating regional Councils; Berri Barmera Council, Coorong District Council, District Council of Loxton Waikerie, Renmark Paringa Council and Rural City of Murray Bridge. LGA Procurement were engaged to run the tender

and after a much anticipated process, it successfully resulted in a new regional contract. This lays the foundation for further advancement in waste and resource management and recovery as a region. The state requirement for a Regional Waste and Resource Recovery Strategy was a positive outcome for regions as it enabled it to develop its own targets and pathways for diversion from landfill, recycling and efficiencies (different to that of metro councils) whereby it could factor in regional constraints. We also saw the collective efforts at Local Government level influence other private and public investment in the region, and on that note it welcomed the announcement that Peats Soil would be receiving funding from the Australian Government to build a composting facility in the Riverland.

As quarter two began to roll in, the Local Government elections were held and voting closed on 10 November 2022. The outcome of the 2022 elections resulted in 6 new Mayors welcomed to the region and subsequently the MRLGA Board. We formally extend our congratulations to Mayor Ella Winnall of Berri Barmera Council, Mayor Trevor Norton of District Council of Loxton Waikerie, Mayor Simone Bailey of Mid Murray Council, Mayor Peter Hunter of Renmark Paringa Council, Mayor Wayne Thorley of Rural City of Murray Bridge and Mayor Ron Valentine of Southern Mallee District Council. Mayor Paul Simmons of Coorong District Council and I were fortunate to be voted in as returning Mayors and have been delighted to welcome new people to the regional conversation.

For incoming Mayors, their onboarding was one that could only be described as expeditious. Each of whom upon being sworn in were swiftly catapulted into the epicenter of a State Emergency; The River Murray Flood. Their leadership, along with CEO's and staff across all Councils to guide preparation, response and recovery in conjunction with State services was a credit to their dedication to the role, community and fortitude as they embarked on efforts to remove, reduce or limit the impact of flood on people, property and assets where it could. Over the course of many months, MRLGA observed outstanding achievements across the region and sector from CEO's, Staff, Mayor's, Elected Members and Volunteers of all flood impacted Councils and surrounds. We extend our sincerest congratulations to the leadership, dedication, empathy, advocacy, time, courage and fortitude displayed by all in the lead up to and during the state emergency flood. Everyone performed their roles in a manner that was simply 'above and beyond', and I'm sure family, friends and colleagues will never forget it and are immensely proud.

The scale of the preparedness placed an immediate impost and large draw on local government resources, as significant numbers of staff were deployed into emergency preparedness. A visit to all Councils was done during preparedness and recovery phases of the flood, connecting with teams, listening to the issues and seeing how the impact (of a drawn-out emergency) was being experienced by local government staff. In light of resources being focused on flood preparedness, MRLGA had a two pronged approach; a) to carry on business as usual where it could (noting many CEO's, Directors and Managers who sit on committees were in full scale emergency preparedness and respect for their time and priorities was to be provided) and b) listen, observe and identify gaps where it may be able to offer skills, management, advocacy or support. A few examples of how this developed and took the form of, include:

- Attending ZEST meetings for a bird's eye view of the situation and listening to Agency, Department and Council reports. Where needs and assistance requests were emerging and/or when there were individual and shared challenges for Councils, we could be a breadth of it. That intel later led to supporting Berri Barmera Council and its Infrastructure Department for levee construction over a two week period in November/December and Mid Murray Council over Christmas/New Year holiday to provide existing staff a short relief.
- It developed a strong partnership with Wellbeing SA leaders that led to a \$90,000 grant coming into the region (which has since grown into another \$90,000 and \$125,000 funding (with no co-contribution required)). Wellbeing SA then followed this up with a visit in January 2023 with the MRLGA Board. Over the course of the partnership, we saw Wellbeing SA staff who are trained, qualified and experienced in Mental Health and Wellbeing programs liaising with Council staff delivering community services, wellbeing or grants on ground. Insight into the operations of SA Health, Housing SA during state emergency's and collective identify learnings and areas for improvement.
- Linking to the Australian Psychology Society and brokering access to their Disaster Response Network and Program, that offers free sessions and services to staff enduring emergency's. MRLGA released the offer to all flood impacted Councils as part of its collaboration.
- Setting up an interim Land Use Planning Committee whereby Councils Planning Department heads were able to convene to discuss the complexity of planning issues that were arising. Upon the first committee meeting it became apparent that the issues required all seven state agency's to be working together in consultation with Local Government, and that the issues were beyond the scope for Local Government delegation. This led to MRLGA advocating for the immediate establishment of a working group to be led by PLUS, which succeeded and the working group collaboratively developed the first release (Flood) Code amendment.
- Liaising with the LGA Local Government Functional Support team, and similarly identifying gaps and

opportunity's for the sector to be supported, informed or efficient.

- Facilitated planning technical support from Onkapringa City Council and Mitcham City Council to flood impacted Councils (until PLUS established the working group).
- Inviting the Deputy Premier to meet with the Board and enable advocacy to be highlighted for a 'collective review' / 'lessons learned' process, as opposed to internal/separated reviews. The meeting also highlighted the decision to review a decision for no mental health and wellbeing (post flood) funding to be set aside in the 23/24 budget.

During these times we observed the strong organisational cultures that exist in our regional Councils. No doubt the healthy cultures and positive working environments that are nurtured in the 'everyday' played a major role in the Local Government sector shining for its efforts during the event. And in many cases built a deeper trust between community and Council.

An acknowledgement of thanks is to also go out to the many regional and metro Councils who provided resources, equipment, reporting templates and other support to all flood impacted Councils. Within the region a special acknowledgement goes to Coorong District Council and Director of Infrastructure, Matt James and District Council of Karoonda East Murray Martin Borgas for staff resource and equipment during levee construction, we thank Mark Coulter and Anthony McKenzie for their fantastic work.

As the region approaches its one-year milestone (to the date of the declared emergency) business as usual has returned for many. Recovery though, continues along side this and to varying degrees through river side towns. MRLGA hope to continue to support its constituent councils through the recovery journey and recognise the importance of collaboration and efficiency during emergency events. The more we can do to plan and be prepared for future emergency's only helps staff, community's, businesses, assets, environment and region to endure and recover. As such, we'll continue to offer the MRLGA platform for collaboration and to support advancements in joint planning and preparation.

Side step across into MRLGA business as usual, and one project that was placed on hold during the flood was the MRLGA Water Advocacy Paper. Now due for completion in late 2023. The purpose of the paper is to strategically acknowledge the importance of water to the region in all facets. With the Murray Darling Basin Plan subject to formal review in 2024-26, it took a proactive role to start building the foundations for collaborative agreements and shared opportunities and challenges. With the peak of the flood now passed, the paper has been revived and engagement with First Peoples and stakeholders to recommence.

In closing, I sincerely wish to thank all constituent councils and MRLGA Board Members for the opportunity to be the MRLGA President. The work and service undertaken by our CEO for the Association is valued and I can see our cumulative team work, cooperation and collaboration building with each year passing.

I also wish to thank Deputy President, Mayor Paul Simmons for not only stepping into the role, but representing the region through his involvement in the SA Regional Organisation of Councils. Through his role as Deputy, Mayor Simmons brought a calm and experienced approach to board and planning day sessions at MRLGA as well as SAROC and I wish to recognise the many days of contributions he has made in 22/23.

As I look to the next 12-18 months, I see the benefit of MRLGA platforms. With new state and federal governments elected, it is important that local government demonstrate a coordinated and cohesive approach to preparing place based regional strategy's and advocating for their communities.

We also acknowledge the Mayors and Councilors who served the first of a four year term to its communities. There's a lot of work that goes unseen in roles, plenty of expectation and a responsibility to carry out our duties in the interest of all, with impartiality. Congratulations on your achievements in the first year, and together we can continue growing the regional community of 73,000 onwards and upwards.

Lastly, as change naturally occurs in the region and we endeavor to keep up with the pressure, expectations and an emerging modern world, it highlights the importance of collaboration. We exist beyond our own council boundaries and quite often we can gain more by working together at all levels of Council and all levels of Government. Thank you again for the work you do in all regional communities and the MRLGA looks forward to consolidating on its current work, as together we collaborative, identify and advance the sector where we can for the benefit of the region and our community's.

Mayor Caroline Phillips MRLGA President

MRLGA Board



Board Members (July '22 to November '22)

Carron McLeod

Berri Barmera Council (BBC)	Mayor Peter Hunt (President)
Coorong District Council (CDC)	Mayor Paul Simmons
District Council of Karoonda East Murray (DCKEM)	Mayor Caroline Phillips (Deputy President)
District Council of Loxton Waikerie (DCLW)	Mayor Leon Stasinowsky
Mid Murray Council (MMC)	Mayor Dave Burgess
Renmark Paringa Council (RPC)	Mayor Neil Martinson
Rural City of Murray Bridge (RCMB)	Mayor Brenton Lewis
Southern Mallee District Council (SMDC)	Mayor Jeffery Nickols

Board Members (Nov '22 to June '23)

Berri Barmera Council (BBC)	Mayor Ella Winnall
Coorong District Council (CDC)	Mayor Paul Simmons (Deputy President)
District Council of Karoonda East Murray (DCKEM)	Mayor Caroline Phillips (President)
District Council of Loxton Waikerie (DCLW)	Mayor Trevor Norton
Mid Murray Council (MMC)	Mayor Simone Bailey
Renmark Paringa Council (RPC)	Mayor Peter Hunter
Rural City of Murray Bridge (RCMB)	Mayor Wayne Thorley
Southern Mallee District Council (SMDC)	Mayor Ron Valentine

Deputy Delegates (Proxy Members, Nov '22 to June '23)

Berri Barmera Council (BBC)	Cr Trevor Scott
Coorong District Council (CDC)	Cr Jeff Arthur
District Council of Loxton Waikerie (DCLW)	Cr Clive Matthews
District Council Karoonda East Murray (DCKEM)	Cr Russell Norton
Mid Murray Council (MMC)	Cr Jen Davis and Cr John Forrester
Renmark Paringa Council (RPC)	Cr Margaret Howie
Rural City of Murray Bridge (RCMB)	Cr Andrew Baltensperger
Southern Mallee District Council (SMDC)	Cr Chris Mead

South Australian Regional Organisation of Councils (SAROC) Representatives (July '22 to Oct '23)

Berri Barmera Council	Mayor Peter Hunt (President)
District Council of Karoonda East Murray	Mayor Caroline Phillips (Deputy President)

South Australian Regional Organisation of Councils (SAROC) Representatives (Oct '22 to June '23)

Coorong District Council	Mayor Paul Simmons (Deputy President)
District Council of Karoonda East Murray	Mayor Caroline Phillips (President)

CEO Network

Berri Barmera Council	Dylan Strong
Coorong District Council	Bridget Mather
District Council of Loxton Waikerie	David Beaton
District Council of Karoonda East Murray	Martin Borgas
Mid Murray Council	Ben Scales
Renmark Paringa Council	Tony Siviour
Rural City of Murray Bridge	Michael Sedgman (1 July '22 - 12 May '23)
Rural City of Murray Bridge	Heather Barclay (12 May '22 - 30 June '23)
Southern Mallee District Council	Matthew Sherman
Murraylands and Riverland Local Government	Carron McLeod
Association	

MRLGA CEO Network and Committees

At the January 2023 Board Meeting, Committees were rationalised to 1 representative per Council, creating a committee of 8 people, plus MRLGA CEO and President. The membership from 20 January 2023 is provided below.

Regional Transport and Asset Committee

BBC	David Pluckhahn	Manager Infrastructure Services
CDC	Matt James	Director Infrastructure & Assets
DCLW	Greg Perry	Director of Infrastructure Services
DCKEM	Calvin Hoye	General Manager, Infrastructure
MMC	David Hassett	Director Infrastructure & Field Services
RPC	Stephen Whitehead (until Feb '23) Tarik Wolf (Feb – Jun '23)	Director Infrastructure & Environmental Services
RCMB	Heather Barclay (until March '23) Tim Tol (March – June '23)	General Manager Assets & Infrastructure
SMDC	Matthew Sherman	CEO
MRLGA	Carron McLeod	CEO
MRLGA	Mayor Caroline Philips	Ex officio, MRLGA President

Regional Public Health and Wellbeing Committee

BBC	Andrew Haigh	Manager Community Development
CDC	Myles Somers	Director Community and Corporate Services
DCKEM	Katrina Fromm	Deputy Chief Executive Officer
DCLW	Cheryle Pedler	Manager Environmental Services
MMC	Jake McVicar	Director Environmental Services
RPC	Tim Pfeiffer	Manager Community Development
RCMB	Kriston Manson	General Manager Community Development
SMDC	Shilo Wyatt	Manager Property & Development Services
MRLGA	Mayor Caroline Philips	Ex officio, MRLGA President
MRLGA	Carron McLeod	Chief Executive Officer

Water Paper Working Group

MRLGA	Carron McLeod	Chief Executive Officer
MDA Region 5	Cr Peter Raison	Region 5, Mid Murray Council
MDA Region 5	Cr Andrew Kassebaum (Chair)	Chair Region 5, Berri Barmera Council
MDA Region 5 - Proxy	Cr Peter Walker	Member Region 5, DCLW
MDA Region 6	Cr Melissa Rebbeck	Chair Region 6, Alexandrina Council
MDA Region 6	Bridget Mather	Exec Member Region 6, CDC
MDA Region 6 - Proxy	Tracey Strugnell	Coorong District Council
Murray Darling Ass.	Mark Lamb	Chief Executive Officer
MRLGA	Mayor Caroline Philips	Ex officio, MRLGA President

Local Government Regional Planning Committee Representatives

Murraylands Council	Michael Sedgman	Chief Executive Officer, Rural City of Murray Bridge
Riverland Council	David Beaton	Chief Executive Officer, District Council Loxton Waikerie

Zone Emergency Management (Chaired by SES)

MRLGA Carron Mcleod	CEO (Attendee)
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Murraylands Riverland Plan, Steering Committee Representatives

	D. Mutton	(Chair)
RDA MR	Ben Fee	CEO
PIRSA	Barb Cowey	Regional Co ordinator
Landscape Board MR	Andrew Meddle	CEO
MRLGA	Carron McLeod	CEO
Murraylands Council	Michael Sedgman	CEO, Rural City Murray Bridge
Riverland Council	David Beaton	CEO, District Council Loxton Waikerie
C.I.T	Greg McCarron	Community Representative
	H. Loller	Community Representative
	W. Jackson	Murraylands and Riverland Aboriginal

	Representative
Sheryl Giles	Murraylands and Riverland Aboriginal Representative

MRLGA Board:

The MRLGA Board met quarterly. Membership of the Board is filled by the Principal Members (Mayor) of each Constituent Council. Meetings of the Board were held on:

- 1. Friday 26 August 2022
- 2. Friday 9 December 2022 (postponed due to State Emergency Floods)
- 3. Friday 20 January 2023
- 4. Thursday 20 April 2023
- 5. Wednesday 10 May 2023

The meetings of the Board also provided a forum for updates from:

- LGA SA Secretariat
- Regional Development Australia, Murraylands and Riverland
- PIRSA
- Landscape Board, Murraylands and Riverland
- Wellbeing SA
- Members of Parliament

SA Regional Organisation of Councils

The South Australian Regional Organisation of Councils (SAROC) is a Committee of the LGA that meets bimonthly to focus on key issues affecting country Councils.

MRLGA representatives at SAROC in 2022/23 were President, Mayor Peter Hunt and Deputy President Mayor Caroline Phillips from July to November 2022. In January 2023, the SAROC Representatives voted in were Mayor Caroline Phillips and Mayor Paul Simmons.

MRLGA supports SAROC by attending meetings, submitting items of business and preparing regional reports. The committee met on:

- 21 July 2022
- 14 September 2022
- 28 October 2022
- 19 January 2023
- 2 March 2023
- 11 May 2023

A link to the 2022-23 SAROC Annual Business Plan (as adopted by the LGA Board of Directors, pages 43-51) is provided below outlining the key priorities, projects and deliverables set by the region for LGA.

https://www.lga.sa.gov.au/ data/assets/pdf file/0021/1147008/Public-LGA-Board-of-Directors-Agenda-19-May-2022.pdf

An overview of the initiatives listed in the Annual Business Plan for 22/23 include:

- Housing supply and affordability
- Digital Connectivity
- Regional Medical workforce
- Hoarding and Squalor
- Planning Reforms
- Jetties Asset Management
- Coastal Management
- Water Policy
- Circular Economy and regional waste management
- Cat Management
- Rating equity and mandatory rebates

CEO Network

The MRLGA CEO Network is established as a strategic advisory group to the MRLGA Board as well as to assist and advise the MRLGA CEO in governance, project delivery and the development and implementation of the Annual Business Plan, or other plans. As the name suggests its membership is the CEOs of the eight constituent councils. The Charter outlines at Clause 7.11.8 that the Network will operate on an informal basis, and is therefore not subject to formal meeting procedures.

The Network provided a range of support including oversight, updates, feedback, guidance and discussion regarding :

- Onboarding and establishment of the new CEO
- MR (Drought Resilience) Plan
- MRLGA's role in the Flood
- 22/23 SLRP
- Water Position Paper
- Waste and Resource Recovery Strategy (and Contracts) and future resourcing
- VIC Cross Border Commissioner update
- Using Regional Plans (by DTI) to advocate for freight routes

The MRLGA wishes to acknowledge the enormous dedication that regional CEO's play each and every day in our region to:

- Support healthy teams and cultures amongst staff and working environments at Council's
- Guiding successful services, governance, reporting and oversight to Council operations
- Providing leadership, strategic thinking (for micro and macro applications) and professionalism to the local government sector and more.

The role they play is instrumental in setting the tone of successful Council operations, and without them the MRLGA would not be as enhanced and capable as it is without them, both individually and collectively.

The 22/23 year was significantly consumed by planning, preparation, responding and recovering to flood for many of them.

Beginning in October 2022, the peak struck in January 2023 but recovery is ongoing even though business as usual returned early 2023. The State has described the event as one of the largest emergency's the state has endured and the outstanding efforts from all flood impacted CEO's and Staff warrant the highest recognition and respect. In recognition of the CEO's from flood impacted Councils we list (from the border, south):

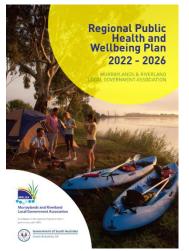
- Tony Siviour, Renmark Paringa Council
- David Beaton, District Council of Loxton Waikerie
- Dylan Strong, Berri Barmera Council
- Ben Scales, Mid Murray Council,
- Michael Sedgeman and Heather Barclay, Rural City of Murray Bridge
- Bridget Mather, Coorong District Council

MRLGA also wishes to acknowledge CEO, Martin Borgas of District Council of Karoonda East Murray who provided operational staff and equipment to a neighbouring council for immediate levee construction during the event. It goes to show that no matter the size of a Council, the spirit of giving and supporting others in tough times exists in our regional community.

Overall the year for regional CEO's across the region was a success. Constantly going above and beyond to position Council's to be the best they can and through their leadership, they continue to advance regional Councils. Now business has returned back to normal for many flood impacted Councils, MRLGA looks forward to engaging with the network and providing a platform for these amazing leaders to collaborate and continue to identify the opportunities that benefit the regional community.

Placed Based Regional Strategies (Collaborating for efficiency and community. Delivered through Committees)

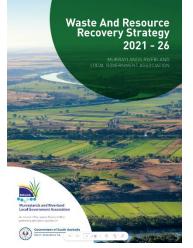
Statutory strategy pursuant to the Public Health and Wellbeing Act



The MRLGA Regional Public Health and Wellbeing Committee includes Directors, from each of the 8 constituent councils with the Public Health and Wellbeing portfolio. Key activities included:

- Strategy was released in 2022.
- Compilation and finalising of Section 52 (*Public Health Act 2011*) reports for the Deputy Chief Public Health Officer for submission by September 2022.
- An external services agreement with RDAMR to provide PH&W Co-ordination services was placed on hold and reviewed. A further review of the nature and scale of administration and resource support required by MRLGA to deliver parts of the regional strategy is underway.
- Goal 3 of the Strategy relates to Emergency Management. MRLGA undertook the following activities in accordance with the Strategy:
- Obtained funding for wellbeing resources during the floods.
- Participate and respond to decisions of the Murray and Mallee Zone Emergency Management Committee
- Share resources to help ensure our community is prepared and knows how to respond in an emergency.
- Participated in emergency management and disaster response planning.

Statutory strategy pursuant to the Waste and Resource Recovery Strategy



The MRLGA Regional Waste & Resource Recovery Committee includes Directors from each of the 8 constituent councils. Key activities included:

- Establishment of a Regional Waste and Resource Recovery Committee was established in January 2023.
- Award and contract execution of a regional wide waste services contract.
- Establishment of a Regional Performance Working Group, with representation from all 5 regional councils participating in the waste services contract, and a 6 regional council is an observatory capacity.
- Submission to the CEO Network tabling resourcing options and needs to support delivery of the strategy.
- Partnership building with other Councils in regards to the scope and methods for Education Officers on waste strategy's and kerbside pick up changes.

Collaborative strategy enabling better funding to the region for roads.

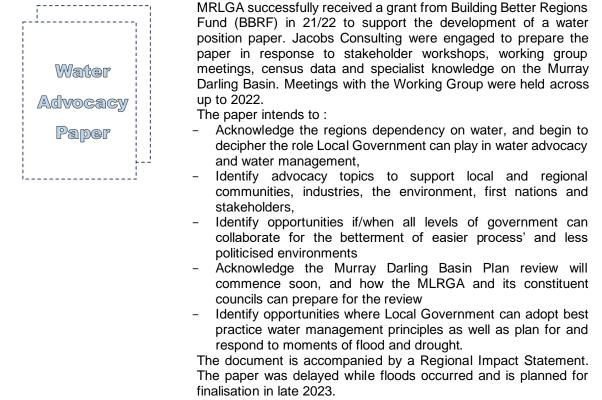
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MRLGA Regional Transport and Assets (RTA) Committee is a forum that brings together the Directors of Infrastructure, Assets and Environment from each of the 8 constituent councils. Key activities of the committee included:

- An update to the 2030 Regional Transport Plan during 22/23 which included;
- Update to the Regional Roads Action Plan
- Walker Flat Road in District Council of Karoonda East Murray was upgraded to a regionally significant freight route.
- Co-ordinated the application process for Councils to the Special Local Roads Program.
- Subsequent submission of four projects for SLRP funding in May 2023.
- Enhancement of MRLGA Regional Roads GIS
- Roads Construction and Maintenance Standards Update

Following a report developed through SAROC on regional roads, the MRLGA participated in a working group with DIT to begin to discuss the findings of the report.

Collaborative piece to facilitate early discussions ahead of stakeholder engagement for Murray Darling Basin Plan (2.0).



In addition to looking within the regional sector for collaboration, efficiency, shared resources, knowledge or other opportunities, the Association collaborated other Regional LGA's.

Regional LGA's, Chief Executive Officers

The Regional LGA's CEO Group is an informal meeting of Executive Officers of the Regional Local Government Associations. Functions of the Management Group include:

- o Provide input into SAROC Business Plan and the Agenda
- Develop a working relationship with the LGA Management team
- o Advocate on behalf of the regions and regional initiatives
- Share information and provide collegiate support
- Coordinate collaborative project activity

Meetings of the Management Group were held on:

- 1. Thursday, 8 July 2021
- 2. Monday, 6 September 2021
- 3. Tuesday, 8 February 2022
- 4. Thursday, 28 April 2022

The Association also availed itself to other opportunities occurring in the region including:

Future Drought Fund

In 20/21 two South Australian regions were selected to participate in a pilot year to develop Regional Drought Resilience Plans. The plans in SA were funded by the Australian Government's Future Drought Fund Program: Regional Drought Resilience Planning Program to the approximate value of \$1.18m.

The MRLGA were invited to participate in a joint partnership with Regional Development Australia, Murraylands and Riverland (RDAMR) and Landscape Board, Murraylands and Riverland to develop a regional drought resilience plan.

For more information on the background, process or a copy of the plan, please visit:



- MR Plan landing page https://www.mrplan.com.au/theplan
- The Process <u>https://rdamr.com.au/information/mrplan/#:~:text=The%20Murraylands%20a</u> <u>nd%20Riverland%20Plan%20(MR%20Plan)%20is%20about%20supporting.</u> Riverland%20towards%20achieving%20this%20vision.
- Future Drought Fund, Regional Drought Resilience Program <u>https://www.agriculture.gov.au/agriculture-land/farm-food-</u> <u>drought/drought/future-drought-fund/regional-drought-resilience-</u> <u>planning#daff-page-main</u>

The Murraylands and Riverland (MR) (Drought Resilience) Plan was finalised as draft in May 2022 and submitted to PIRSA and CSIRO for review. In November 2022 CSIRO released a report on its review and provided 19 items of feedback. The Steering Committee reviewed the feedback and comments to the CSIRO report were submitted back as part of next steps to the funding program.

Operational (external) Service Agreements

The list below outlines the Service Agreements MRLGA held in 22/23 to support operations:

- Regional Development Australia (Murraylands and Riverland), Public Health and Wellbeing Coordinator Services (in Q1 and Q2)
- Payroll and BAS services provided by EKM Accounting (22/23).

2022 / 2023 Audit

The 22/23 external audit was undertaken by Dean Newbery (ABN 30 164 612 890) Financial Statements prepared by Formula Accounting (ABN 50 410 043 228)

Murraylands and Riverland Local Government Association

General Purpose Financial Reports

for the year ended 30 June 2023

Murraylands and Riverland Local Government Association

General Purpose Financial Reports

for the year ended 30 June 2023

Table of Contents

	Page #
Council Certificate	1
Principal Financial Statements	
Statement of Comprehensive Income	2
Statement of Financial Position	3
Statement of Changes in Equity	4
Statement of Cash Flows	5
Notes to, and forming part of, the Principal Financial Statements	

- Note 1 Significant Accounting Policies
- Note 2 Income
- Note 3 Expenses
- Note 4 Current Assets
- Note 5 Liabilities
- Note 6 Reconciliation of Cash Flow Statement
- Note 7 Financial Instruments
- Note 8 Related Party Transactions

Audit Report - Financial Statements

Association Certificate of Audit Independence

Auditor Certificate of Audit Independence

Murraylands and Riverland Local Government Association Statement of Comprehensive Income

for the year ended 30 June 2023

		2023	2022
	Notes	\$	\$
INCOME			
Council Subscriptions	2	215,204	199,695
Grants, Subsidies and Contributions	2	116,232	82,783
Investment income	2	27,332	6,478
Total Income		358,768	288,956
EXPENSES			
Employee costs	3	179,892	-
Materials, contracts & other expenses	3	80,791	373,836
Total Expenses		260,683	373,836
OPERATING SURPLUS / (DEFICIT)		98,085	(84,880)
	—		
Other Comprehensive Income			
Total Other Comprehensive Income		-	
TOTAL COMPREHENSIVE INCOME		98,085	(84,880)

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

Statement of Financial Position

as at 30 June 2023

		2023	2022
ASSETS	Note	es \$	\$
Current Assets			
Cash and cash equivalents	4	1,057,115	897,507
Trade & other receivables	4	2,366	30,071
		1,059,481	927,578
	Total Current Assets	1,059,481	927,578
Total Assets		1,059,481	927,578
LIABILITIES			
Current Liabilities			
Trade & other payables	5	62,841	41,515
Provisions	5	12,492	
	Total Current Liabilities	75,333	41,515
Total Liabilities		75,333	41,515
NET ASSETS		984,148	886,063
EQUITY			
Accumulated surplus		984,148	886,063
TOTAL EQUITY		984,148	886,063

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

Statement of Changes in Equity for the year ended 30 June 2023

		Acc'd Surplus	TOTAL EQUITY
2023	Notes	\$	\$
Balance at end of previous reporting period		886,063	886,063
Restated opening balance		886,063	886,063
Net Surplus / (Deficit) for Year		98,085	98,085
Balance at end of period	_	984,148	984,148

2022		
Balance at end of previous reporting period	970,943	970,943
Restated opening balance	970,943	970,943
Net Surplus / (Deficit) for Year	(84,880)	(84,880)
Balance at end of period	886,063	886,063

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

Statement of Cash Flows

for the year ended 30 June 2023

		2023	2022
CASH FLOWS FROM OPERATING ACTIVITIES	Notes	\$	\$
Receipts:			
Council Subscriptions		242,909	170,922
Investment receipts		27,332	6,478
Grants utilised for operating purposes		116,232	82,783
Other revenues		-	7,856
Payments:			
Employee costs		(146,059)	-
Materials, contracts & other expenses	_	(80,806)	(400,871)
Net Cash provided by (or used in) Operating Activities	6b	159,608	(132,832)
	_		
Net Increase (Decrease) in cash held		159,608	(132,832)
Cash & cash equivalents at beginning of period	6	897,507	1,030,339
Cash & cash equivalents at end of period	6	1,057,115	897,507

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

Notes to and forming part of the Financial Statements

for the year ended 30 June 2023

Note 1 - Significant Accounting Policies

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

1 Basis of Preparation

1.1 Compliance with Australian Accounting Standards

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

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

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

1.4 Rounding

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

2 The Local Government Reporting Entity

The Association is a Regional Subsidiary under Section 43 and Schedule 2 of the SA Local Government Act 1999.

The Constituent Councils are:

Berri Barmera Council Coorong District Council District Council Loxton Waikerie District Council Karoonda East Murra Mid Murray Council Renmark Paringa Council Rural City of Murray Bridge Southern Mallee District Council

All funds received and expended by the Group have been included in the Financial Statements forming part of this Financial Report.

3 Income recognition

3.1 Revenue

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

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

Notes to and forming part of the Financial Statements

for the year ended 30 June 2023

Note 1 - Significant Accounting Policies

In other cases, AASB 1058 applies when Association enters into transactions where the consideration to acquire an asset is significantly less than the fair value of the asset principally to enable the entity to further its objectives. The excess of the asset recognised (at fair value) over any 'related amounts' is recognised as income immediately, except in the case where a financial asset has been received to enable the Association to acquire or construct a recognisable non-financial asset that is to be controlled by the Association. In this case, the Association recognises the excess as a liability that is recognised over time in profit and loss when (or as) the entity satisfies its obligations under the transfer.

4 Cash, Cash Equivalents and Other Financial Instruments

4.1 Cash, Cash Equivalent Assets

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

4.2 Other Financial Instruments

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

All financial instruments are recognised at fair value at the date of recognition, except for trade receivables from a contract with a customer, which are measured at the transaction price.

5 Payables

5.1 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.

5.2 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 Association assets, are recognised as liabilities until the service is delivered or damage reinstated, or the amount is refunded as the case may be.

6 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.

7 New and amended standards and interpretations

The Association applied for the first-time certain standards and amendments, which are effective for annual periods beginning on or after 1 January 2022. New standards and amendments relevant to the Association are listed below. The Association has not early adopted any other standard, interpretation or amendment that has been issued but is not yet effective.

Notes to and forming part of the Financial Statements

for the year ended 30 June 2023

Note 1 - Significant Accounting Policies

8 Superannuation

The Association contributed the statutory 10.5% Superannuation Guarantee to the nominated superannuation fund of the Executive Officer.

9 Provisions

9.1 Employee Benefits

Liabilities for employee's 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 on-costs) 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 on-costs) to be made in respect of services provided by employees up to the reporting date.

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. No payment is made for untaken sick leave.

10 Contingent Liabilities and Contingent Assets

At 30 June 2023, the Association is unaware of any liability, contingent or otherwise, which has not already been recorded elsewhere in this financial report.

11 Events after the end of the reporting period

There are no events subsequent to 30 June 2023 that need disclosure in the financial statements.

12 Economic Dependence

The Association is dependent on the Local Councils within its jurisdiction and other funding bodies for the majority of the revenue used to operate the business. At the date of this report, the Board believe that the Local Councils and other bodies will continue to fund the Association.

Notes to and forming part of the Financial Statements

for the year ended 30 June 2023

Note 2 - INCOME

	2023	2022
1	Notes \$	\$
COUNCIL SUBSCRIPTIONS		
General Subscriptions	215,204	199,695
	215,204	199,695
INVESTMENT INCOME		
Interest on investments:		
Local Government Finance Authority	27,332	6,478
	27,332	6,478
GRANTS, SUBSIDIES, CONTRIBUTIONS		
Other grants, subsidies and contributions		
Regional Capacity Buildings	40,000	42,783
Community Wellbeing Alliance	40,000	40,000
Building Better Regions	36,232	-
	116,232	82,783
Sources of grants		
Commonwealth government	76,232	42,783
State government	40,000	40,000
	116,232	82,783

Notes to and forming part of the Financial Statements

for the year ended 30 June 2023

Note 3 - EXPENSE

		2023	2022
	Notes	\$	\$
EMPLOYEE COSTS			
Salaries and Wages		150,000	-
Employee leave expense		12,492	-
Superannuation	1.8	15,750	-
Workers' Compensation Insurance	_	1,650	
Total Operating Employee Costs	-	179,892	
Total Number of Employees		1	-
(Full time equivalent at end of reporting period)			
MATERIALS, CONTRACTS & OTHER EXPENSES			
Prescribed Expenses			
Auditor's Remuneration			
- Auditing the financial reports		2,900	3,200
Elected members' expenses	_	3,025	3,200
Subtotal - Prescribed Expenses	_	5,925	6,400
Other Materials, Contracts & Expenses			
Accounting Services		3,726	-
Administration Support		-	7,433
CEO Succession Planning		1,950	21,793
Computer & Software		2,076	2,347
Executive Officer Contract Services		-	121,780
Insurance		6,725	4,804
Meeting Expenses		2,281	2,140
Office Expenses		5,184	-
Project Expenditure		50,268	202,719
Website Maintenance		50	4,116
Sundry		2,606	304
Subtotal - Other Materials, Contracts & Expenses	_	74,866	367,436
	_	80,791	373,836

Notes to and forming part of the Financial Statements

for the year ended 30 June 2023

Note 4 - CURRENT ASSETS

	2023	2022
CASH & EQUIVALENT ASSETS	Notes \$	\$
Cash on Hand and at Bank	103,704	156,621
Deposits at Call	953,411	740,886
	1,057,115	897,507
TRADE & OTHER RECEIVABLES		
Subscriptions - General & Other	2,366	16,500
GST Recoupment		13,571
	2,366	30,071
Subscriptions - General & Other	2,366	16,500 13,571

Notes to and forming part of the Financial Statements

for the year ended 30 June 2023

Note 5 - LIABILITIES

2023 \$			2022		
			\$		
Notes	Current	Non- current	Current	Non- current	
	-	-	15	-	
	40,000	-	40,000	-	
	10,347	-	-	-	
_	12,494	-	1,500	-	
-	62,841	-	41,515	-	
	12,492	-	-	-	
_	12,492	-	-	-	
	Notes –	\$ Notes Current 40,000 10,347 12,494 62,841 12,492	\$ Notes Current Notes Current 40,000 - 10,347 - 12,494 - 62,841 - 12,492 -	\$ \$ \$ Notes Current Current - - 15 40,000 - 40,000 10,347 - - 12,494 - 1,500 62,841 - 41,515	

Murraylands and Riverland Local Government Association Notes to and forming part of the Financial Statements for the year ended 30 June 2023

Note 6 - RECONCILIATION TO CASH FLOW STATEMENT

(a) Reconciliation of Cash

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

		2023	2022
	Notes	\$	\$
Total cash & equivalent assets	4	1,057,115	897,507
Less: Short-term borrowings		-	-
Balances per Cash Flow Statement	-	1,057,115	897,507
(b) Reconciliation of Change in Net Assets to Cash from Operati	ng Activitie	es	
Net Surplus (Deficit)		98,085	(84,880)
Add (Less): Changes in Net Current Assets			
Net (increase) decrease in receivables		27,705	(20,917)
Net increase (decrease) in trade & other payables		21,326	(27,035)
Net increase (decrease) in other provisions		12,492	-
Net Cash provided by (or used in) operations	_	159,608	(132,832)

Notes to and forming part of the Financial Statements

for the year ended 30 June 2023

Note 7 - FINANCIAL INSTRUMENTS

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

Accounting Policies - Recognised Financial Instruments

Bank, Deposits at Call, Short Term Deposits	Accounting Policy: initially recognised atfair value and subsequently measured atamortised cost, interest is recognised when earned
	Terms & conditions: Short term deposits are available on 24 hour call with the LGFA and have an interest rate of 4.3% as at 30 June 2023 (2022: 1.05%)
	Carrying amount: approximates fair value due to the short term to maturity.
Receivables - Trade and other debtors	Accounting Policy: Carried at nominal value
	Terms & conditions: Amounts due have been calcualted in accordance with the terms and conditions of the respective programs following advice of approvals, and do not bear interest.
	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 Association.
	Terms & conditions: Liabilities are normally settled on 30 day terms.
	Carrying amount: approximates fair value.

Notes to and forming part of the Financial Statements

for the year ended 30 June 2023

Note 7 - FINANCIAL INSTRUMENTS (con't)

Liquidity Analysis

2023		Due < 1 year	Due > 1 year <u><</u> 5 years	Due > 5 years	Total Contractual Cash Flows	Carrying Values
<u>Financial Assets</u>		\$	\$	\$	\$	\$
Cash & Equivalents		1,057,115			1,057,115	1,057,115
Receivables		2,366			2,366	2,366
	Total	1,059,481	-	-	1,059,481	1,059,481
Financial Liabilities						
Payables		22,841			22,841	22,841
	Total	22,841	-	-	22,841	22,841
2022		Due < 1 year	Due > 1 year; <u><</u> 5 years	Due > 5 years	Total Contractual Cash Flows	Carrying Values
Financial Assets		\$	\$	\$	\$	\$
Cash & Equivalents		897,507			897,507	897,507
Receivables		30,071			30,071	30,071
	Total	927,578	-	-	927,578	927,578
Financial Liabilities						
Payables		1,515			1,515	1,515

Murraylands and Riverland Local Government Association Notes to and forming part of the Financial Statements

for the year ended 30 June 2023

Note 7 - FINANCIAL INSTRUMENTS (con't)

Net Fair Value

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

Risk Exposures:

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

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

<u>Liquidity Risk</u> is the risk that Association 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. The Association also has available a range of bank overdraft and standby borrowing facilities that it can access.

<u>Interest Rate Risk</u> is the risk that future cash flows will fluctuate because of changes in market interest rates. The Association 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.

Murraylands and Riverland Local Government Association Notes to and forming part of the Financial Statements for the year ended 30 June 2023

Note 8 - RELATED PARTY DISCLOSURES

KEY MANAGEMENT PERSONNEL

The Key Management Personnel of the Association include the Mayors/Chairpersons of the constituent Councils and the CEO. The following total compensation was paid:

	2023	2022
	\$	\$
CEO salary and superannuation	165,750	-
CEO Contract	-	121,780
Member Allowance	3,025	3,200
TOTAL	168,775	124,980

PARTIES RELATED TO KEY MANAGEMENT PERSONNEL

During the reporting period, no Key management Personnel or parties related to them had any transactions on more favourable than those available to the public.

OTHER RELATED PARTIES	2023	2022
Amounts received from Related Parties during the financial year and owed by Related Parties at the end of the financial year (inclusive of GST).	\$	\$
Berri Barmera Council	23,726	21,630
Coorong District Council	19,923	17,559
District Council Loxton Waikerie	27,074	24,080
District Council Karoonda East Murra	10,343	9,444
Mid Murray Council	26,004	22,800
Renmark Paringa Council	22,000	19,165
Rural City of Murray Bridge	41,320	35,420
Southern Mallee District Council	13,343	11,632
SLRP Surcharge	31,472	37,965
TOTAL	215,205	199,695

Description of Services provided to all Related Parties above:

The Association's primary purpose focuses on the wealth, wellbeing and social cohesion of these communities via a sustainable approach of productive landscapes and natural environment. Its focus is on the key roles of local government.

Thank you

To the MRLGA Board, CEO Network, Committees, Berri Barmera Council, Coorong District Council, District Council of Karoonda East Murray, District Council of Loxton Waikerie, Mid Murray Council, Renmark Paringa Council, Rural City of Murray Bridge, Southern Mallee District Council, Elected Members, Landscape Board MR, Regional Development Australia MR, PIRSA, SAROC, LGA, engaged consultants, ZEMC, ZEST, SAPOL, Wellbeing SA, SA State Government Departments, MDA, MDBA, LGFA, First Nations and our vibrant, passionate, hard working and connected community. Thank you for your ongoing efforts to nurture the Murraylands and Riverland region to a :

Connected Region, Resilient Community, Economic Opportunity and Healthy Environment .

ADELAIDE HILLS REGION WASTE MANAGEMENT AUTHORITY ANNUAL REPORT INCLUDING FINANCIAL STATEMENTS 2022-23







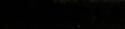


The Rand City of MURRAY BRIDGE

HITACHI

SUSTAINABLE WASTE MANAGEMENT THROUGH SHARED SERVICES





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CONTENTS





ABOUT AHRWMA

The Adelaide Hills Region Waste Management Authority is a Local Government Regional Subsidiary established by The Adelaide Hills Council, Alexandrina Council, Mount Barker District Council and Rural City of Murray Bridge, pursuant to Section 43 of the *Local Government Act*, 1999.

Our Member Councils resolved to work together via the Authority to coordinate waste management and recycling within the region. Under our Charter the Authority's purpose is to facilitate, co-ordinate and undertake waste management including waste collection, treatment, disposal and recycling within the Region.

The Authority's business activities include landfill operations, resource recovery centre management, hook-lift truck transport services and mobile concrete crushing services on behalf of and for the benefit of our Member Councils. The Authority also represents our Member Councils in relevant forums, provides technical waste and resource management advice and coordinates education services across the region. The Authority operates a landfill facility, currently receiving over 50,000 tonnes of material annually, with approximately 44,000 tonnes being disposed to the active landfill cells. We have a strong focus to divert waste from landfill, extracting materials such as metals, construction and demolition waste, tyres and mattresses for processing and reuse.

The Brinkley and Heathfield facilities receive over 10,000 tonnes of material annually, with approximately 7,800 tonnes recovered and diverted from landfill – a diversion rate of 72%. We recover resources such as E-waste, chemical containers, polystyrene, cardboard, tyres, mattresses, green organics and concrete. We also receive household chemicals for environmentally appropriate storage, management and disposal.

Our reviewed Charter was Gazetted in June 2022 and under this Charter our five-member Board, including an Independent Chair was established. Our Audit Committee Terms of Reference were reviewed with a new Audit and Risk Committee, including two independent members being appointed in February 2023.



POPULATION 134,841

OUR REGION





FROM THE INDEPENDENT CHAIRPERSON

I am pleased to present our Annual Report for the 2022-23 fiscal year. This year marks not only the first full year of operation under our revised Charter and the establishment of a new Board structure, but also my inaugural year as the Independent Chair of the Authority.

Our commitment to our mission remained steadfast throughout the year. We continued to operate a compliant landfill while championing the principles of the Circular Economy. Notably, we diverted approximately 14,000 tonnes of waste from landfill, redirecting these materials toward reprocessing and reuse, a clear example of our commitment to sustainability. Our efforts extended to assisting our Constituent Councils in managing challenging waste streams, demonstrated by the dedicated drop-off facility at the Heathfield Resource Recovery Centre. Here, over 48 tonnes of chemicals found safe disposal, removing hazardous materials from our environment and minimising risks to our communities.

We were delighted to welcome a new Circular Economy Officer to the Authority's team and eagerly anticipate the contributions this position will make to both our organisation and our Constituent Councils.

With the assistance of Green Industries SA, we provided vital support in the wake of the significant River Murray Flooding event in early 2023. Our efforts assisted with the safe and ethical disposal of damaged infrastructure, facilitating the cleanup for residents and mitigating potential health risks from flood-damaged materials.

Our unwavering commitment to workplace health and safety (WHS) has continued and we are pleased to have recorded no lost time injuries. We were also honoured to be recognised as a major regional winner of the LGA's WHS award for our exemplary training competency process, reaffirming our commitment to a safe working environment.



Financially, we exceeded expectations, realising a surplus which will be invested in asset and infrastructure replacement, maintenance, and capital projects, ensuring our longterm sustainability.

I would like to extend my appreciation to our Executive Officer, Leah Maxwell, whose dedication has been instrumental in our achievements. Equally, I wish to thank our staff whose commitment drives our mission forward. We are fortunate to have such a skilled and dedicated team working diligently for the benefit of our Councils and communities.

I would also like to acknowledge the contributions of our Board Members and our Audit and Risk Committee. Their guidance, leadership, and dedication have been pivotal in striving for the best outcomes for the Authority and its Constituent Councils. To our Constituent Councils, I extend my gratitude for your continued collaboration, support, and trust in our organisation. As we move forward, the Authority remains committed to improving governance and risk management across all facets of our operation. We are dedicated to assisting our Constituent Councils in delivering efficient and effective waste and resource management services. Beyond our core services, we maintain an active presence in the wider industry, representing our Constituent Councils in relevant forums.

Thank you for your continued partnership and trust in the Authority. Together, we look forward to another year of progress, sustainability, and success.

ADRIAN SKULL

Independent Chairperson







BOARD MEMBERS JUNE 2023

The Authority is administered by a Board in accordance with the requirements of the Local Government Act, the Authority's Charter and applicable policies. The Board is responsible for the overall governance, management and strategic direction of the Authority. The Board meets at least 5 to 6 times each financial year.

INDEPENDENT CHAIR



ADRIAN SKULL 5 of 5 Meetings

MOUNT BARKER DISTRICT COUNCIL



ALEX OULIANOFF Board Member 5 of 5 Meetings



CR BRADLEY ORR Deputy Board Member 0 Meetings

ADELAIDE HILLS COUNCIL



CR LUCY HUXTER Board Member 2 of 3 Meetings



JOHN MCARTHUR Deputy Board Member 0 Meetings



RURAL CITY OF

MURRAY BRIDGE

HEATHER BARCLAY Board Member 2 of 4 Meetings



BRAD WARNCKEN Deputy Board Member 2 Meetings

ALEXANDRINA COUNCIL



ANDY BAKER Board Member 2 of 3 Meetings



GARY LYONS Deputy Board Member 0 Meetings

Deputy Members attend meetings only as required

Historical Board Member & Deputy Attendances FY2023

Board Member	Attended
John McArthur	2 of 2
Michael Scott	1 of 1
Tim Tol	1 of 1
Deputy Member (attendance as requ	ired)
Phil Burton	0

AUDIT AND RISK COMMITTEE

The Audit Committee's Terms of Reference were reviewed with a new Audit and Risk Committee established in February 2023, consisting of 2 Board Members and 2 Independent Members.

ARC Member Attendances June 2023

Member	Attended
Alex Oulianoff (Mount Barker)	5 of 5
Elizabeth Williams (Independent Chair)	3 of 3
Rebecca Wilson (Independent Member)	3 of 3
Heather Barclay (Murray Bridge)	3 of 4
Historical Attendances Pre Feb 2023	
Peter Brass (Independent Chair)	2 of 2
Greg Parker (Mount Barker)	1 of 1
Elizabeth Williams (Alexandrina)	0 of 1

MANAGING DIFFICULT WASTE STREAMS AND DRIVING A CIRCULAR ECONOMY

Diverted, Recovered & Reprocessed

300 tonnes of cardboard

848 tonnes of metal & batteries

109 tonnes of mattresses

12 tonnes of tyres

19 tonnes of polysterene & hard plastics

72 tonnes of E-waste

0.45 tonnes of x-rays

Over 6,000 tonnes

OF GREEN ORGANICS PROCESSED IN TO MULCH AND COMPOST

Over 9,900 tonnes

OF C&D & SOILS DIVERTED FROM LANDFILL

safely disposed 48 tonnes of chemicals



Actions, Targets and Measures	Measurable Outcome	Status
Embrace the waste hierarchy and circular economy principles - the Authority will aim to assist and positively influence the recycling markets as much as possible via its operations and services.	Authority activities, operations and projects align with waste hierarchy and circular economy.	Achieved and ongoing. We continue to divert waste from landfill where possible and ensure our activities align with the waste hierarchy and circular economy.
Represent Constituent Councils in the waste and resource recovery sector.	Provide responses on behalf of Constituent Councils to State, Federal and other communications regarding legislation/policy changes etc. Attend WMRR meetings and actively participate in State and Federal waste/resource recovery LGA/State/ Federal/industry groups.	Achieved and ongoing. The Authority's representatives have attended WMRR meetings and industry group meetings/conferences throughout the year and have submitted regional responses regarding policy and industry changes.
Induct the newly appointed Board and Independent Chair.	New Board inducted.	Complete.
Finalise the 10-year Strategic Plan.	Final plan adopted and implemented.	Draft document and workshop complete.
Consider landfill gas management at the Brinkley Landfill site.	Complete Landfill Gas Feasibility Study and consider management options.	Feasibility study complete – Project ongoing.
Implement staged capping and closure of Brinkley Landfill cells in accordance with capping and closure plan.	Capping completed in accordance with plan.	Draft plan is being revised to incorporate LFG feasibility study – Project ongoing.
Continue to manage the Brinkley Landfill site and cell construction to maintain adequate airspace for waste disposal needs.	Ongoing review and assessment completed.	Complete. Cell under construction. Ongoing requirement.
Manage the Brinkley Landfill as a compliant facility.	All EPA compliance requirements are met.	Complete. Ongoing requirement.

Actions, Targets and Measures	Measurable Outcome	Status
Establish the landfill to be a model and leading-edge regional facility. Utilise the landfill and transfer stations as educational tools where possible.	Site used for educational purposes (tours/presentations/photos and articles).	Complete and ongoing. The Authority uses the site to facilitate visits from schools and community groups and uses photos for educational purposes.
Continue to establish the Authority as an expert in the field of waste and resource management and act as an information source for Constituent Councils and their communities.	Information provided to Constituent Councils and communities on an ongoing basis.	Complete and ongoing. Newsletter established and provided to stakeholders.
Continue to implement media and advertising programs aiming to increase education across the region.	Manage an updated website and increase social media presence.	Complete. Website updated and managed.
Continue to explore options to coordinate Constituent Council waste services where cost savings can be identified and progressively implement approved shared services across Constituent Councils.	W&RRO is established. Shared services implemented, where there is benefit to Constituent Councils	Complete – position established and filled. Ongoing.
Hold quarterly meetings with key senior staff from each of the Constituent Councils to consider Council priorities.	A minimum of four meetings held.	Not complete. Regular meetings have been held with some Councils, not all on a consistent basis.
Continue to operate the Resource Recovery Centres efficiently, with a focus on resource recovery, waste hierarchy and cost effectiveness.	Continue to divert waste from landfill where possible. Maintain the net result where possible and work towards a break-even position.	Complete. The RRC's achieved average diversion rate of 72%. Ongoing requirement.
Continue to review and update WHS policies and systems.	WHS and policies reviewed.	Complete. Ongoing requirement.
Work with the LGA Mutual Liability Scheme to ensure the Authority is meeting requirements.	Meeting held with scheme reps and programs implemented where required.	Complete. Ongoing requirement.
Implement the Waste and Resource Management Plan and action the initiatives identified within this plan.	Waste and Resource Recovery Plan implemented.	Not Complete. Draft document complete, which informed the Strategic Plan. Document to be updated and presented to the Board/ Constituent Councils for endorsement.
Create a Waste and Resource Recovery Officer Position within the Authority – providing Strategic Support for Constituent Councils.	Waste and Resource Recovery Officer Position implemented.	Complete. Circular Economy Officer appointed.



FINANCIAL INDICATORS

The Authority's financial indicator performance targets assist in ensuring the long term financial sustainability of the Authority.

Indicators	Short Term Target	Long Term Target	Original Budget	Year End Actual
Operating Surplus/(Deficit)	>0%	2%	1%	5%
Net Financial Liabilities Ratio	70%	55%	29%	10%
Interest Cover Ratio	1.5%	1%	0.2%	0.1%
Asset Renewal Funding Ratio	100%	100%	45%	337%

The operating surplus/(deficit) ratio for year end actual is stronger than the original budget. This ratio continues to meet the short term target and for a second year in a row has meet the long term target of 5%. Meeting this target ensures 5% of total revenue is available to fund proposed capital expenditure.

Net financial liabilities ratio exceeded the original budget. Increased income and management of operating expenditure enabled the Authority to repay borrowings earlier than planned. A downward trend of 13% last end of year and 10% this year, indicates the Authority's ability to meet financial obligations from operating revenue is strengthening. Interest cover ratio indicates the Authority has used 0.1% of operating revenue to pay interest expenses. This is less than the original budget as borrowings were repaid earlier than anticipated.

The spike of the asset renewal funding ratio for end of year actual is a result of renewing capital as planned for FY2023 as well as capital that had not been renewed the previous year due to the impacts of the pandemic. This ratio for end of year FY2022 was 0%. The original budget of 45% was less than the short and long term target because the renewal of an asset as planned in the asset management plan, did not need replacing.

5 AUDITED FINANCIAL STATEMENTS

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Adelaide Hills Region Waste Management Authority

General Purpose Financial Reports for the year ended 30 June 2023

Adelaide Hills Region Waste Management Authority General Purpose Financial Reports

for the year ended 30 June 2023

Table of Contents

	Page #
Authority Certificate	" 1
Principal Financial Statements	
Statement of Comprehensive Income	2
Statement of Financial Position	3
Statement of Changes in Equity	4
Statement of Cash Flows	5
Notes to, and forming part of, the Principal Financial Statements	
Note 1 - Significant Accounting Policies	6
Note 2 - Income	10
Note 3 - Expenses	11
Note 4 - Asset Disposal & Fair Value Adjustments	13
Note 5 - Current Assets	14
Note 6 - Infrastructure, Property, Plant & Equipment & Investment Property	15
Note 7 - Liabilities	18
Note 8 - Reconciliation of Cash Flow Statement	19
Note 9 - Financial Instruments	20
Note 10 - Expenditure Commitments	22
Note 11 - Contingent Assets & Contingent Liabilities	22
Note 12 - Events Occuring After Reporting Date	22
Note 13 - Superannuation	23
Note 14 - Financial Indicators	24
Note 15 - Uniform Presentation of Finances	25
Note 16 - Leases	26
Note 17 - Related Party Transactions	27
Council Certificate of Audit Independence	28
Auditor Certificate of Audit Independence	32

Adelaide Hills Region Waste Management Authority Annual Financial Statements for the year ended 30 June 2023

CERTIFICATION OF FINANCIAL STATEMENTS

We have been authorised by the 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 2023 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.

maxuel Leah Maxwell **EXECUTIVE OFFICER**

..... Adrian Skull **CHAIRPERSON**

Date: 21 September 2023

Adelaide Hills Region Waste Management Authority Statement of Comprehensive Income

for the year ended 30 June 2023

-		2023	2022
	Notes	\$	\$
INCOME			
User charges	2	6,157,023	5,725,347
Grants, subsidies and contributions - Operating	2	15,000	20,000
Investment income	2	18,014	915
Other income	2	2,674,892	2,509,049
Total Income		8,864,929	8,255,311
EXPENSES			
Employee costs	3	1,814,004	1,608,869
Materials, contracts & other expenses	3	5,821,230	5,567,723
Depreciation, amortisation & impairment	3	810,157	680,098
Finance costs	3	7,709	14,485
Total Expenses	_	8,453,100	7,871,175
OPERATING SURPLUS / (DEFICIT)	-	411,829	384,136
Asset disposal & fair value adjustments	4	16,270	-
NET SURPLUS / (DEFICIT) transferred to Equity Statement	-	428,099	384,136
TOTAL COMPREHENSIVE INCOME	-	428,099	384,136

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

Adelaide Hills Region Waste Management Authority Statement of Financial Position

as at 30 June 2023

		2023	2022
ASSETS	Notes	\$	\$
Current Assets			
Cash and cash equivalents	5	1,478,418	1,051,069
Trade & other receivables	5	956,920	1,355,484
Inventories	5	10,554	9,153
Total Current Assets	_	2,445,892	2,415,706
Non-current Assets			
Infrastructure, property, plant & equipment	6	4,670,029	4,373,956
Total Non-current Assets	_	4,670,029	4,373,956
Total Assets	-	7,115,921	6,789,662
	_		
LIABILITIES			
Current Liabilities			
Trade & other payables	7	975,952	847,330
Borrowings	7	51,170	224,073
Provisions	7	269,474	338,649
Total Current Liabilities	-	1,296,596	1,410,052
Non-current Liabilities			
Borrowings	7	90,434	141,604
Provisions	7	1,956,092	1,893,306
Total Non-current Liabilities	_	2,046,526	2,034,910
Total Liabilities	_	3,343,122	3,444,962
NET ASSETS	-	3,772,799	3,344,700
EQUITY			
Accumulated surplus		3,772,799	3,344,700
TOTAL EQUITY	-	3,772,799	3,344,700

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

Adelaide Hills Region Waste Management Authority Statement of Changes in Equity for the year ended 30 June 2023

		Accumulated Surplus	TOTAL EQUITY
2023	Notes	\$	\$
Balance at end of previous reporting period		3,344,700	3,344,700
Net Surplus / (Deficit) for Year		428,099	428,099
Balance at end of period		3,772,799	3,772,799
2022	Notes	\$	\$
Balance at end of previous reporting period		2,960,564	2,960,564
Net Surplus / (Deficit) for Year		384,136	384,136
Balance at end of period		3,344,700	3,344,700

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

Adelaide Hills Region Waste Management Authority Statement of Cash Flows

for the year ended 30 June 2023

		2023	2022
CASH FLOWS FROM OPERATING ACTIVITIES	Notes	\$	\$
Receipts:			
User charges		6,020,093	5,669,183
Investment receipts		13,000	359
Grants utilised for operating purposes		15,000	20,000
Other revenues		3,204,067	2,994,261
Payments:			
Employee costs		(1,770,067)	(1,550,030)
Materials, contracts & other expenses		(5,774,423)	(5,597,961)
Finance payments		(8,474)	(17,954)
Net Cash provided by (or used in) Operating Activities		1,699,196	1,517,858
CASH FLOWS FROM INVESTING ACTIVITIES			
Receipts:			
Sale of replaced assets		149,265	_
Payments:		,	
Expenditure on renewal/replacement of assets		(1,079,713)	-
Expenditure on new/upgraded assets		(117,326)	(234,866)
Net Cash provided by (or used in) Investing Activities		(1,047,774)	(234,866)
CASH FLOWS FROM FINANCING ACTIVITIES			
Receipts:			
Proceeds from borrowings		-	(450,000)
Payments:			, , , , , , , , , , , , , , , , , , ,
Repayments of borrowings		(175,248)	-
Repayment of principal portion of lease liabilities		(48,825)	(46,560)
Net Cash provided by (or used in) Financing Activities		(224,073)	(496,560)
Net Increase (Decrease) in cash held		427,348	786,432
Cash & cash equivalents at beginning of period	8	1,051,069	264,637
Cash & cash equivalents at end of period	8	1,478,418	1,051,069

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

Notes to and forming part of the Financial Statements

for the year ended 30 June 2023

Note 1 - Significant Accounting Policies

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

1 Basis of Preparation

1.1 Compliance with Australian Accounting Standards

This general purpose financial report has been prepared 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 Authority is a Local Government Authority Section 43 regional subsidiary under the control of Adelaide Hills Council, Alexandrina Council, Mount Barker District Council and Rural City of Murray Bridge.

1.2 Historical Cost Convention

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

1.3 Critical Accounting Estimates

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

1.4 Rounding

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

2 The Local Government Reporting Entity

Adelaide Hills Region Waste Management Authority operates as a regional subsidiary pursuant to Section 43 of the Local Government Act 1999 and Secion 25 of the Local Government Implementation Act 1999, and has its principal place of business at c/- of Mount Barker District Council, 6 Dutton Road, Mount Barker. These financial statements have been prepared for use by Constituent Councils of the Authority.

3 Income recognition

3.1 Revenue

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

4 Cash, Cash Equivalents and Other Financial Instruments

4.1 Cash, Cash Equivalent Assets

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.

4.2 Other Financial Instruments

Receivables are generally unsercured 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 also form part of Note 9.

5 Inventories

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

Notes to and forming part of the Financial Statements

for the year ended 30 June 2023

Note 1 - Significant Accounting Policies

6 Infrastructure, Property, Plant & Equipment

6.1 Initial Recognition

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

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

6.2 Materiality

Assets with an economic life in excess of one year are only capitalised where the cost of acquisition exceeds materiality thresholds established by the Authority for each type of asset. In determining (and in annually reviewing) such thresholds, regard is had to the nature of the asset and its estimated service life. Examples of capitalisation thresholds applied during the year are given in Note 6. No capitalisation threshold is applied to the acquisition of land or interests in land.

6.3 Subsequent Recognition

All material asset classes are revalued on a regular basis such that the carrying values are not materially different from fair value. Significant uncertainties exist in the estimation of fair value of a number of asset classes including land, buildings and associated structures and infrastructure.

6.4 Depreciation of Non-Current Assets

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

Major depreciation periods for each class of asset are shown in Note 6. 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.

6.6 Borrowing Costs

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

Notes to and forming part of the Financial Statements

for the year ended 30 June 2023

Note 1 - Significant Accounting Policies

7 Payables

7.1 Goods & Services

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

7.2 Payments Received in Advance & Deposits

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

8 Borrowings

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

9 Provisions

9.1 Employee Benefits

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 on costs) 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 on-costs) 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 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.

Superannuation:

The Authority makes employer superannuation contributions in respect of its employees to the Hostplus Superannuation Scheme. The Scheme has two types of membership, each of which is funded differently. Details of the accounting policies applied and the Authority's involvement with the schemes are reported in Note 13.

9.2 Provisions for reinstatement, restoration, rehabilitation.

Expenditures relating to ongoing rehabilitation and restoration reduce any provision previously established.

The Authority recognises a capping liability for all past and present active landfill cell operational areas. For which capping rehabilitation works have not yet been completed.

The Authority recognises a capping liability for a historical cell given it is believed that it will be responsible for capping this area in future years and has accordingly recognised a liability. The Authority however is not presently obligated to undertake this work given the liability to cap the cell resides with the existing owners of the site.

The Authority has calculated the liability based on an alternate capping design being accepted by the Environmental Protection Authority South Australia (EPA) which is in the process of being approved. Should there be an unfavourable outcome from the alternate capping plan application process, this may result in further increases to the liability needing to be recorded in future periods.

Adelaide Hills Region Waste Management Authority Notes to and forming part of the Financial Statements

for the year ended 30 June 2023

Note 1 - Significant Accounting Policies

The Authority annually monitors the liability recorded for landfill rehabilitation and restoration estimates and make adjustment to the liability as required ensuring an accurate projected cost of the liability is showing in the Statement of Financial Position. 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. This was last reviewed and revalued by Golder Associates Ltd on 29 July 2019.

10 Leases

The Authority recognises lease liabilities to make lease payments and right-of-use assets representing the right to use the underlying assets, being the land leased at Brinkley Landfill.

i) Right-of-use assets

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

ii) Lease liabilities

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

GST Implications 11

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.

Adelaide Hills Region Waste Management Authority Notes to and forming part of the Financial Statements

for the year ended 30 June 2023

Note 2 - INCOME

		2023	2022
	Notes	\$	\$
USER CHARGES			
Waste processing and disposal fee		6,157,023	5,725,347
		6,157,023	5,725,347
INVESTMENT INCOME	-		
Interest on investments:			
Interest on investments		18,014	915
		18,014	915
OTHER INCOME	-		
Consultancy service		9,726	10,053
Waste officer contribution		-	59,588
Waste transfer station income		1,777,999	1,711,808
Waste transfer station recuperation		120,570	99,302
Transport income		404,709	317,837
Fuel tax rebate		57,159	52,185
Machinery charge out		103,320	109,774
Recycled income		46,838	15,745
Sundry	_	154,571	132,757
	_	2,674,892	2,509,049
GRANTS, SUBSIDIES, CONTRIBUTIONS	_	_	
Sundry	_	15,000	20,000
Sources of grants			
Other	_	15,000	20,000
	_	15,000	20,000

Note 3 - EXPENSE

		2023	2022
	Notes	\$	\$
EMPLOYEE COSTS			
Salaries and Wages		1,392,629	1,187,834
Employee leave expense		159,688	174,725
Superannuation - defined contribution plan contributions	13	142,868	123,126
Superannuation - defined benefit plan contributions	13	5,785	4,595
Workers' Compensation Insurance		41,663	46,358
Other employment related costs	_	71,371	72,231
Total Operating Employee Costs	-	1,814,004	1,608,869
Total Number of Employees (Full time equivalent at end of reporting period)		18	16
MATERIALS, CONTRACTS & OTHER EXPENSES			
Prescribed Expenses Auditor's Remuneration			
- Auditing the financial reports		5,405	5,289
Subtotal - Prescribed Expenses	-	5,405	5,289
·	-	3,403	5,203
Other Materials, Contracts & Expenses			
Materials, contractors and other		417,944	293,753
Waste transfer station expenses		1,240,894	1,212,752
Consultants		42,097	47,044
Administration and Board		135,220	76,094
EPA licence fee		9,986	9,793
Repairs and maintenance		199,387	201,980
Insurance and legal		57,129	39,978
EPA waste levy paid		3,372,177	3,394,154
Parts, accessories & consumables		323,355	263,237
Sundry (should not be a material amount)		17,636	23,649
Subtotal - Other Materials, Contracts & Expenses	_	5,815,825	5,562,434
	_	5,821,230	5,567,723
	_		

Note 3 - EXPENSE con't

		2023	2022
	Notes	\$	\$
DEPRECIATION, AMORTISATION & IMPAIRMENT			
Depreciation			
Road infrastructure		5,534	5,534
Buildings		15,686	15,062
Vehicles		32,258	31,501
Plant and equipment		394,950	317,487
Landfill cells		150,165	144,320
Leachate pond		8,697	8,697
Landfill rehabilitation		19,030	46,121
Landfill cell capping		135,294	62,833
Right of use assets	16	48,543	48,543
	_	810,157	680,098
FINANCE COSTS			
Interest on overdraft and short-term drawdown		1,116	8,323
Interest on Leases		6,593	6,162
	_	7,709	14,485

Adelaide Hills Region Waste Management Authority Notes to and forming part of the Financial Statements

for the year ended 30 June 2023

Note 4 - ASSET DISPOSALS AND FAIR VALUE ADJUSTMENTS

	2023	2022
Notes	\$	\$
INFRASTRUCTURE, PROPERTY, PLANT & EQUIPMENT		
Assets renewed or directly replaced		
Proceeds from disposal	149,265	-
Less: Carrying amount of assets sold	132,995	-
Gain (Loss) on disposal	16,270	-

Note 5 - CURRENT ASSETS

		2023	2022
CASH & EQUIVALENT ASSETS	Notes	\$	\$
Cash on Hand and at Bank		470,195	324,529
Deposits at Call	_	1,008,223	726,540
	_	1,478,418	1,051,069
TRADE & OTHER RECEIVABLES			
Accrued Revenues		184,818	705,312
Debtors - general	_	772,102	650,172
	_	956,920	1,355,484
INVENTORIES			
Stores & Materials		10,554	9,153
	_	10,554	9,153

Note 6 - INFRASTRUCTURE, PROPERTY, PLANT & EQUIPMENT (IPP&E)

	2022					20	23	
		\$'000				\$'0	00	
Fair Value Level	Fair Value	Cost	Acc' Dep'n	Carrying Amount	Fair Va l ue	Cost	Acc' Dep'n	Carrying Amount
Road infrastructure	-	138,352	(49,875)	88,477	-	138,352	(55,409)	82,943
Buildings	-	277,199	(121,244)	155,955	-	283,676	(136,930)	146,746
Vehicles	-	164,768	(87,244)	77,524	-	183,567	(87,470)	96,097
Plant and equipment	-	3,813,144	(2,056,669)	1,756,475	-	4,103,801	(1,710,293)	2,393,508
Landfill cells	-	2,559,142	(1,596,991)	962,151	-	2,559,142	(1,747,156)	811,986
Leachate pond	-	173,938	(71,500)	102,438	-	173,938	(80,197)	93,741
Landfill rehabilitation	461,206	-	(289,933)	171,273	452,668	-	(308,963)	143,705
Landfill cell capping	1,537,083	-	(699,074)	838,009	1,587,807	-	(834,368)	753,439
WIP	-	43,660	-	43,660	-	18,413	-	18,413
Right of use assets	-	323,623	(145,629)	177,994	-	323,623	(194,172)	129,451
Total IPP&E	1,998,289	7,493,826	(5,118,159)	4,373,956	2,040,475	7,784,512	(5,154,958)	4,670,029
Comparatives	-	9,182,710	(4,438,060)	4,744,650	1,998,289	7,493,826	(5,118,159)	4,373,956

This Note continues on the following pages.

Note 6 - INFRASTRUCTURE, PROPERTY, PLANT & EQUIPMENT

	2022		Carrying Amounts Movement During the Year								
	\$		\$								
	Carrying	Addi	tions		ons			Tran	sfers		Carrying
	Amount	New / Upgrade	Renewals	Disposals	Dep'n	Impair't	In	Out	Adjustment	Amount	
Road infrastructure	88,477	-	-	-	(5,534)	-	-	-	-	82,943	
Buildings	155,955	4,300	2,177	-	(15,686)	-	-	-	-	146,746	
Vehicles	77,524	-	67,749	(16,918)	(32,258)	-	-	-	-	96,097	
Plant and equipment	1,756,475	101,773	1,009,787	(116,077)	(394,950)	-	36,500	-	-	2,393,508	
Landfill cells	962,151	-	-	-	(150,165)	-	-	-	-	811,986	
Leachate pond	102,438	-	-	-	(8,697)	-	-	-	-	93,741	
Landfill rehabilitation	171,273	-	-	-	(19,030)	-	-	-	(8,538)	143,705	
Landfill cell capping	838,009	-	-	-	(135,294)	-	-	-	50,724	753,439	
WIP	43,660	11,253	-	-	-	-	-	(36,500)	-	18,413	
Right of use assets	177,994	-	-	-	(48,543)	-	-	-	-	129,451	
Total IPP&E	4,373,956	117,326	1,079,713	(132,995)	(810,157)	-	36,500	(36,500)	42,186	4,670,029	
Comparatives	4,744,650	260,416	-	-	(680,098)	-	-	-	48,988	4,373,956	

This note continues on the following pages.

Adelaide Hills Region Waste Management Authority Notes to and forming part of the Financial Statements

for the year ended 30 June 2023

Note 6 (con't) – INFRASTRUCTURE, PROPERTY, PLANT & EQUIPMENT

Valuation of Assets

General Valuation Principles

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. Where applicable, accumulated depreciation calculated on the basis of such cost reflects the already consumed or expired future economic benefis of the asset.

Capitalisation thresholds used by the Authority for a representative range of assets are shown below. No capitalisation threshold is applied to the acquisition of land or interests in land.

Office Furniture & Equipment	1,000
Other Plant & Equipment	1,000
Road construction & reconstruction	10,000

Estimated Useful Lives: Useful lives are estimated for each individual asset. In estimating useful lives, regard is had to technical and commercial obsolescence, as well as legal and other limitations on continued use. The range of useful lives for a representative range of assets is shown below, although individual assets may have an estimated total useful life of greater or lesser amount:

Plant, Furniture & Equipment

	Office Equipment	3 to 5 years
	Other Plant & Equipment	5 to 10 years
In	frastructure	
	Unsealed Roads	15 years
	Fencing	15 years
	Water Tanks	30 years
	Litter Fence	5 years
	Pumps	5 years
	Monitor Bore	10 years
	Buildings	20 years
	Roads	25 years

Note 7 - LIABILITIES

-					
		2	023	20	22
			\$:	\$
TRADE & OTHER PAYABLES	Notes	Current	Non-current	Current	Non-current
Goods & Services		797,083		744,440	
Payments received in advance		-	-	15,000	-
Accrued expenses - employee entitlements		92,512	-	-	-
Accrued expenses - other		-	-	765	-
Aged Care Facility Deposits					
Deposits, Retentions & Bonds					
GST Payable		46,840		43,173	
Other		39,518		43,952	
	-	975,952	-	847,330	-
BORROWINGS					
Leases Liabilities	16	51,170	90,434	48,825	141,604
Other		-	-	175,248	-
	-	51,170	90,434	224,073	141,604

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

PROVISIONS

LSL Employee entitlements (including oncosts)	165,400	72,400	184,500	51,800
AL Employee entitlements (including oncosts)	104,074	-	154,149	-
Future reinstatement / restoration, etc	-	1,883,692	-	1,841,506
	269,474	1,956,092	338,649	1,893,306
Movements in Provisions - 2023 year only		Future Reinstate- ment	Cell Capping	Total
Opening Balance		461,206	1,380,300	1,841,506
Add (Less) Remeasurement Adjustments		(8,538)	50,724	42,186
Closing Balance		452,668	1,431,024	1,883,692

Note 8 - RECONCILIATION TO CASH FLOW STATEMENT

(a) Reconciliation of Cash

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

		2023	2022
	Notes	\$	\$
Total cash & equivalent assets	5	1,478,418	1,051,069
(b) Reconciliation of Change in Net Assets to Cash from Ope	rating Acti	vities	
Net Surplus (Deficit)		428,099	384,136
Non-cash items in Income Statement			
Depreciation, amortisation & impairment		810,157	680,098
Net increase (decrease) in unpaid employee benefits		43,936	58,839
Net (Gain) Loss on Disposals	_	(16,270)	
	_	1,265,922	1,123,073
Add (Less): Changes in Net Current Assets			
Net (increase) decrease in receivables		402,231	433,491
Net (increase) decrease in inventories		(1,401)	(7,195)
Net increase (decrease) in trade & other payables	_	32,444	(31,511)
Net Cash provided by (or used in) operations	_	1,699,196	1,517,858
(c) Non-Cash Financing and Investing Activities			
Estimated future reinstatement etc. costs	_	42,186	48,988
	_	42,186	48,988
(d) Financing Arrangements	_		
Unrestricted access was available at balance date to the following	lines of cre	edit:	
Corporate Credit Cards		10,000	10,000
LGFA Cash Advance Debenture facility		1,650,000	1,650,000

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

Adelaide Hills Region Waste Management Authority Notes to and forming part of the Financial Statements

for the year ended 30 June 2023

Note 9 - FINANCIAL INSTRUMENTS

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

Accounting Policies - Recognised Financial Instruments						
Bank, Deposits at Call, Short Term Deposits	Accounting Policy: initially recognised at lower of cost and net realisable value, interest is recognised when earned.					
	Terms & conditions: deposits on call have an average interest rate of 4.3% (2022: 1.55%).					
	Carrying amount: approximates fair value due to the short term to maturity.					
Receivables - Fees and other charges	Accounting Policy: carried at nominal values less any allowances for doubtful debts.					
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 days after the month of invoice.					
	Carrying amount: approximates fair value.					
Liabilities - Interest Bearing Borrowings	Accounting Policy: carried at the principle amounts. Interest is charged as an expense as it accrues.					
	Terms & conditions: secured over future revenues, interest is payable quarterly and principle due at CAD end date.					
	Carrying amount: approximates fair value.					
Liabilities - Leases	Accounting Policy: accounted for in accordance with AASB 16 as stated in Note 1.					

Adelaide Hills Region Waste Management Authority Notes to and forming part of the Financial Statements for the year ended 30 June 2023 Note 9 - FINANCIAL INSTRUMENTS (con't)

Liquidity Analysis						
2023		Due < 1 year	Due > 1 year <u><</u> 5 years	Due > 5 years	Total Contractual Cash Flows	Carrying Values
Financial Assets		\$'000	\$'000	\$'000	\$'000	\$'000
Cash & Equivalents		1,478,418			1,478,418	1,478,418
Receivables		908,573	-	-	908,573	956,920
	Total	2,386,991	-	-	2,386,991	2,435,338
Financial Liabilities						
Payables		975,952	-	-	975,952	883,440
Current Borrowings		-	-	-	-	-
Lease Liabilities		54,852	93,742	-	148,594	141,604
	Total	1,030,804	93,742	-	1,124,546	1,025,044
2022		Due < 1 year	Due > 1 year; <u><</u> 5 years	Due > 5 years	Total Contractual Cash Flows	Carrying Values
2022 <u>Financial Assets</u>		Due < 1 year \$'000			Contractual	, ,
		,	<u><</u> 5 years	years	Contractual Cash Flows	Values
Financial Assets		\$'000	<u><</u> 5 years	years \$'000	Contractual Cash Flows \$'000	Values \$'000
<u>Financial Assets</u> Cash & Equivalents	Total	\$'000 1,051,069	<u><</u> 5 years	years \$'000	Contractual Cash Flows \$'000 1,051,069	Values \$'000 1,051,069
<u>Financial Assets</u> Cash & Equivalents	Total	\$'000 1,051,069 1,383,072	<u><</u> 5 years	years \$'000 _	Contractual Cash Flows \$'000 1,051,069 1,383,072	Values \$'000 1,051,069 1,355,484
Financial Assets Cash & Equivalents Receivables	Total	\$'000 1,051,069 1,383,072	<u><</u> 5 years	years \$'000 _	Contractual Cash Flows \$'000 1,051,069 1,383,072	Values \$'000 1,051,069 1,355,484
Financial Assets Cash & Equivalents Receivables Financial Liabilities	Total	\$'000 1,051,069 1,383,072 2,434,141	<u><</u> 5 years	years \$'000 _	Contractual Cash Flows \$'000 1,051,069 1,383,072 2,434,141	Values \$'000 1,051,069 1,355,484 2,406,553
Financial Assets Cash & Equivalents Receivables Financial Liabilities Payables	Total	\$'000 1,051,069 1,383,072 2,434,141 846,565	<u><</u> 5 years	years \$'000 _	Contractual Cash Flows \$'000 1,051,069 1,383,072 2,434,141 846,565	Values \$'000 1,051,069 1,355,484 2,406,553 846,565

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

	30 June	2023	- 30 June	e 2022
	Weighted Average Interest Rate	Carrying Value	Weighted Average Interest Rate	Carrying Value
	%	\$'000	%	\$'000
LGFA cash advance debenture	-	-	1.75	175,248
Non interest bearing		975,952		846,565
	_	975,952		1,021,813
			-	

Note 9 - FINANCIAL INSTRUMENTS (con't)

Net Fair Value

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

Risk Exposures:

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

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

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

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

Note 10 - EXPENDITURE COMMITMENTS

The Authority as at 30 June 2023 had no obligation for expenditure

Note 11 - CONTINGENCIES, ASSETS & LIABILITIES NOT RECOGNISED

There were no contingencies, assets or liabities not recognised subsequent to 30 June 2023 that need to be disclosed in the financial statements.

Note 12 - EVENTS AFTER THE STATEMENT OF FINANCIAL POSITION DATE

There were no events subsequent to 30 June 2023 that need to be disclosed in the financial statements.

Adelaide Hills Region Waste Management Authority Notes to and forming part of the Financial Statements

for the year ended 30 June 2023

Note 13 – SUPERANNUATION

The Authority makes employer superannuation contributions in respect of its employees to Hostplus (formerly Local Government Superannuation Scheme and Statewide Super). 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 (10.5% in 2022-23; 10% in 2021-22). No further liability accrues to the Authority 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. The Authority 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 2021-22) of "superannuation" salary.

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

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

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

Contributions to Other Superannuation Schemes

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

Note 14 - FINANCIAL INDICATORS

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. Detailed methods of calculation are set out in the SA Model Statements.

2023

2022

2021

	2023	2022	2021
Operating Surplus Ratio			
Operating Surplus	4.6%	4.7%	20.3%
Total Operating Income			
This ratio expresses the operating surplus as a percentage	e of total operating	g revenue.	

Net Financial Liabilities Ratio

Net Fi	nancial Liabilities			10%		13%		19%
Total C	Operating Income							
 			C'				,	

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

Asset Renewal Funding Ratio

Outlays on Existing Assets	0070/	00/	070/
Asset Renewals - IAMP	337%	0%	87%

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

Note 15 - UNIFORM PRESENTATION OF FINANCES

The following is a high level summary of both operating and capital investment activities of the Authority

prepared on a simplified Uniform Presentation Framework basis.

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

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

	2023	2022
	\$	\$
Income		
User charges	6,157,023	5,725,347
Grants, subsidies and contributions - Operating	15,000	20,000
Investment income	18,014	915
Other income	2,674,892	2,509,049
	8,864,929	8,255,311
Expenses		
Employee costs	(1,814,004)	(1,608,869)
Materials, contracts and other expenses	(5,821,230)	(5,567,723)
Depreciation, amortisation and impairment	(810,157)	(680,098)
Finance costs	(7,709)	(14,485)
	(8,453,100)	(7,871,175)
Operating Surplus / (Deficit)	411,829	384,136
Timing adjustment for grant revenue	-	-
Adjusted Operating Surplus / (Deficit)	411,829	384,136
Net Outlays on Existing Assets		
Capital Expenditure on renewal and replacement of Existing Assets	(1,079,713)	-
Add back Depreciation, Amortisation and Impairment	810,157	680,098
Proceeds from Sale of Replaced Assets	149,265	-
	(120,291)	680,098
Net Outlays on New and Upgraded Assets		
Capital Expenditure on New and Upgraded Assets (including investment property & real estate developments)	(117,326)	(234,866)
Annual Net Impact to Financing Activities (surplus/(deficit))	174,212	829,368

Note 16 - LEASES

The Authority as a Lessee

Right of Use Assets

The Authority recognises lease liabilities to make lease payments and righ-of-use assets representing the right to use the underlying assets, being the land leased at Brinkley Landfill.

Set out below are the carrying amounts (written down value) of right of use assets recognised within Infrastructure Propery, Plant & Equipment and the movements during the period:

Right of Use Assets (Carrying Value)	Land
At 1 July 2022	177,994
Depreciation Charge	(48,543)
At 30 June 2023	129,451

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

	2023
Opening Balance 1 July 2022	190,429
Accretion of Interest	6,593
Payments	(55,418)
Closing Balance 30 June 2023	141,604
Current	51,170
Non Current	90,434
The maturity analysis of lease liabilities is included in Note 9.	
The Authority had total cash outflows for leases of \$53,776.	
The following are amounts recognised on profit or loss:	
Deprecaition expense right of use assets	48,543
Interest expense on lease liabilities	6,593
Total amount recognised in profit and loss	55,136

Adelaide Hills Region Waste Management Authority Notes to and forming part of the Financial Statements

for the year ended 30 June 2023

Note 17 - RELATED PARTY DISCLOSURES

KEY MANAGEMENT PERSONNEL

The Key Management Personnel of the Authority include the Chair, the Board, Executive Officer and certain prescribed officers under section 112 of the Local Government Act 1999. In all, Key Management Personnel were paid the following total compensation:

	2023	2022
	\$	\$
Salaries, allowances & other short term benefits	207,518	227,175
TOTAL	207,518	227,175

Allowances / benefits incurred in the ordinary course of performing the KMPs role, and amounts paid as direct reimbursement of expenses incurred on behalf of Authority have not been included above.

The following transactions occurred with related parties:

	2023	Outstanding 30 June 2023	2022	Outstanding 30 June 2022
	\$,000	\$,000	\$,000	\$,000
Adelaide Hills Council - provision of waste processing & disposal service	1,525	187	1,481	136
Alexandrina Council - provision of waste processing & disposal service	219	19	261	25
Mount Barker District Council - provision of waste processing & disposal service	1,325	119	1,260	109
Rural City of Murray Bridge - provision of waste processing & disposal service	771	69	885	62
TOTAL	3,840	394	3,887	332

PARTIES RELATED TO KEY MANAGEMENT PERSONNEL

Amounts recorded as oustanding from related parties are recorded in trade and other receivables in Note 6.

The related parties disclosed above are equity owners of the Authority and are referred to as Constituent Councils. Constituent Councils have equal representation on the Board of the Authority and accordinly have signifigant influence on the financial operating decisions of the Authority. No Constituent Council individually has control of the policies.

Certification of Auditor Independence for the year ending 30 June 2023

To the best of our knowledge and belief, we confirm that, for the purpose of the audit of Adelaide Hills Region Waste Management Authority for the year ended 30 June 2023, the Authority's Auditor, Dean Newbery & Partners Chartered Accountants, 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.

Greg Georgopoulos CHIEF EXECUTIVE OFFICER Adelaide Hills Council

37)

Date: 15 August 2023

Certification of Auditor Independence for the year ending 30 June 2023

To the best of our knowledge and belief, we confirm that, for the purpose of the audit of Adelaide Hills Region Waste Management Authority for the year ended 30 June 2023, the Authority's Auditor, Dean Newbery & Partners Chartered Accountants, 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.

Trish Kirkland ACTING CHIEF EXECUTIVE OFFICER Alexandrina Council

Date: 4 August 2023

Certification of Auditor Independence for the year ending 30 June 2023

To the best of our knowledge and belief, we confirm that, for the purpose of the audit of Adelaide Hills Region Waste Management Authority for the year ended 30 June 2023, the Authority's Auditor, Dean Newbery & Partners Chartered Accountants, has maintained its independence in accordance with the requirements of the Local Government Act 1999 and the Local Government (Financial Management) Regulations 2011 made under that Act.

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

Andrew Stuart CHIEF EXECUTIVE OFFICER Mount Barker District Council

Date:

3/8/23

ADELAIDE HILLS REGION WASTE MANAGEMENT AUTHORITY

ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 June 2023

CERTIFICATION OF AUDITOR INDEPENDENCE

To the best of our knowledge and belief, we confirm that, for the purpose of the audit of Adelaide Hills Region Waste Management Authority for the year ended 30 June 2023, the Authority's Auditor, Dean Newbery & Partners Chartered Accountants, 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.

Heather Barclay CHIEF EXECUTIVE OFFICER Rural City of Murray Bridge

Date:02.08.2023

DeanNewbery

Chartered Accountants

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Dean Newbery ABN: 48 007 865 081

Certification of Auditor's Independence

I confirm that, for the audit of the financial statements of the Adelaide Hills Region Waste Management Authority for the year ended 30 June 2023, I have maintained my independence in accordance with the requirements of APES 110 – Code of Ethics for Professional Accountants, Part 4A, published by the Accounting Professional and Ethical Standards Board, in accordance with the *Local Government Act 1999 and the Local Government (Financial Management) Regulations 2011* made under that Act.

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

SAMANTHA CRETEN Director

DEAN NEWBERY

31/07/2023

North Adelaide | Balaklava

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APPENDICES

APPENDIX 1. ESSENTIAL SERVICES COMMISSION OF SOUTH AUSTRALIA (ESCOSA) LOCAL GOVERNMENT ADVICE - RURAL CITY OF MURRAY BRIDGE FEBRUARY 2023 OFFICIAL





Local Government Advice

Rural City of Murray Bridge

February 2023



OFFICIAL

Enquiries concerning this advice should be addressed to:

Essential Services Commission GPO Box 2605 Adelaide SA 5001

Telephone:(08) 8463 4444Freecall:1800 633 592 (SA and mobiles only)E-mail:advice@escosa.sa.gov.auWeb:www.escosa.sa.gov.au

The Essential Services Commission is an independent statutory authority with functions in a range of essential services including water, sewerage, electricity, gas, rail and maritime services, and also has a general advisory function on economic matters. For more information, please visit <u>www.escosa.sa.gov.au</u>.

Table of contents

Glos	ssary	of terms	ii
		Commission's key advice findings for the Rural City of Murray Bridge	
2	Abou	It the advice	5
2	.1	Summary of advice	5
2	.2	Detailed advice findings	7
	2.2.1	Advice on material plan amendments in 2022-23	8
	2.2.2	Advice on financial sustainability	9
	2.2.3	Advice on current and projected rate levels	12
2	.3	The Commission's next advice and focus areas	13

Glossary of terms

ABS	Australian Bureau of Statistics			
AMP	Asset management plan (also called an IAMP)			
Commission	Essential Services Commission, established under the <i>Essential Services Commission Act 2002</i>			
CPI	Consumer Price Index (Adelaide, All Groups)			
Council	Rural City of Murray Bridge			
CWMS	Community Wastewater Management System			
ESC Act	Essential Services Commission Act 2002			
F&A	Local Government Advice: Framework and Approach – Final Report			
FTE	Full Time Equivalent			
IAMP	Infrastructure and asset management plan (also called an AMP)			
LG Act	Local Government Act 1999			
LGA SA Financial Indicators Paper	Local Government Association of South Australia, Financial Sustainability Information Paper 9 - Financial Indicators Revised May 2019			
LGGC	Local Government Grants Commission			
LGPI	Local Government Price Index			
LTFP	Long-term financial plan			
Regulations	Local Government (Financial Management) Regulations 2011			
RBA	Reserve Bank of Australia			
SACES	The South Australian Centre for Economic Studies			
SEIFA	Socio-Economic Indexes for Areas			
SMP	Strategic management plan			
SG	Superannuation Guarantee			
The scheme or advice	Local Government Advice Scheme			

1 The Commission's key advice findings for the Rural City of Murray Bridge

The Essential Services Commission (**Commission**) finds the Rural City of Murray Bridge's (**Council's**) current and projected financial performance sustainable as it gears up for high levels of projected population growth. After a period of significant infrastructure and service expansion, leveraged by substantial grant funding, the Council appears to demonstrate sound operating performance, reasonable use of borrowings and a measured focus on the renewal of its assets.

Noting the Council's projections are somewhat reliant on its high growth assumptions and the Commission's broader observations regarding its planning and current rate levels, it is important for the Council to undertake the following steps to ensure that it budgets transparently and prudently, manages its cost base efficiently, plans its asset management needs appropriately, sets rate levels more transparently and reduces affordability risk for higher rate levels among its ratepayers.

Budgeting considerations

- 1. Continue to review its inflation forecasts in its budget and forward projections each year.
- 2. **Review** its employee expense projections and better explain the need for a projected peak in costs in 2026-27 in its long-term financial plan.
- 3. **Consider** coordination of annual updates to long-term financial plan projections with annual business plan and budget preparation to provide more transparency to the community about changes to forward projections, including rate projections, and the longer-term impacts of its short-term decisions.

Providing evidence of ongoing cost efficiencies

4. **Continue** to report its cost savings and efficiencies in its future budgets, to demonstrate its commitment to achieving cost constraint and efficiency across its operations and service delivery.

Improvements to asset management planning

- 5. **Review** its asset management plans (in particular, for plant and fleet assets) to ensure they cover a period of 10 years.
- 6. **Update** its asset condition assessments, valuations and useful life estimates where necessary in its asset management plans (noting its carpark and bridge condition assessments and recreation facility valuations are dated 2019 and 2015).
- 7. **Include** more detail in updates to long-term financial plan projections about the renewal and new or upgraded capital expenditure by infrastructure category (including for key projects), to provide better alignment and transparency between its asset management plans and long-term financial plan projections.
- 8. **Continue** to update existing asset management plans and to complete new asset management plans as indicated in the forward program (and in accordance with **Finding 5**), with a focus on consideration of the community's desired service levels, the resultant capital expenditure requirements, and alignment with long-term financial plan projections.

Reporting and containing rate levels

- 9. **Report** in its annual business plan the estimated average annual change for all categories of rates and other charges, together with the quantum of annual revenue it expects to collect the different categories of rates and charges, providing greater clarity and transparency to its ratepayers.
- 10. **Review** the rateable property growth forecasts in its budget projections each year to ensure that they remain current and do not create a need for additional rate increases to generate the same level of projected revenue.
- 11. **Review** and **consider** limiting further average and minimum rate increases where possible, to reduce the affordability risk of higher rate from levels in the community.

2 About the advice

The Essential Services Commission (**Commission**), South Australia's independent economic regulator and advisory body, has been given a role by the State Government to provide advice on material changes proposed by local councils in relation to elements of their strategic management plans (**SMPs**) and on the proposed revenue sources, including rates, which underpin those plans.¹

One of the main purposes of the Local Government Advice Scheme (**advice** or **the scheme**) is to support councils to make 'financially sustainable' decisions relating to their annual business plans and budgets in the context of their long-term financial plans (**LTFPs**) and infrastructure and asset management plans (**IAMPs**)² – both required as part of a council's SMP.³ Financial sustainability is considered to encompass intergenerational equity,⁴ as well as program (service level) and rates stability in this context.⁵ The other main purpose is for the Commission to consider ratepayer contributions in the context of revenue sources, outlined in the LTFP.⁶ In addition, the Commission has discretion to provide advice on any other aspect of a council's LTFP or IAMP it considers appropriate, having regard to the circumstances of that council.⁷

The first cycle of the scheme extends over four years from 2022-23 to 2025-26, and the Commission has selected 15 councils for advice in the first scheme year (2022-23), including the Rural City of Murray Bridge (**Council**).

This report provides the Local Government Advice for the Rural City of Murray Bridge in 2022-23. While the advice is based on the Council's 2022-23 projections, the Commission notes the impact of recent flooding on the Murray Bridge area and the potential need for the Council to reprioritise some of its spending plans to respond to the high river event.

The Council is obliged under the *Local Government Act 1999* (**LG Act**) to publish this advice and its response, if applicable, in its 2023-24 Annual Business Plan (including any draft Annual Business Plan) and subsequent plans until the next cycle of the scheme.⁸ It does not need to publish the attachment to the advice (these will be available with the advice on the Commission's website⁹), nor is it compelled under the LG Act to follow the advice. The Commission thanks the Rural City of Murray Bridge for providing relevant information to assist the Commission in preparing this report.

2.1 Summary of advice

In general, the Commission finds the Rural City of Murray Bridge's current and projected financial position sustainable as it gears up for high levels of projected population growth. After a period of significant infrastructure and service expansion, leveraged by substantial grant funding, the Council

² Commonly referred to as asset management plans.

³ The objectives of the advice with reference to a council's LTFP and IAMPs are presented under LG Act, s122(1g). LG Act s122(1) specifies the requirements of a council's SMP, including the LTFP and IAMPs.

- ⁴ 'Intergenerational equity' relates to fairly sharing services and the revenue generated to fund the services between current and future ratepayers.
- ⁵ Commission, *Framework and Approach Final Report*, August 2022, pp. 2-3, available at <u>www.escosa.sa.gov.au/advice/advice-to-local-government</u>.
- ⁶ LG Act s122(1f)(a) and (1g)(a)(ii).
- ⁷ LG Act s122(1f)(b) and (1g)(b).

¹ Amendments to the *Local Government Act 1999* (s122(1c) to (1k) and (9)) specify the responsibilities for the Commission and local councils for the Local Government Scheme Advice. The Commission must provide advice to each council in accordance with the matters outlined in s122(1e), (1f) and (1g).

⁸ LG Act s122(1h).

⁹ The Commission must publish its advice under LG Act s122(1i)(a).

continues to demonstrate a sound operating performance, prudent use of borrowings and a measured focus on the renewal of its assets.

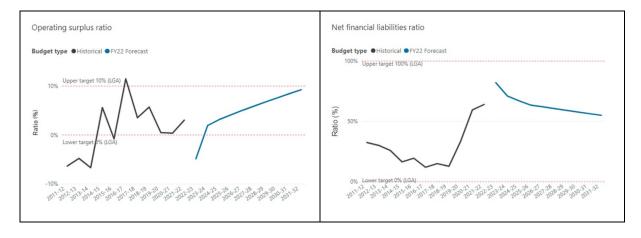
The Commission encourages the Council to continue to identify and report efficiencies and recurrent savings in its annual business plan, as it has been doing, to ensure that it continues to perform sustainably.

Large increases to rate levels in the past have resulted in comparatively higher rate levels for the Rural City of Murray Bridge¹⁰ and affordability risk for the community at these levels is apparent. The Council has planned for rate increases more aligned with inflation (with accompanying high property growth) from 2022-23, which should help to reduce this risk over time. Higher projected operating surpluses might provide the Council with the opportunity to reduce rate levels further than those it has estimated in future years (noting it is still forecasting inflation-based rate increases).

Its projections for lower capital spending on new and upgraded assets will help to reduce the chances of higher than projected rate increases for its community and support its ongoing asset and service sustainability.

The Commission has also observed several opportunities for governance improvements by the Rural City of Murray Bridge regarding the timing of its asset management plans, the transparency and integration of the annual updates to its LTFP and the rates information in its annual business plan and budget.

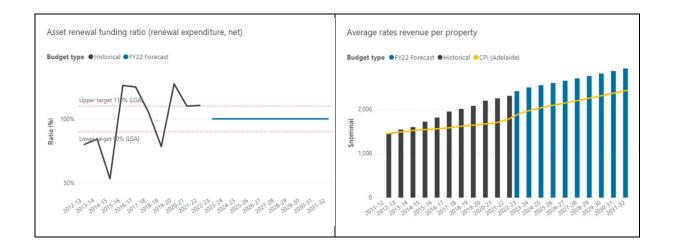
The charts below of the Rural City of Murray Bridge's past and projected operating surplus ratio, net financial liabilities ratio, asset renewal funding ratio¹¹ and average rate revenue per property, together support several the findings. The 'heat map' diagram over the page summarises the Commission's findings with reference to whether the Council has met the suggested LGA target ranges for the three main financial sustainability indicators¹² and the level of cost control and affordability risk identified for the Council over time.



¹⁰ Refer to Councils in Focus rates data for 2019-20 available at <u>https://councilsinfocus.sa.gov.au/councils/the_rural_city_of_murray_bridge</u>.

¹¹ Calculated net of asset sales.

¹² The suggested LGA target range for the ratios are discussed in more detail in the attachment.



Summary of the Rural City of Murray Bridge's financial sustainability performance and the Commission's risk assessment

Financial sustainability indicators:	Last 10 years from (Actual perform		2021-22 estimate	Next 10 years from 2022-23 (Council forecasts)	
Operating surplus ratio (target 0-10%)	Generally oper	ating surpli	uses —>>	Ratio forecast within target range ————————————————————————————————————	
Net financial liabilities ratio (target 0-100%)	Ratio met historical	ly and in fo	recast period	1	>
Asset renewal funding ratio (target 90-110%)	Annual ratio volat but target range i average	net on p			rformance and inge for ratio ——>
Identified Risks:					
Cost control risk	Low risk with cost control (average opex growth per property 0.4% p.a. 11-12 to 16-17)	ge infrastructure projects (average growth projects) er opex growth per property 2.8% (average opex) p.a. p.a. 17-18 to 25-26)> property growt 0.6% p.a. 26-27			Lower cost growth projected (average opex per property growth 0.6% p.a. 26-27 to 31-32) —— >
Affordability risk	Increasing average rate levels (average per property growth 5.0% p.a. from 11-12 to 20-21) (CPI 1.7%)	rates (t averag	ately high out lower e rate æs) ———>	per proper (average 2	rage rate increases ty projected 22% p.a. growth 3 to 31-32) (CPI

Ratio outside suggested LGA target range or higher risk

Ratio close to suggested LGA target range or medium risk

Ratio within suggested LGA target range or lower risk

2.2 Detailed advice findings

The next sections summarise the Commission's more detailed advice findings regarding the Rural City of Murray Bridge's material changes to its 2022-23 plans (compared with the previous year's plans), its

financial sustainability (in the context of its long-term operating performance, net financial liabilities, and asset renewals expenditure) and its current and projected rate levels.

In providing this Advice, the Commission has followed the approach it previously explained in the *Framework and Approach – Final Report* (August 2022) (**F&A**). The attachment explores these matters further.¹³

2.2.1 Advice on material plan amendments in 2022-23

The Council updated its inflation assumptions in its LTFP to account for higher inflation, which results in an aggregate increase of around 6 percent to its 2021-22 LTFP forecasts for these revisions.¹⁴ The Commission notes that the Council's stated assumptions for indexation in its 2022-23 LTFP are reasonable, albeit low in the current inflationary environment,¹⁵ but that there is associated uncertainty around the forecasts. Notwithstanding the need for the Council to endeavour to find savings in real terms to reduce any inflationary impact on its community, it would be appropriate for it to:

1. Continue to review its inflation forecasts in its budget and forward projections each year.

The Council increased its forecast operating income (in nominal terms) by a total by \$33.0 million or 7.5 percent, and its operating expense estimates by \$35.9 million or 8.6 percent in its 2022-23 LTFP estimates.¹⁶ These updates reflect inflation revisions and other adjustments.

Much of the increase to operating expense forecasts is due to the additional \$21.3 million or 11.5 percent in 'employee expenses' projected over this period (including an 11 percent year-on-year increase in 2026-27). The Council identified that it has experienced service cost increases due to the growth of open space facilities over the previous two years, as well as additional waste collection and disposal costs.¹⁷ It has also needed to take on extra staff to meet the workload associated with the significant infrastructure works program. The higher operating expense estimates also incorporate revisions to finance costs associated with borrowings for the timing of infrastructure projects and higher interest costs.

The adjustments appear generally reasonable but the extent of the increase in 'employee expenses' projections do warrant further review and explanation, and therefore, the Commission considers that it would be appropriate for the Rural City of Murray Bridge to:

2. **Review** its employee expense projections in its long-term financial plan and better explain the need for higher costs, including a projected peak in costs in 2026-27 in its long-term financial plan.

For the past two years, the Council has updated its LTFP in September after its adoption of its annual business plan and budget in July for the coming financial year. The updates to the LTFP form a Council agenda item (in an ordinary public meeting) and the Council then provides a link to the agenda item on its website after its consideration and endorsement.¹⁸

¹⁷ Rural City of Murray Bridge, Annual Business Plan 2022-23, June 2022, p. 14, available at https://www.murraybridge.sa.gov.au/__data/assets/pdf_file/0023/1161518/2022-23-ABP.pdf.

¹⁸ Noting, at the time of preparing this advice, this had not occurred for the September 2022 LTFP update.

¹³ The attachment will be available on the Commission's website with the main body of the advice.

¹⁴ Based on the overlapping forecast period in both LTFPs (2022-23 to 2030-31).

¹⁵ The Council is estimating an average annual increase in the Consumer Price Index (CPI) of 2.1 percent to 2031-32, compared with 2.8 percent based on Reserve Bank of Australia (RBA) forecasts to 2024-25 (see the RBA, Forecast Table - February 2023, available at <u>https://www.rba.gov.au/publications/smp/2023/feb/forecasts.html</u>) and a return to long run averages from 2025-26 (2.5 percent).

¹⁶ As per footnote 14.

The projections over forward years include assumptions about future rate contributions, and the Commission notes that these are not consulted on by the Council (in LTFP updates), given their exclusion from its annual business plan.¹⁹ Although it is not a legislative requirement for the Council to include its long-term financial projections with its annual business plan, nor consult annually on the projections, the Commission notes that some councils still approach their budgeting in this manner. Such steps could allow the Rural City of Murray Bridge Council to consult with its community more effectively about the long-term impacts of its annual financial decisions. For this reason, the Commission considers that it would be appropriate for the Council to:

3. **Consider** coordination of annual updates to long-term financial plan projections with annual business plan and budget preparation to provide more transparency to the community about changes to forward projections, including rate projections, and the longer-term impacts of its short-term decisions.

2.2.2 Advice on financial sustainability

Operating performance

The Rural City of Murray Bridge has been in a financially sustainable position with operating surpluses since 2014-15. Accordingly, the operating surplus ratio²⁰ has generally been within the suggested LGA target range (of between zero and 10 percent) to 2021-22.

The financially sustainable position for the Council has been the result of average operating income growth of 4.4 percent per annum²¹ exceeding average operating expense growth of 3.6 percent over 2011-12 to 2020-21. Rate contributions have led the income growth, increasing by an average of 5.7 percent per annum over this period, compared with 1.7 percent in the CPI²² and 0.6 percent growth in property numbers. The associated affordability risks for the community are discussed in section 2.2.3 below. 'Grants, subsidies and contributions' income, which forms another important source of income for the Rural City of Murray Bridge, was relatively flat over this period (declining by 0.3 percent).²³

On the other side of the equation, operating expense growth in the 10 years to 2020-21 was largely concentrated in 'employee' and 'materials, contracts and other' expense growth of an average of 4.6 and 4.1 percent per annum, more than double the pace of average CPI growth (1.7 percent).²⁴

The Council has forecast increasing operating surpluses in its LTFP with the operating surplus ratio projected to reach 9.3 percent at 2031-32. The increasing surpluses are the result of operating income again exceeding operating expense growth over the forward estimates (that is, average annual growth of 4.7 percent compared with 3.0 percent from 2022-23 to 2031-32). Expenses per property are forecast to increase by 1.0 percent per annum as the Council appears to be projecting scale efficiencies

¹⁹ The draft annual business plan must be consulted on in accordance with LG Act s123 (3)(b) and (4).

²⁰ The operating surplus ratio is defined as: Operating Surplus (Deficit) ÷ Total Operating Income. The suggested LGA target for councils is to achieve, on average over time, an operating surplus ratio of between zero and 10 percent (Local Government Association of South Australia, *Financial Sustainability Information Paper 9 - Financial Indicators Revised May 2019* (LGA SA Financial Indicators Paper), p. 6).

²¹ Based on the compound average annual growth rate formula (which is the adopted approach to calculating average annual growth rates throughout the Commission's advice).

²² Average annual growth in the local government price index published by the South Australian Centre for Economic Studies was similar (at 1.9 percent) as the Commission's estimated average annual CPI growth over this period. Available at <u>https://www.adelaide.edu.au/saces/economic-and-social-indicators/local-governmentprice-index</u>.

²³ Noting grants income can be volatile from year to year.

²⁴ The Commission notes the impact of the increase in the solid waste levy on councils' waste management costs, and in particular the 'materials, contracts and other' expenses over this period.

in its operations. By comparison, CPI growth is forecast (based on RBA estimates) to average 2.8 percent over this period.²⁵ The extent of the revenue growth is predicated on strong growth in property numbers forecast by the Council of an average of 2.0 percent per annum (or an average of 267 new properties each year) and the continued co-funding of infrastructure projects by grants and contributions.

The Council also indicated that it has incorporated \$0.2 million in savings into its recurrent budget from forward planning and continuous improvements.²⁶ In addition, the Adelaide Hills Region Waste Management Authority, for which the Rural City of Murray Bridge is a constituent council, will also continue to explore further opportunities for council savings through the implementation of approved shared services.²⁷ Continued operating sustainability for the Rural City of Murray Bridge relies on fiscal constraint and greater cost efficiency than the Council has achieved in the past, and the Commission encourages the it to:

4. **Continue** to report its cost savings and efficiencies in its future budgets, to demonstrate its commitment to achieving cost constraint and efficiency across its operations and service delivery.

Net financial liabilities

The Council's net financial liabilities ratio²⁸ has comfortably met the sector benchmark (between zero and 100 percent)²⁹ over the past 10 years, demonstrating that the Council has been incurring borrowings and other liabilities that its operating income can reasonably service.

The ratio trended between 12 and 34 percent between 2011-12 and 2019-20, and is estimated to increase to 82 percent in 2022-23, with much higher borrowing levels for major infrastructure projects from 2020-21. However, the Council has already expanded its operating capacity quite considerably (to fund higher borrowing levels) through relatively significant rate increases in the past.

The Rural City of Murray Bridge has forecast relatively stable borrowings of \$19.2 million over the forecast period. Over the next 10 years, the Council has forecast its net financial liabilities ratio to average 64 percent, with a slight downward trend, reflective of stable net liabilities and higher operating income growth.

Asset renewals expenditure

The Rural City of Murray Bridge has been meeting its asset renewal needs in line with its AMPs over the past 10 years with its asset renewal funding ratio³⁰ averaging 103 percent; and 110 percent in the

³⁰ The IAMP-based method is the current industry standard whereby net asset renewal/replacement expenditure is divided by the recommended expenditure in the IAMP (or AMP). Ideally, this will show the extent to which a council's renewal or replacement expenditure matches the need for this expenditure, as recommended by the

²⁵ Based on the RBA forecasts for the CPI (Australia-wide) to the June quarter 2025 (and the Commission's calculations of average annual percentage growth) and the midpoint of the RBA's target range (2.5 percent) from 2025-26 (and not the Council's CPI forecasts which produce an average of 2.1 percent). See footnote 15.

²⁶ Rural City of Murray Bridge, *Annual Business Plan 2022-23*, June 2022, pp. 14 and 20.

²⁷ Rural City of Murray Bridge, Annual Report 2021-22, p. 25, available at https://www.murraybridge.sa.gov.au/__data/assets/pdf_file/0025/1244347/Annual-Report-Final-including-Attachment.pdf.

²⁸ The net financial liabilities ratio is defined as: Net financial liabilities ÷ Total operating income. This ratio measures the extent to which a council's total operating income covers, or otherwise, its net financial liabilities. The Council's target range for the ratio of below 90 percent is not too dissimilar from the suggested LGA target range for the sector (between zero and 100 percent).

²⁹ The suggested LGA target range is between zero and 100 percent of total operating income, but possibly higher in some circumstances (LGA SA Financial Indicators Paper, pp. 7-8).

five-years to 2021-22. The Council is forecast to continue to meet the ratio consistently in its projections to 2031-32 (noting that its AMPs do not actually extend over 10 years).

The Council's spending on the renewal of assets averaged \$6.4 million between 2011-12 and 2020-21 and peaked at \$9.8 million in 2019-20. Average annual spending is projected to increase to an average of \$9.8 million per annum (in nominal terms) from 2022-23 to 2031-32, following significant growth in the value of the Council's asset stock per property in recent years (and higher renewal requirements identified in its AMPs).

Under the depreciation-based asset renewal funding ratio,³¹ the Council's performance has been relatively volatile but has demonstrated average renewal spending in line with asset consumption (with the ratio averaging 93 percent from 2011-12 to 2019-20). It is also forecast to be 100 percent over the forecast period.

Its spending on new or upgraded assets averaged \$5.0 million in the 10 years to 2019-20 but spiked at \$22.8 million in 2020-21 with various significant infrastructure projects (including those co-funded with grants), either completed or underway. Expenditure on new or upgraded assets is forecast to be much lower in the forward estimates, estimated to average \$3.1 million per annum from 2022-23 to 2031-32 (in nominal terms).

In general, the Council's AMPs provide reasonable coverage of asset conditions and service level determination, which feed into the expenditure needs for renewal of assets. However, not all the AMPs cover the management and development of its infrastructure and major assets for a period of at least 10 years.³² The Council's AMPs are dated over four years only (consistent with the Council's SMP time period) although they generally still provide projections for 10 years of funding requirements for asset renewals. The exception is the *Plant and Fleet Asset Management Plan 2019-2024*, which does not include 10 years of funding projections. The Commission has also identified other areas for continuous improvement, mainly to ensure robust and accurate asset management approaches and better alignment between its asset management and financial planning outputs. Specifically, it would be appropriate for the Council to:

- 5. **Review** its asset management plans (in particular, for plant and fleet assets) to ensure they cover a period of 10 years.
- 6. **Update** its asset condition assessments, valuations and useful life estimates where necessary in its asset management plans (noting its carpark and bridge condition assessments and recreation facility valuations are dated 2019 and 2015).
- 7. **Include** more detail in updates to long-term financial plan projections about the renewal and new or upgraded capital expenditure by infrastructure category (including for key projects), to provide better alignment and transparency between its asset management plans and long-term financial plan projections.
- 8. **Continue** to update existing asset management plans and to complete new asset management plans as indicated in the forward program (and in accordance with **Finding 5**), with a focus on consideration of the community's desired service levels, the resultant capital expenditure requirements, and alignment with long-term financial plan projections.

plan. The suggested LGA target range for the ratio is 90 to 110 percent (LGA SA Financial Indicators Paper, p. 9).

³² As required under LG Act s122(1a)(b). See Rural City of Murray Bridge, *Plant and Fleet Asset Management Plan 2019-2024*, December 2020, pp. 17-18, available at https://www.murraybridge.sa.gov.au/_data/assets/pdf_file/0021/534414/RCMB-2019-24-Plant-and-Fleet-AMP-2020-Annual-Review-v2.pdf.

³¹ Where asset renewal or replacement expenditure is divided by depreciation expenses.

2.2.3 Advice on current and projected rate levels

The Rural City of Murray Bridge has implemented an increase of 3.5 percent to its average rates per property in 2022-23, including a 3.2 percent or \$55 increase in average residential rates and a 3.5 percent or \$35 increase in minimum rates.

The Commission could not assess the Rural City of Murray Bridge's average rate changes by other categories in 2022-23 because the annual business plan does not show the proportion of revenue it collects from each category of ratepayers, nor the average impact of the proposed changes on all categories of rates and charges. The *Local Government (Financial Management) Regulations 2011* (**Regulations**) requires that, at a minimum, the annual business plan provides a statement on the average change in the expected rates for each land use category.³³ Therefore, it would be appropriate for it to:

9. **Report** in its annual business plan the estimated average annual change for all categories of rates and other charges, together with the quantum of annual revenue it expects to collect from the different categories of rates and charges, providing greater clarity and transparency to its ratepayers.

The Council's current rates are comparatively high.³⁴ Its rates revenue increased by an average of 5.7 percent per annum in the 10 years to 2020-21, which amounted to average growth in rates of 5.0 percent per property. This compares with CPI growth of an average of 1.7 percent per annum over this period.

Affordability risk at higher rate levels is apparent in the Rural City of Murray Bridge, particularly when considering the community's relatively low socio-economic indexes for areas (SEIFA) ranking regarding the community's access to economic resources.³⁵ The Council also received some concerns from the community about rate increase impacts when consulting on its annual business plan, including related to minimum rate increases.³⁶

The Commission notes that the Council appears to have considered the impact on its community from rate rises in its annual business plan³⁷ and at this stage, its LTFP does not appear to have proposed any increases to existing average rate levels in real terms. To 2031-32, the Council has planned for rates per property to increase by an average of 2.2 percent per annum. This is lower than RBA-based forecast inflation growth of 2.8 percent per annum.³⁸ Around half of the Council's projected rates revenue growth is anticipated to be due to property growth (with the Council's assumption for average annual growth of 2.0 percent to 2031-32) and the remainder is due to projected inflation impacts.

³³ Under s6(ec).

³⁴ Refer to Councils in Focus rates data by rate category and property numbers for 2019-20 available at <u>https://councilsinfocus.sa.gov.au/councils/council.</u>

³⁵ The Rural City of Murray Bridge area is ranked 12 among 71 South Australian 'local government areas' (including Anangu Pitjantjatjara and Maralinga Tjarutja Aboriginal community areas and 'unincorporated SA') on the Australian Bureau of Statistics SEIFA of Economic Resources (2016), where a lower ranking (eg, 1) denotes relatively lower access to resources in general, compared with other areas, available at <u>https://www.abs.gov.au/ausstats/subscriber.nsf/log?openagent&2033055001%20-</u> %20lga%20indexes.xls&2033.0.55.001&Data%20Cubes&5604C75C214CD3D0CA25825D000F91AE&0&2016&2 7.03.2018&Latest.

³⁶ Rural City of Murray Bridge, Special Council Meeting Agenda - 30 May 2022, Item S95.1 - Summary of Responses to Draft 2022-23 Annual Business Plan & Budget, Attachment 1, pp. 8-17, available at <u>https://www.murraybridge.sa.gov.au/__data/assets/pdf_file/0025/1153582/Special-Council-Meeting-Agenda-30-May-2022.pdf</u>.

³⁷ Rural City of Murray Bridge, *Annual Business Plan 2022-23*, June 2022, pp. 7 and 22.

³⁸ See footnote 15.

Should lower growth eventuate, this might be a catalyst for the Council to increase average rate levels by more than it has forecast. Therefore, it would be appropriate for it to:

10. **Review** the rateable property growth forecasts in its budget projections each year to ensure that they remain current and do not create a need for additional rate increases to generate the same level of projected revenue.

The strong projected operating performance does provide some flexibility for the Council to maintain a surplus position even if property growth and the associated additional rates revenue does not eventuate, as forecast. It might also provide the Council with the opportunity to reduce rate levels further than estimated. Given the Rural City of Murray Bridge's rate history and the likely sensitivity of the community to further rate increases, it would be appropriate for it to:

11. **Review** and consider limiting further average and minimum rate increases where possible, to reduce the affordability risk of higher rate levels in the community.

2.3 The Commission's next advice and focus areas

In the next cycle of the Scheme, the Commission will review and report upon the Rural City of Murray Bridge's:

- potential integration of its annual updates to its LTFP projections with its annual business plan process
- ongoing performance against its LTFP estimates and the transparency of any significant revisions it makes to its forward estimates in its LTFP, including regarding employee expenses
- achievement of cost savings and efficiencies, and its reporting of these achievements
- revisions of existing AMPs and adoption of new AMPs, to meet the 10-year requirement and its intended program, and actions to identify desired service levels and to address the need to update outdated condition assessments and valuations in certain AMPs
- presentation of proposed rates and charges increases, including estimated revenue and average rate changes by land use category, in its annual business plan, and
- ongoing management of the affordability risks identified and the quantum of further rate increases.



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APPENDIX 2. ESSENTIAL SERVICES COMMISSION OF SOUTH AUSTRALIA (ESCOSA) LOCAL GOVERNMENT ADVICE ATTACHMENT - RURAL CITY OF MURRAY BRIDGE FEBRUARY 2023





Local Government Advice -Attachment

Rural City of Murray Bridge

February 2023



Enquiries concerning this advice should be addressed to:

Essential Services Commission GPO Box 2605 Adelaide SA 5001

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The Essential Services Commission is an independent statutory authority with functions in a range of essential services including water, sewerage, electricity, gas, rail and maritime services, and also has a general advisory function on economic matters. For more information, please visit <u>www.escosa.sa.gov.au</u>.

Table of contents

А	The (Commission's approach	2
В	Mate	rial plan amendments in 2022-23	4
	B.1	Indexation adjustments	4
	B.2	Increase to income and expenditure estimates	5
	B.3	Annual long-term financial plan updates	5
С	Finar	ncial sustainability	7
	C.1	Operating performance	7
	C.2	Net financial liabilities	.9
	C.3	Asset renewals expenditure	.9
D	Curre	ent and projected rate levels	12
	D.1	Historical rates growth	12
	D.2	Proposed 2022-23 rate increases	13
	D.3	Projected further rate increases	13
	D.4	Affordability risk	14

A The Commission's approach

In providing the Advice for the Rural City of Murray Bridge (**Council**), the Essential Services Commission (**Commission**) has followed the approach it previously explained in the Framework and Approach – Final Report (**F&A**).¹

The Commission has considered the Council's strategic management plan (**SMP**) documents (as in the box below), with a particular focus on its performance and outlook against three financial indicators: the operating surplus ratio, the net financial liabilities ratio and the asset renewal funding ratio.² Analysis of these three indicators captures financial and service sustainability, in addition to cost control and affordability risk.³

- 2022-23 Annual Business Plan and Budget (adopted June 2022)
- LTFP 2022-23 to 2031-32 projections (based on an annual update to its existing LTFP projections in September 2022) and LTFP 2021-22 to 2030-31 projections (based on annual update in September 2021)
- ▶ Building Asset Management Plan 2020 2024 (adopted August 2020)
- Civil & Transport Infrastructure Asset Management Plan 2019-2024 (adopted September 2019)
- ▶ Plant and Fleet Asset Management Plan 2019-2024 (updated December 2020)
- ▶ Recreational Facilities Asset Management Plan 2016 2020 (adopted December 2015)
- Stormwater Asset Management Plan 2021 2026 (adopted July 2021)
- ▶ Water Supply and Wastewater Asset Management Plan 2017 2021 (adopted February 2017)
- ▶ Information Technology Asset Management Plan 2021-2025 (adopted January 2021)

The Council has indicated that it will review its asset management plans (AMPs), for completion by 30 November 2022, to inform the development of the 2023-24 Annual Business Plan and Budget. In addition, it will develop new AMPs and/or Renewal Program Plans for the Lerwin Aged Care Facility, Murray Bridge Swimming Centre, Storm Water Harvesting and Reuse Scheme and its 10-year Building Renewal Program, estimated to be completed by November 2022.⁴

Given that the Commission must, in providing advice, have regard to the objective of councils maintaining and implementing their infrastructure and asset management plans (IAMPs) (usually

¹ Commission, Framework and Approach – Final Report, August 2022, available at <u>www.escosa.sa.gov.au/advice/advice-to-local-government</u>.

² The indicators are specified in the Local Government (Financial Management) Regulations 2011(Regulations). Since 2011, each council has been required to refer to these three indicators in its plans, annual budget, midyear budget review and annual financial statements. The councils can adopt their own target range for each ratio, but the Commission has adopted the previously suggested Local Government Association (LGA) target ranges as a basis for its analysis, which were established and agreed during the development of the LGA Financial Sustainability Papers (2006-2011).

³ The F&A listed 29 analytical questions that the Commission has answered in assessing the Council's performance against these indicators to determine affordability, cost control and other sustainability risks.

⁴ Rural City of Murray Bridge, Audit and Risk Committee Meeting - 4 May 2022, Asset Management Plans Status Report, p. 56, available at <u>https://www.murraybridge.sa.gov.au/__data/assets/pdf_file/0021/1140384/Public-Audit-and-Risk-Committee-agenda-14-May-2022.pdf</u>.

termed AMPs) and long-term financial plan (LTFPs),⁵ it has also considered the Council's performance in that context.

The Commission has also reviewed the Council's template data which contains its 2022-23 LTFP forecasts for 2022-23 to 2031-32, as well as its 2021-22 LTFP forecasts, and historical financial data and rateable property and staffing (Full Time Equivalent (**FTE**)) numbers from 2011-12 onwards.⁶⁷ All charts and tables in the Advice are primarily sourced from these datasets. In addition, the Commission has reviewed the Council's audit committee reports, and other public information, as appropriate.

The Commission has reported estimates in nominal terms, for consistency with the Council's plans and actual rate levels, but it has compared estimated inflation impacts to these trends as a guide to identify 'real' rather than 'inflationary' effects. In the charts, the CPI line shows the cumulative growth in the CPI (Adelaide) series from 2011-12, and then projections of this series from 2022-23 based on RBA (Australia-wide) inflation forecasts (to the June quarter 2025), and the midpoint of the RBA target range (2.5 percent) thereafter.

Finally, in formulating this Advice, the Commission has had regard to the circumstances of the Rural City of Murray Bridge, including its positioning as a regional city, its income level (\$41.9 million) and the size of its rates base (more than 12,300 ratepayers⁸). The Commission notes that the advice is based on the Council's 2022-23 projections and that the Council might need to reprioritise some of its spending plans to respond to the recent flooding and high river event.

⁵ Local Government Act 1999 (LG Act) s122(1g)(a)(i).

⁶ Sourced from the Local Government Grants Commission (including data reported by the Office of the Valuer-General) and Council's data.

⁷ The Council's estimates for the 2021-22 financial year, relied on at the time of preparing this advice, were unaudited.

⁸ Based on the estimated number of property assessments in 2022-23.

B Material plan amendments in 2022-23

The Rural City of Murray Bridge has made various amendments to its 2022-23 budget and forward projections, partly for inflation and partly for other borrowing activity. The material amendments to some of its main financial forecasts are listed in the table below (in nominal terms).⁹ To ensure a comparable analysis of estimates between the 2021-22 and 2022-23 LTFPs, the Commission has reviewed the nine overlapping years' statistics: 2022-23 to 2030-31 and identified material amendments accordingly.

Selected Financial Item	Sum of 2022-23 to 2030-31 estimates in 2021-22 LTFP (\$ million)	Sum of 2022-23 to 2030-31 estimates in 2022-23 LTFP (\$ million)	Change in 2022-23 estimates (\$ million)	Change in 2022-23 estimates (percent)
Rates income	299.3	318.3	+18.9	+6.1
'Grants, subsidies and contributions' income	102.1	111.6	+9.5	+9.3
Total operating income	440.8	473.9	+33.0	+7.5
Employee expenses	186.0	207.3	+21.3	+11.5
'Materials, contracts and other' expenses	141.1	150.9	+9.8	+7.0
Finance costs	3.2	7.6	+4.4	+139
Total operating expenses	416.0	451.9	+35.9	+8.6
Total liabilities	320.8	351.8	+31.0	+9.7

B.1 Indexation adjustments

To account for the current inflationary environment, the Council's 2022-23 LTFP updates its previous year's Consumer Price Index (**CPI**) forecasts of an average annual increase of 1.5 percent to:

▶ 4.0 percent in 2022-23, 3.5 percent in 2023-24 and 2.0 percent annually thereafter.

Based on the updated assumptions, an increase in its cost and revenue estimates by up to around 6 percent over the 2022-23 to 2030-31 forecast period¹⁰, would be appropriate for the higher inflation, compared with the same estimates (aggregated) in its 2021-22 LTFP.

The Reserve Bank of Australia (**RBA**) revised its inflation forecasts for CPI to increase by 6.7 percent in the year to the June 2023 quarter, by 3.6 percent in the year to the June 2024 and by 3.0 percent in the

⁹ This table shows selected financial items to demonstrate the material amendments made by the Council in its 2022-23 estimates. It excludes various financial items and individual items do not sum to totals.

¹⁰ The set of nine years (2022-23 to 2030-31) forecast in both the 2021-22 and 2022-23 LTFP projections.

year to the June 2025 quarter.¹¹ Beyond June 2025, the RBA has not published inflation forecasts, but a return to the long-term average of 2.5 percent¹² from 2024-25 is not unreasonable.

The Commission notes that the Council's stated assumptions for indexation in its 2022-23 LTFP are reasonable, albeit potentially low in the current inflationary environment, but uncertainty around the forecasts remains. Notwithstanding the need for the Council to endeavour to find savings in real terms to reduce any inflationary impact on its community, it would be appropriate for it to:

1. **Continue** to review its inflation forecasts in its budget and forward projections each year.

B.2 Increase to income and expenditure estimates

The Rural City of Murray Bridge has increased its forecast operating income in total by \$33.0 million or 7.5 percent compared with its 2021-22 LTFP estimates (in aggregate)¹³, and most of the increase is due to adjusted inflation assumptions. It has also revised its estimates for 'grants, subsidies and contributions' by 9.3 percent, to cater for additional grant income for key infrastructure projects. The rates revenue revisions (with aggregate estimates increasing by 6.1 percent) are also due to the assumed inflation revisions.

The Council's operating expense estimates increased by \$35.9 million or 8.6 percent in its 2022-23 LTFP estimates (compared with its 2021-22 LTFP estimates), which exceeds the impact of revised inflation forecasts, but incorporates recurrent savings of \$0.2 million.¹⁴ This increase includes an additional \$21.3 million or 11.5 percent in employee expenses projected over this period (including an 11 percent increase in 2026-27). It also includes an increase of 7.0 percent or \$9.8 million to 'materials, contracts and other' expenses in its 2022-23 LTFP projections, likely tied to the infrastructure works and higher waste management costs.

Given the extent of the increase in employee expense projections, the Commission considers that it would be appropriate for the Rural City of Murray Bridge to:

2. **Review** its employee expense projections and better explain the need for a projected peak in costs in 2026-27 in its long-term financial plan.

B.3 Annual long-term financial plan updates

For the past two years, the Council has updated its LTFP in September, after its adoption of its annual business plan and budget in July for the coming financial year. The updates to the LTFP form a Council agenda item (in an ordinary public meeting) and the Council then provides a link to the agenda item on its website after its consideration and endorsement.¹⁵

The projections over forward years include assumptions about rate revenue projections, and the Commission notes that these are not consulted on by the Council, given its exclusion from its annual business plan.¹⁶ Although it is not a legislative requirement for the Council to include its long-term

¹¹ RBA, Forecast Table - February 2023, available at <u>https://www.rba.gov.au/publications/smp/2023/feb/forecasts.html</u>. CPI (Australia-wide). The 'through the year' forecasts in any one quarter are different to the average annual inflation assumptions usually applied to Council's financial estimates.

¹² As per the midpoint of the RBA target range of 2 and 3 percent.

¹³ This compares the LTFP estimates aggregated over the nine years from 2022-23 to 2030-31. The 2022-23 LTFP estimates for 2031-32 are not included in the comparison.

¹⁴ Rural City of Murray Bridge, *Annual Business Plan 2022-23*, June 2022, pp. 14 and 20, available at <u>https://www.murraybridge.sa.gov.au/__data/assets/pdf_file/0023/1161518/2022-23-ABP.pdf</u>.

¹⁵ Noting, at the time of preparing this advice, this had not occurred for the September 2022 LTFP update.

¹⁶ The draft annual business plan must be consulted on in accordance with LG Act s123 (3)(b) and (4).

financial projections with its annual business plan, nor consult annually on the projections, the Commission notes that doing so would allow the Council to better integrate its assumptions and consult with its community more effectively about the long-term impacts of the annual financial decisions. Other councils do include their 10-year LTFP projections in their annual budgets. For this reason, the Commission considers that it would be appropriate for the Council to:

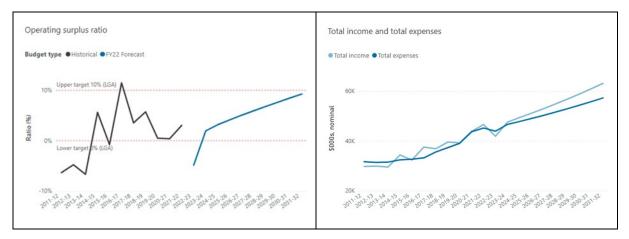
3. **Consider** coordination of annual updates to long-term financial plan projections with annual business plan and budget preparation to provide more transparency to the community about changes to forward projections, including rate projections, and the longer-term impacts of its short-term decisions.

C Financial sustainability

C.1 Operating performance

The Rural City of Murray Bridge has been in a financially sustainable position with operating surpluses since 2014-15 (see the left chart below). Accordingly, the operating surplus ratio¹⁷ has generally been within the suggested LGA target range (of between zero and 10 percent) to 2021-22. It averaged 0.9 percent between 2011-12 and 2020-21, demonstrating a relatively conservative average surplus position over this period.

The financially sustainable performance of the Council has been the result of average operating income growth of 4.4 percent per annum¹⁸ exceeding operating expense growth of 3.6 percent over 2011-12 to 2020-21 (see the right chart below).



Rates income has led the income growth, increasing by an average of 5.7 percent per annum over this period, compared with 1.7 percent in the CPI and 0.6 percent growth in rateable property numbers. The rate increases and affordability risk for the community are discussed in section D.

'Grants, subsidies and contributions' income has been relatively flat (declining by 0.3 percent), noting grants income can be more volatile from year to year. The three-year average for grants income per property was \$720 in 2011-12, which increased to \$805 in 2020-21, and is then projected to increase to \$879 in 2022-23 and \$977 in 2031-32. Over 20 years, this is an average annual increase below the rate of inflation – 1.5 percent, demonstrating a shift away from non-rate revenue sources for the Council's service and growth needs.

Operating expense growth has been led by average annual 'employee expenses' growth of 4.6 percent and 'materials, contracts and other' expense growth of 4.1 percent. Despite the relatively high capital expenditure over this period, average depreciation expense growth has been 1.7 percent per annum, in line with average CPI growth (see the left chart on the next page for nominal expense growth by category in 10-year intervals).

In 2022-23, the Council has forecast an operating surplus ratio of negative 4.9 percent, before it returns to surpluses over the remainder of the 10-year forecast period. However, it has reported an underlying

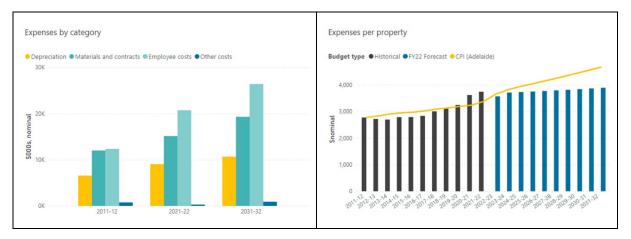
¹⁷ The operating surplus ratio is defined as: Operating Surplus (Deficit) ÷ Total Operating Income. The general target for councils is to achieve, on average over time, an operating surplus ratio of between zero and 10 percent (Local Government Association of South Australia, *Financial Sustainability Information Paper 9 - Financial Indicators Revised*, May 2019 (LGA SA Financial Indicators Paper), p. 6).

¹⁸ Based on the compound average annual growth rate formula (which is the adopted approach to calculating average annual growth rates throughout the Commission's advice).

surplus of \$1.2 million in 2022-23, rather than a deficit, the difference being due largely to material distortion caused by the early receipt (in 2021-22) of Federal Government grants payments otherwise due in 2022-23.¹⁹

In 2031-32, the operating surplus ratio is projected to peak at 9.3 percent. The increasing surpluses are the result of operating income exceeding operating expense growth over the forward estimates (i.e., average annual growth of 4.7 percent compared with 3.0 percent from 2022-23 to 2031-32).

The Council has forecast average growth in 'rates' and 'grants, subsidies and contributions' income of 4.2 and 6.9 percent per annum respectively over the forecast period. This incorporates strong growth in property numbers forecast by the Council of an average of 2.0 percent per annum (or an average of 267 new properties each year) and the funding of major projects by grant funding.



Operating expenses per property have increased in line with the rate of CPI growth²⁰ to 2019-20 (1.7 percent between 2011-12 and 2018-19), but then increased significantly in 2020-21 and 2021-22 by 4.0 and 12.0 percent respectively. The increase was due to a spike in 'materials, contracts and other' expenses associated with the delivery of the Thomas Foods International's supporting roadworks. In 2022-23, operating expenses per property are forecast to decline from the peak (as major works contracts are completed) and, from 2023-24, growth is forecast at a rate lower than inflation – at an average of 0.6 percent per annum (the RBA-based forecast for average annual inflation from 2022-23 to 2031-32 is 2.8 percent.²¹ This lower cost growth appears to be predicated on the assumption that Council will achieve increased scale efficiencies with higher growth.

The Council indicated that it has incorporated \$0.2 million in savings into its recurrent budget (each year) from forward planning and continuous improvements.²² Continued operating sustainability relies on its continued fiscal constraint and increased efficiencies, and the Commission encourages the Council to:

4. **Continue** to report its cost savings and efficiencies in its future budgets, to demonstrate its commitment to achieving cost constraint and efficiency across its operations and service delivery.

¹⁹ Rural City of Murray Bridge, Annual Business Plan 2022-23, June 2022, p. 14.

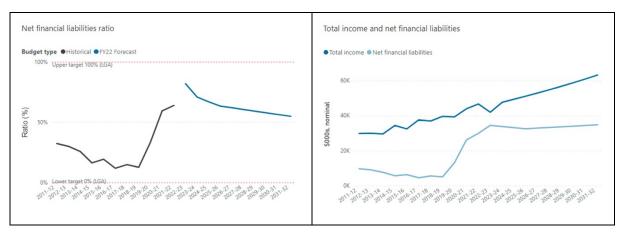
²⁰ The CPI forecasts in the chart are year-averages based on RBA forecasts and a return to long term averages (2.5 percent per annum) from 2025-26. See footnote 11.

²¹ Based on the RBA forecasts for the CPI (Australia wide) to June 2025 (and the Commission's calculations of average annual percentage growth) and the midpoint of the RBA's target range (2.5 percent) from 2025-26. See footnote 11.

²² Rural City of Murray Bridge, *Annual Business Plan 2022-23*, June 2022, pp. 14 and 20.

C.2 Net financial liabilities

The Council's net financial liabilities ratio²³ has comfortably met the sector benchmark (between zero and 100 percent)²⁴ over the past 10 years, demonstrating that the Council has been incurring borrowings and other liabilities that its operating income can reasonably service (see both charts below).



The ratio trended between 12 and 34 percent between 2011-12 and 2019-20, and then was estimated to increase to 64 and 82 percent in 2021-22 and 2022-23 respectively, with much higher borrowing levels for major infrastructure projects, which coincided with expanded operating capacity through rates increases.

The Council has forecast relatively stable borrowings of \$19.2 million over the forecast period. Over the next 10 years, the Council has forecast its net financial liabilities ratio to average 64 percent, with a slight downward trend, reflective of stable net liabilities and forecast operating income growth.

The Council noted that it can utilise the Lerwin aged-care facility deposits to help fund the planned expansion and refurbishment of that facility over the forecast period (rather than relying solely on borrowings), but that non-restricted cash will be kept to a minimum to enable borrowings to be paid off sooner.²⁵

C.3 Asset renewals expenditure

The Rural City of Murray Bridge has been meeting its asset renewal needs in line with AMP over the past 10 years with its asset renewal funding ratio²⁶ averaging 103 percent from 2011-12 to 2020-21; and then 110 percent in the five years to 2021-22 (see left chart below). The Council is forecast to continue to meet the ratio in the 10 years to 2031-32, with a consistent ratio of 100 percent.

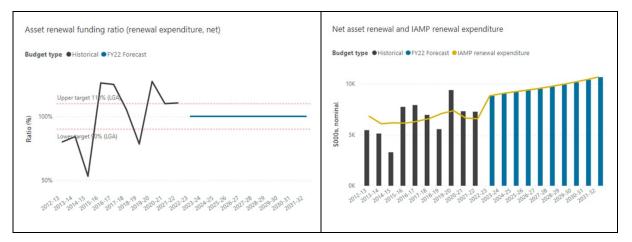
²³ The net financial liabilities ratio is defined as: Net financial liabilities ÷ Total operating income. This ratio measures the extent to which a council's total operating income covers, or otherwise, its net financial liabilities.

²⁴ The suggested LGA target range is between zero and 100 percent of total operating income, but possibly higher in some circumstances (LGA SA Financial Indicators Paper, pp. 7-8). The Council has adopted a target range of between 80 and 100 percent for its "adjusted" net financial liabilities ratio (Rural City of Murray Bridge, *Annual Business Plan 2022-23*, June 2022, p. 21).

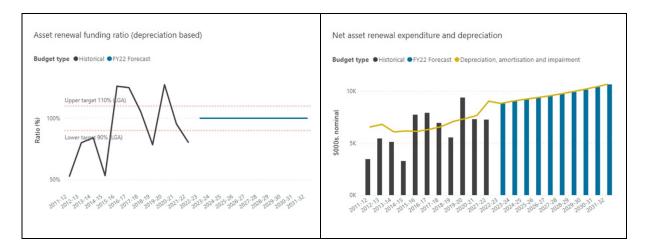
²⁵ Rural City of Murray Bridge, Public Council Meeting Agenda - 13 September 2021, Item 148.1 - Long Term Financial Plan Update, p. 4, available at <u>https://www.murraybridge.sa.gov.au/__data/assets/pdf_file/0035/968651/Public-Council-Agenda-13-September-2021.pdf</u>.

²⁶ The IAMP-based method is the current industry standard whereby net asset renewal/replacement expenditure is divided by the recommended expenditure in the IAMP (or AMP). The suggested LGA target range for local councils is between 90 and 110 percent (LGA SA Financial Indicators Paper, p. 9).

Overall, the Council's expenditure on the renewal of assets averaged \$6.4 million per annum between 2011-12 and 2020-21 and peaked at \$9.8 million in 2019-20. Average annual spending is projected to increase to \$9.8 million (in nominal terms) from 2022-23 to 2031-32 (see right chart below²⁷).



Based on the depreciation-based asset renewal funding ratio,²⁸ the Council's performance has averaged 93 percent from 2011-12 to 2019-20 (see left chart below). It is also forecast to be 100 percent over the forecast period, suggesting that the LTFP is forecasting renewal expenditure aligned with asset valuations and the rate of asset consumption, which together determine annual depreciation expenses (see right chart below).



In general, the Council's AMPs provide reasonable coverage of asset conditions and service level determination, which feed into the expenditure needs for renewal of assets. However, not all the individual AMPs include projected funding requirements for asset renewals over 10 years.²⁹ The Plant and Fleet Asset Management Plan 2019-2024 provides five years, rather than 10 years, of funding projections.³⁰ The Council's other AMPs are also titled over similar time periods, consistent with its SMP documents, but they do also include 10 years of funding projections.

²⁹ As required under LG Act s122(1a)(b).

²⁷ The chart excludes asset sales from capital expenditure on renewal or rehabilitation of assets.

²⁸ Where asset renewal and replacement expenditure is divided by depreciation expenses.

³⁰ Rural City of Murray Bridge, Plant and Fleet Asset Management Plan 2019-2024, December 2020, pp. 17-18, available at <u>https://www.murraybridge.sa.gov.au/__data/assets/pdf_file/0021/534414/RCMB-2019-24-Plant-and-Fleet-AMP-2020-Annual-Review-v2.pdf</u>.

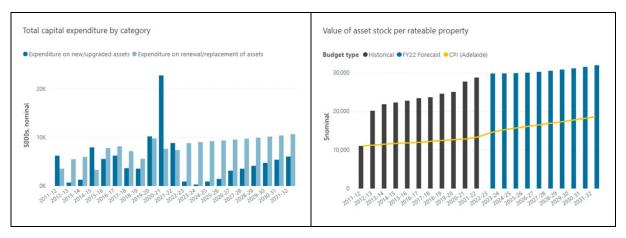
The Commission has identified some further areas for continuous improvement, mainly to ensure robust and accurate asset management approaches and meaningful alignment between its asset management and financial planning outputs. Specifically, it would be appropriate for the Council to:

- 5. **Review** its asset management plans (in particular, for plant and fleet assets) to ensure they cover a period of 10 years.
- 6. **Update** its asset condition assessments, valuations and useful life estimates where necessary in its asset management plans (noting its carpark and bridge condition assessments and recreation facility valuations are dated 2019 and 2015).
- 7. **Include** more detail in updates to long-term financial plan projections about the renewal and new or upgraded capital expenditure by infrastructure category (including for key projects), to provide better alignment and transparency between its asset management plans and long-term financial plan projections.
- 8. **Continue** to update existing asset management plans and to complete new asset management plans as indicated in the forward program (and in accordance with **Finding 5**), with a focus on consideration of the community's desired service levels, the resultant capital expenditure requirements, and alignment with long-term financial plan projections.

New and upgraded asset expenditure

The Council's expenditure on new or upgraded assets averaged \$5.0 million from 2011-12 to 2019-20 (see the left chart below). In 2020-21, its spending spiked to \$22.8 million with various large infrastructure projects either completed or underway. These included the upgrade to the Sturt Reserve Master Plan - Recreation Precinct and Rowing Facility, the upgrade to the Lerwin Aged Care Facility in Murray Bridge, Adelaide Road Linear Park (Stage 5 & 6), the creation of a Secondary Freight Route, the Murray Bridge swimming centre works, the access road for the new Thomas Foods International meat-processing facility and the Swanport Road Masterplan.³¹

The increase in the value of the Council's asset stock per property in the five years to 2021-22 emphasises the service expansion for the community over this period; it increased by an average of 4.2 percent or \$1,068 per property each year (see the right chart below). The accompanying impact on rate levels is discussed in the next section.



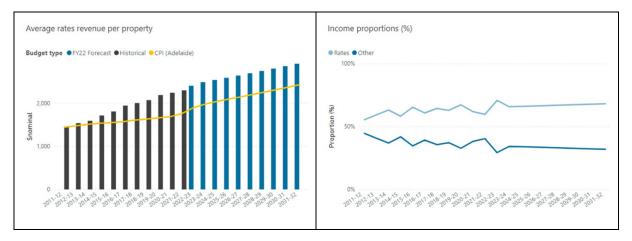
³¹ Rural City of Murray Bridge, Annual Report 2020-21, pp. 12-17, available at <u>https://www.murraybridge.sa.gov.au/__data/assets/pdf_file/0025/1244347/Annual-Report-Final-including-Attachment.pdf.</u>

D Current and projected rate levels

D.1 Historical rates growth

The Rural City of Murray Bridge's historical rates growth has been high. Its rates revenue increased by an average of 5.7 percent over the past 10 years³² or 5.0 percent per property to reach an average rate level of \$2,244 in 2020-21 (see the left chart below). This compares with CPI growth of an average of 1.7 percent per annum, and property number growth of an average of 0.6 percent per annum, over this period.

A large share of the growth occurred in the three years to 2017-18, when rates revenue growth averaged 6.3 percent per annum. Relatively large rate increases coincided with peak expenditure on infrastructure projects in 2015-16.



The Council's share of revenue from rates income increased from 55 percent in 2011-12 to 62 percent in 2020-21(see the right chart above), coinciding with lower grants revenue when comparing these two years (32 to 21 percent). The Council is more reliant on grants income than many other councils, and 'grants, subsidies and contributions' amounted to around one third (32 percent) of its operating income in 2021-22. It then received \$3.23 million in Financial Assistance Grants in advance, increasing its share of total income.³³ However, as was discussed in section C.1, while grants revenue has been relatively volatile from year to year, it continues to provide an important revenue source for the Council.

The Rural City of Murray Bridge has relatively high average rate levels across land use categories. This includes business-related rates which is likely linked to the Council's significant investments in infrastructure projects such as major freight routes which can bring significant economic stimulus benefits to industrial and commercial properties.³⁴

³² From 2011-12 to 2020-21.

³³ Rural City of Murray Bridge, Annual Business Plan 2022-23, June 2022, p. 14.

³⁴ Refer to the Councils in Focus website available at <u>https://councilsinfocus.sa.gov.au/councils/the_rural_city_of_murray_bridge</u>. The Commission is not relying on rates comparisons for its advice; it is one indicator, among many, which has informed its advice on the appropriateness of the rate levels.

D.2 Proposed 2022-23 rate increases

The Council has increased its average rate levels from 2022-23, primarily for the impact of inflation. It implemented an average rate increase for existing ratepayers of 3.5 percent on 2021-22, noting how this was lower than the March 2022 CPI increase of 4.7 percent.³⁵

The average increase for existing residential ratepayers levied was 3.2 percent, or \$55, to \$1,754 per property,³⁶ while the increase for minimum rates was 3.5 percent, or \$35, to \$1,023 per property.³⁷

The Council indicated its differential rates (in terms of rates in the dollar) by category in its annual business plan³⁸ but it has not presented the individual average rates increase for non-residential categories of ratepayers. Given the average impact on all ratepayers, the percentage increase is likely to be higher, albeit marginally, for at least some non-residential ratepayers.

In addition to general rates, its waste management charges for garbage bin and recycling services have also increased to account for inflation – by 3.4 to 3.7 percent, depending on the service (amounting to an additional \$2 to \$5 per service).³⁹

The Council also levies Community Water and Waste Management Systems (**CWMS**) charges at Riverglen and Woodlane to recover the cost of operating and maintaining the water and sewerage schemes. It identified the fixed charge components and differential rate components (rates in the dollar) but has not indicated how these have changed from 2021-22.⁴⁰

In general, the Council's annual business plan could provide clearer information about the estimated change in the coming year across all its rates and charges. It does not show the proportion of revenue it collects from each category of ratepayers, nor for different levies or charges.

The *Local Government (Financial Management) Regulations 2011* (**Regulations**) requires that, at a minimum, the annual business plan provides a statement on the average change in the expected rates for each land use category.⁴¹ For all these reasons, it would be appropriate for Council to:

9. **Report** in its annual business plan the estimated average annual change for all categories of rates and other charges, together with the quantum of annual revenue it expects to collect from the different categories of rates and charges, providing greater clarity and transparency to its ratepayers.

D.3 Projected further rate increases

The Rural City of Murray Bridge has not separately identified its forecast increases in its average rate levels as part of its 10-year LTFP projections, although it does not appear to be projecting any material changes to rate levels in real terms.

It has projected rate revenue growth of an average of 4.2 percent per annum between 2022-23 to 2031-32, incorporating assumed growth in property numbers of 2.0 percent per annum and 2.0 percent annual inflation (CPI) growth from 2024-25. Accordingly, its rates per property growth is forecast to average 2.2 percent per year (primarily for the impacts of inflation). Should lower growth eventuate, this

³⁵ Rural City of Murray Bridge, Annual Business Plan 2022-23, June 2022, p. 15.

³⁶ Rural City of Murray Bridge, Annual Business Plan 2022-23, June 2022, p. 14.

³⁷ Rural City of Murray Bridge, *Annual Business Plan 2022-23*, June 2022, p. 17.

³⁸ Rural City of Murray Bridge, *Annual Business Plan 2022-23*, June 2022, p. 15.

³⁹ Rural City of Murray Bridge, *Annual Business Plan 2022-23*, June 2022, p. 18.

⁴⁰ Rural City of Murray Bridge, *Annual Business Plan 2022-23*, June 2022, p. 18.

⁴¹ Under Regulations s6(ec).

might be a catalyst for the Council to increase average rate levels by more than it has forecast. Therefore, it would be appropriate for it to:

10. **Review** the rateable property growth forecasts in its budget projections each year to ensure that they remain current and do not create a need for additional rate increases to generate the same level of projected revenue.

D.4 Affordability risk

The Council appears to have considered the affordability of rate rises in its annual business plan and budget⁴² and it has not proposed any increases to existing average rate levels in real terms. Around half of its projected revenue growth is due to projected development and property number growth, with the rest to account for the impact of inflation.

Affordability risk for higher rate levels among its community does exist based upon:

- the current rate levels in the area, as a legacy of historical rate increases and service growth (as was discussed in section D.1)⁴³
- current risks to inflation forecasts
- the socio-economic indexes for areas (SEIFA) economic resources ranking for the Rural City of Murray Bridge area, which places the council area in the bottom fifth of South Australia council areas in terms of access to economic resources,⁴⁴ and
- some of the community comments received by the Council during its consultation on the annual budget, which were concerned about the rate increases, including increases to minimum rates.⁴⁵

The strong projected operating performance does provide some flexibility for the Council to maintain a surplus position without further rate increases in real terms, even if property growth and the associated additional rates revenue does not eventuate as forecast. However, the surpluses are also predicated on significant cost constraint and given the Rural City of Murray Bridge's rate history and the likely sensitivity of the community to further rate increases, it would be appropriate for it to:

11. **Review** and consider limiting further average and minimum rate increases where possible, to reduce the affordability risk of higher rate levels in the community.

⁴² Rural City of Murray Bridge, Annual Business Plan 2022-23, June 2022, pp. 7 and 22.

⁴³ Refer to Councils in Focus rates data by rate category and property numbers for 2019-20 available at: <u>https://councilsinfocus.sa.gov.au/councils/the_rural_city_of_murray_bridge</u>. The Commission is not relying on these rate comparisons for its advice; the data source provides one indicator, among many, which has informed its advice on the appropriateness of the rate levels.

⁴⁴ The Rural City of Murray Bridge area is ranked 12 among 71 South Australian 'local government areas' (including Anangu Pitjantjatjara and Maralinga Tjarutja Aboriginal community areas and 'unincorporated SA') on the Australian Bureau of Statistics SEIFA Index of Economic Resources (2016), where a lower ranking (eg, 1) denotes relatively lower access to resources in general, compared with other areas, available at <u>https://www.abs.gov.au/ausstats/subscriber.nsf/log?openagent&2033055001%20-</u> %20lga%20indexes.xls&2033.0.55.001&Data%20Cubes&5604C75C214CD3D0CA25825D000F91AE&0&2016&2 7.03.2018&Latest.

⁴⁵ Rural City of Murray Bridge, Special Council Meeting Agenda - 30 May 2022, Item S95.1 - Summary of Responses to Draft 2022-23 Annual Business Plan & Budget, Attachment 1, pp. 8-17, available at <u>https://www.murraybridge.sa.gov.au/__data/assets/pdf_file/0025/1153582/Special-Council-Meeting-Agenda-30-May-2022.pdf</u>. Four of 10 submissions raised concern about rate increases.



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APPENDIX 3. AUDIT AND RISK COMMITTEE ACTIVITY REPORT 2022-2023

This report represents a summary of the Rural City of Murray Bridge Audit and Risk Committee's activities undertaken and recommendations made during the 2022-2023 financial year.

Membership

Council has appointed Members to its Audit and Risk Committee as follows:

Name	Position	Term
Mr Peter Brass	Independent Chair	April 2023 – March 2027
Mr Luke Williams	Independent Member	Nov 2021 – Nov 2025
Mr Paul Lamberts	Independent Member	Nov 2021 – Nov 2025
Cr Andrew Baltensperger	Council Member	Nov 2022 – Nov 2026
Cr Fred Toogood	Council Member	Nov 2022 – Nov 2026
Mayor Wayne Thorley	Ex Officio Member	Nov 2022 – Nov 2026

The following Staff members have attended meetings as observers:

- Chief Executive Officer
- General Manager Corporate Services
- General Manager Community Development
- General Manager Assets & Infrastructure
- Manager City Infrastructure, as required
- Chief Finance Officer
- Team Leader Finance
- Executive Officer

Meetings

The Audit and Risk Committee held 5 ordinary meetings and 1 special meeting during 2022/2023 with attendance as follows:

Meeting Date	Attendance				
3 August 2022	Meeting held via zoom and in person				
	Apology Paul Lamberts				
19 October 2022	Meeting held in (in person & via MS Teams)				
	Apology Luke Williams				
30 November 2022	All Members attended (in person & via MS Teams)				
1 March 2023	All Members attended (in person & via MS Teams)				
10 May 2023	Meeting held in (in person & via MS Teams)				
	Apology Luke Williams				
14 June 2023 (Special)	Meeting held in (in person & via MS Teams)				
	Apology Luke Williams				

Ms Samantha Creten and Daniel Phillips of Dean Newberry, External Auditors and Mr Justin Jamieson of KPMG, Internal Auditors met with the Audit and Risk Committee in camera at the meeting held on the 19 October 2022, item 40.1.

Mr Peter Brass, Chair of the Audit and Risk Committee provided a verbal report to the Council meeting on the 30 January 2023, item 43.1.

During 2022-2023 the Audit and Risk Committee held meetings in person and also virtually to accommodate attendance by all Members.

Training Activities

The Audit and Risk Committee considered the 2022/2023 Development and Training Plan for Committee members at its meeting on the 1 March 2023, item 9.3. The Audit and Risk Committee received training at a workshop on the 19 April 2023 formed part of the planned Audit & Risk Committee training and development plan and aligns with mandatory training requirements for Elected Members. The training workshop was based on the Elected Member Mandatory Training module – Strategy and Planning and incorporated Integrated Strategic Management Planning & Performance; Strategic Risk Management & Oversight, Financial Management and the revised Behavioural Management Policy for S41 Independent Members.

Audit and Risk Committee Activities

The following table sets out the principal issues addressed by the Audit and Risk Committee during 2022-2023 in line with the Audit and Risk Committee's Term of Reference:

Action	Q1		Q2	Q3	Q4	Special	Responsible
	3 Aug 2022	19 Oct 2022	30 Nov 2022	1 Mar 2023	10 May 2023	14 June 2023	Officer
	Council	Council	Council	Council	Council	10 July 2023	
	8 Aug 2022	14 Nov 20221	12 Dec 2022	14 Mar 2023	12 Jun 2023		
AUDIT AND RISK COMMITTEE PERFORMANCE							
Annual Report from Presiding Member (meeting with Council)	29.1						CEO
Audit & Risk Committee Self							CEO
Assessment							
(this did not occur due to Council							
election)							
Meeting Dates		39.5					CEO
Review of Annual Work Plan				18.1			CEO
Review Terms of Reference (even yrs)				18.1			CEO
Training and Development Plan				18.2	28.4		CEO
EXTERNAL AUDIT				•			
External Audit Interim Man Letter	29.4						GMCS
Annual Financial Statements		39.1					GMCS
Annual report		39.2					GMCS
Confidential Meeting with Auditors		40.1					GMCS
Matters arising from External Audit				18.3			GMCS
End of Financial year Audit Approach & Reporting Timetable					28.3		GMCS
Internal Controls				18.3			GMCS
Financial Controls Review				18.3			GMCS

Rural City of Murray Bridge Annual Report 2022-23

FINANCIAL REPORTING							
Review of LTFP		39.3				S34.1	GMCS
Review of Budget				18.6			GMCS
Review of ABP			9.1	19.2		S34.3	GMCS
Rating Policy Review						S34.2	GMCS
INTERNAL AUDIT							
Confid meet with Internal Auditors		40.1					CEO
Internal Audit Action Plan Update	29.3		9.1	19.1	28.1 / 29.1		CEO
Internal Audit – Legislative Compliance	29.2						GMCS
Internal Audit – Delivery of Economic Development				18.4			GMCS
Internal Audit – Volunteer Management					28.2		GMCS
RISK MANAGEMENT SYSTEMS	9.2						
ICT Governance Framework		30.1					GMCS
GOOD PUBLIC ADMINISTRATION FRAMEWORK	9.3						
Public Interest Disclosure Guideline (next review 2024)							CEO
Complaint Framework - (next review 2024)							CEO
STRATEGIC PLANS							
Strategic Plan - each Council term – has commenced							CEO
Asset Management Plans – reviews underway							GMAI

APPENDIX 4. Freedom of Information Statement 2022-23

INTRODUCTION

This Freedom of Information Statement is published by the Rural City of Murray Bridge Council (Council) in accordance with the Freedom of Information Act 1991 (FOI Act),

The purpose of the Information Statement is to provide the public with:

- 1. a description of the structure and functions of the agency
- 2. a description of the ways in which the functions of the agency affect the public
- 3. a description of any arrangements that exist to enable the public to participate in formulating the agency's policies and the delivery of its functions
- 4. a description of the various kinds of documents held by the agency available for inspection, purchase or free of charge
- 5. a description of the arrangements that exist to enable the public to obtain access to documents or to amend their personal records held by the agency; and
- 6. a description of the agency's procedures in relation to giving access to documents and to the amendment of records containing personal information of individuals
- 7. include the contact details of the officer to whom inquiries can be made and an address at which FOI applications should be lodged.

Subject to certain restrictions, the FOI Act 1993 gives members of the public a legally enforceable right to access information held by South Australian (Local) Government agencies such as Councils. The purpose of this statement is to assist members of the public to identify the functions and decision making processes of Council, detail the type of information held by Council and advise how it can be accessed by the public.

An updated Information Statement will be published on the Council's website each financial year and within Council's Annual Report.

1 – STRUCTURE AND FUNCTIONS OF THE COUNCIL

Ongoing History of the Rural City of Murray Bridge

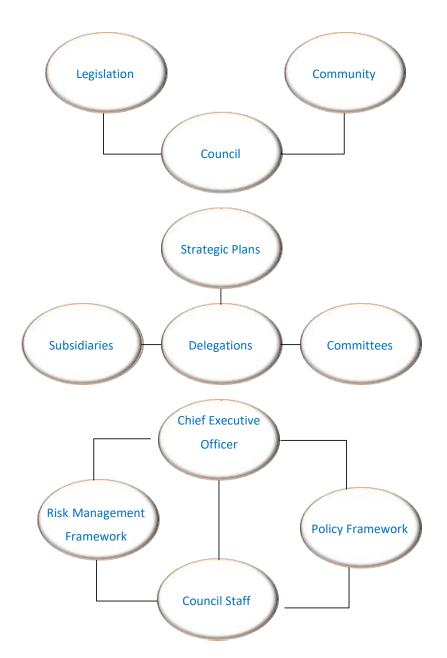
The Ngarrindjeri People are recognised as the Traditional Owners of the land.

- 1830 Captain's Charles Sturt camped just below the town site of Murray Bridge on February 8th during his voyage of discovery down the River Murray.
- 1856 the area's first white settlers arrived. The Edwards family established their homestead 'Coninka' on the area now known as Hume Reserve.
- 1873 the building of the first bridge over the River Murray began. The foundation stone was laid by Governor Musgrave on the 7th November. The bridge was opened to traffic on 26 March 1879 and the town was known as Murray Bridge.
- 12 July 1884 the first meeting of the District Council of Mobilong was held. In 1927 the Corporation of Murray Bridge was formed.
- 4 April 1977 there was an amalgamation of District Council of Mobilong and the Corporation of Murray Bridge to form The District Council of Murray Bridge.
- 30 May 1979 the Swanport Bridge was opened to traffic.
- 1983 saw the opening of the Lerwin Nursing Home by the District Council of Murray Bridge.
- 17 June1990 saw the Official Opening of the Local Government Centre at 2 Seventh Street Murray Bridge.
- 26 January 1993 the District Council of Murray Bridge changed its name to The Rural City of Murray Bridge and has its administration centre within the Local Government Centre, 2 Seventh Street, Murray Bridge.
- 17 July 1995 was the opening of the Brinkley Waste Depot
- 19 April 1997 was the official opening of Monarto Zoological Park visitor centre by Hon Robert Hill
- September 1997 saw the staging of first Pedal Prix
- 2003 Council declares the Rural City of Murray Bridge as a Refugee Welcome zone
- 2002/2003 construction of Monarto Interchange
- 2007/2008 Youth Centre and Skate Park opened. There was a dedication of Muslim burial site.
- 9 May 2007 saw the opening of extensions to the Murray Bridge Soldiers Memorial Hospital and new Murray Bridge Ambulance Station
- 25 May 2008 was the date the Kungun Yunnan Agreement between Rural City of Murray Bridge and Ngarrindjeri Regional Authority was signed.
- 2010 Regional Centre of Culture events held in Murray Bridge and refurbishment of Town Hall and Regional Art Gallery
- 2010 opening of Marketplace Shopping Centre and new RSL Clubrooms
- 2012 Murray Bridge Library opened in Marketplace
- 2016 delivery of Stormwater Management and Reuse Scheme providing an alternative, secure and sustainable source of water supply through a partnership between Council, the Australian Government, Murray Bridge Racing Club and Gifford Hill Joint Venture.
- 2017 Federal Court Determination at Sturt Reserve in relation to Native Title and the revitalisation of Sixth Street Precinct completed.
- 2018 Adelaide Road Linear Park commences with stages 1, 2 & 3 completed.
- 2019 Sturt Reserve Master Plan Historic and Tourism Precinct commenced along with the Adelaide Road Linear Park, stages 4 & 5 commenced
- 2020 Sturt Reserve Master Plan Recreation Precinct and Rowing Facility commenced, Lerwin Expansion and Refurbishment undertaken, Adelaide Road Linear Park, stages 5 & 6, Farmgate Access improved, Delivery of Thomas Foods International Access Road and Refurbishment of Swimming Pool
- 2022 High River / Flood Inundation December 2022/January 2023

Strategic Governance Framework

Council re-endorsed a Good Public Administration Framework on the 14 June 2002 and Risk Management Framework on 10 December 2018. These frameworks identify Council's approach to its strategic Governance Framework, Committee and Regional Subsidiary structure and decision making as follows:

Rural City of Murray Bridge Strategic Governance Framework



Full Council and provisions for meeting procedures

Following the Local Government elections held in November 2014, 2018 and continuing in the November 2022 elections, the Council consists of the Principal Member and 9 Area Elected Members who represent residents and ratepayers in the Rural City of Murray Bridge.

"Council" is the body corporate consisting of Elected Members as constituted under the Local Government Act 1999. Council is established to provide for the government and management of its area at the local level and, in particular:

- a) to act as a representative, informed and responsible decision-makers in the interest of its community; and
- b) to provide and co-ordinate various public services and facilities and to develop its community and resource in a socially just and ecologically sustainable manner; and
- C) to encourage and develop initiatives within its community for improving the quality of life of the community; and
- d) to represent the interests of its community to the wider community; and
- e) to exercise, perform and discharge the powers, functions and duties of local government under the Local Government Act and other acts in relation to the area for which it is constituted. [s.6, Local Government Act]

Following the November 2022 election, Council continued with the meeting scheduled of ordinary meetings of the Council continuing to be held in the Local Government Centre, 2 Seventh Street, Murray Bridge or in locations throughout the Council area as determined by resolution of Council. Meetings commence at 7 pm on the second Monday of each month, with the exception in January when the meeting is held during the last week of the month. All meetings are open to the public, with the exception of any matters subject to an order of confidentiality. [s.90 of the Local Government Act]. Notices of all meetings and associated minutes of Council and its Committees are available on the website and from the Local Government Centre.

Council has continued to provide Committee Members with the ability to attend meetings virtually or in person. Members of the public were able to view meetings livestreamed via Council's social media network or in person.

One of the main opportunities for the community to gain information about the business of Council is through meeting agendas and associated reports prepared for Council and Committee meetings. Agendas, including minutes of the previous meetings and supporting documentation, are placed on public display no less than three days prior to meetings. Council also holds informal information gathering and these dates along with Council meeting dates and associated information are available on Council's website at www.murraybridge.sa.gov.au and at the Local Government Centre.

Council Committees and Subsidiaries

Schedule 1 of this statement lists the various committees of Council and identifies under which section of the Local Government Act 1999, Development Act 1993 or Planning, Development & Infrastructure Act 2016 they have been formed.

Committees streamline Council business and assist in the performance of its functions. The membership of Committees and their Terms of Reference are determined by the Council.

Committees meet at intervals determined in their Terms of Reference (available on Council's website and at the Local Government Centre) and make recommendations to Council. Meetings of S41 Committees are open to the public with the exception of any matters subject to an order of confidentiality [s.90, Local Government Act], and are publicly notified in the same way as Council meetings. (See 1.1 above)

Chapter 6 of the Local Government Act and the Local Government (Procedures at Meetings) Regulations prescribe the way meetings of a Council and its Committees are to be conducted.

The ability for Committee Members to meet virtually continued with Members and the Community also provided the opportunity to attend in person

External Committees/Boards/Associations

Council participates in a number of external Committees, Boards and Associations, comprising Elected Members, staff and the public and these are listed in Schedule 1.

Delegations

The Council's Chief Executive Officer, Fire Prevention Officers and Council's Assessment Panel have delegated authority from Council to make decisions on specified administrative and policy matters. The Chief Executive Officer has the ability to sub-delegate duties to an employee or a Committee. Council has endorsed a Delegations Application Policy to assist in the management of delegations and Council's Delegations Register reflects the delegated authority from the Council to the CEO (and subsequently any further sub- delegations).

The Delegations Register is reviewed annually by Council and is available to be viewed by the public on Council's website or at the Local Government Centre during ordinary working hours.

2 – FUNCTIONS OF COUNCIL

The functions of Council, set out in s7 of the Local Government Act 1999, include:

- (a) to plan at the local and regional level for the development and future requirements of its area;
- (b) to provide services and facilities that benefit its area, its ratepayers and residents, and visitors to its area
- (C) to determine the appropriate financial contribution to be made by ratepayers to the resources of the council.
- (d) to provide for the welfare, well-being and interests of individuals and groups within its community;
- (e) to take measures to protect its area from natural and other hazards and to mitigate the effects of such hazards;
- (f) to manage, develop, protect, restore, enhance and conserve the environment in an ecologically sustainable manner, and to improve amenity;
- (g) to provide infrastructure for its community and for development within its area (including infrastructure that helps to protect any part of the local or broader community from any hazard or other event, or that assists in the management of any area);
- (h) to promote its area and to provide an attractive climate and locations for the development of business, commerce, industry and tourism;
- (i) to establish or support organisations or programs that benefit people in its area or local government generally;
- (j) to manage and, if appropriate, develop, public areas vested in, or occupied by, the council;
- (k) to manage, improve and develop resources available to the council;
- (I) to undertake other functions and activities conferred by or under an Act.

Section 41 of the Local Government Act 1999 empowers a Council to establish committees

- To assist the Council in the performance of its functions
- To enquire into and report to the Council on matters within the ambit of the Council's responsibilities
- To provide advice to the Council
- To exercise, perform or discharge delegated powers, functions or duties

Council has endorsed a Section 41 Committees policy to assist in the management of S41 Committees of Council.

Council's Strategic Plan is developed based on Community Consultation and informs Council's Annual Business Plan and Budget.

Services for the Community

Council is required by legislation to:

- Determine policies to be applied by the Council
- Develop and adopt Strategic Management Plans
- Prepare and adopt annual business plans and budgets
- Establish an Audit and Risk Committee
- Develop appropriate policies, practices and processes of internal control
- Set performance objectives
- Establish policies and processes for dealing with complaints, requests for service, and internal review of Council decisions
- Determine the type, range and scope of projects to be undertaken by the Council
- Deliver planning and development, dog and cat management, fire prevention and certain public health services
- Provide the necessary administrative services to support Council's functions

Other services and activities are provided through the decision making processes of Council in response to local needs, interests and aspirations of individuals and groups within the community to ensure that Council resources are used equitably.

Other services provided by Council include:

- Aged Care Facility (Lerwin)
- Brinkley Reuse Centre
- Cemetery
- Commonwealth Health Support Program
- Community Waste Water Management Schemes
- Economic Development
- Historic Tourism sites
- Immunisations
- Open Space facilities
- Outdoor swimming pool
- Performing Arts Facility
- Regional Art Gallery
- Road networks
- Youth Centre The Station
- Visitor Information Centre

3 – PUBLIC PARTICIPATION

Members of the public have a number of opportunities to express their views on particular issues before Council. Council's Access to Council and Committee meetings and associated documents Code of Practice identify these and include:

Deputations to Council – With the written permission of the Presiding Member of the Committee, a member of the public can address a Committee or the Council personally or on behalf of a group of residents for up to 10 minutes on any item that is relevant to that Committee or the Council, depending on the number of deputations scheduled for a particular meeting. If a decision is required from the deputation, Council seeks a report from administration to be presented at the next appropriate meeting.

Petitions – Written petitions can be addressed to the Council on any issue within the Council's jurisdiction.

Council Members – Members of the public can contact Members of Council to discuss any issue relevant to Council. Contact details for all Members are available on Council's website.

Written Requests – Members of the public can write to Council on any Council policy, activity or service.

Let's Talk - Community Consultation

The Rural City of Murray Bridge is committed to open, honest, accountable and responsible decision making. Council's Community Engagement Framework promoting "Let's Talk" facilitates effective communication between Council and the community, encouraging community involvement and partnerships in planning and decision making. The Framework identifies the steps Council will take in relation to Community engagement and ensures that the most cost effective methods of informing and involving the community, which are appropriate for specific circumstances and consultation topics, are used. Let's Talk is accessed via Council's website.

4 – DOCUMENTS HELD BY COUNCIL

Most information and documentation held by Council is available for public viewing and is readily available without recourse to the Freedom of Information Act and we invite you to discuss your information needs with us.

Records System: Council operates an electronic records and document management system for the effective management of Council's records.

Land and Property Information System: Council's Land and Property Information system contains property-related information (valuation, rates, ownership details) on each property in the Rural City of Murray Bridge area.

5 – ACCESS TO DOCUMENTS

Policy Documents Available for Inspection

At the time of publishing this statement the following documents can be accessed from Council's website:

(https://www.murraybridge.sa.gov.au/council/administration/council-documents/councilpolicy)

and are available for public inspection at Office of Council during ordinary business hours.

Any new Policy adopted by Council after publication of this statement will be similarly available.

- Access to Council and Committee meetings & associated documents Code of Practice)
- Accessing Information Freedom of Information and Privacy
- Alteration to Public Roads, Verges and Footpaths Policy
- Asset Accounting Policy
- Asset Management Policy
- Asset Disposal Policy
- Behavioural Management Framework
- Behavioural Management Policy

- Budget Report and Amendment Policy
- Building and Swimming Pool Policy
- Business Continuity Policy Management of Disruption Risk
- Caretaker Policy
- Cemetery Policy
- Civic Recognition Policy
- Communication Policy
- Community Engagement Framework
- Community Events Grants and Donations Policy
- Community Gardens Policy
- Complaint Management Framework
- Construction of unmade road reserves
- Council Delegates Appointment Process
- Council Election Policy
- Council S41 Committees
- Delegation Policy
- Development Act Delegations Policy
- Directional Sign Policy
- Disability Discrimination Policy
- Elected Member Induction Training and Development Policy
- Elected Member Use of Social Media Guideline
- Elected Members Allowances and Benefits Policy
- Election of Deputy Mayor
- Emergency Management Framework
- Event Traffic Management Policy
- Fees and Charges Policy
- Financial Hardship Policy
- Financial Sustainability Policy
- Fraud & Corruption Prevention Policy
- Funding Policy
- General Ledger Policy
- Good Public Administration Framework
- Graffiti Management Policy
- Hiring Council Facilities
- Informal Gatherings Policy
- Infrastructure and Bonding Policy
- Insurance Use of Council Land Council Policy
- Insurance Use of Local Government Land Management Guideline
- Internment on Private Land
- Internal Control Policy
- Internal review of Council decisions
- I-responda Community Emergency response
- Kerbside Waste Recycling Green Organics Services Policy
- Lease and Licensing Policy
- Leasing and Licensing Council Facilities Policy
- Lerwin Aged Care Facility Debt Recovery Policy
- Lerwin Aged Care Facility Refundable Accommodation Deposits Governance Policy
- Lerwin Liquidity Management Strategy
- Library Management

- Limit on Dog Numbers Bylaw 5 Policy
- Memorials Policy
- Mobile Food Vendor Location Rules Policy
- Order Making Policy
- Outdoor Dining Policy
- Policy Framework
- Policy Delegations
- Policy Documentation Policy
- Privately Funded DPAs
- Procurement Policy
- Property Identification Policy
- Prudential Management Policy
- Public Art Policy
- Public Interest Disclosure Guideline
- Rate Rebate Policy
- Rates Senior Postponement Policy
- Rates Debt Recovery Policy
- Rates Financial Hardship Policy
- Rating Policy
- Records Management
- Regional Gallery Collection Policy
- Relationships with External Bodies
- Risk Management Framework
- Risk Management Policy
- Road Maintenance (Manure on Roads)
- Safe Environs Policy
- Sport and Recreation Management Guideline
- Structures on Community Riverfront Reserves Policy
- Sundry Debt Recovery Policy
- Treasury Management Policy
- Tree Management Policy
- Unsolicited Bid Policy
- Use of Council Facilities for Fitness Groups and Personal Trainers Policy
- Volunteer Code of Conduct
- Volunteer Policy
- Water and Sewerage Retail Services Hardship Policy
- Water Sewerage Retail Services Riverglen and Woodlane Customer Charter
- Water Sewerage Retail Services Riverglen and Woodlane Enquiry Complains Dispute Resolution Procedure

Other Council Documents

A listing of current Strategic Documents and policies can be obtained via Council's website. <u>https://www.murraybridge.sa.gov.au/council/administration/council-documents</u>

Other Council Documents

A listing of current Strategic Documents and policies can be obtained via Council's website. <u>https://www.murraybridge.sa.gov.au/council/administration/council-documents</u>

- Animal Management Plans
- Annual Business Plans
- Annual Reports
- Application Forms
- Asset Management Plans
- Audited Financial Statements
- Benefits and Allowances
- Biodiversity Strategy
- Climate Change Adaptation Plan
- Committee Terms of References
- Community Emergency Management Plan
- Community Plan
- Community Safety Plan
- Community Satisfaction Survey
- Community Land Management Plans
- Council and Committee agendas and minutes
- Council Bylaws
- Delegations
- Development Plan
- Digital Strategy
- Economic Development Strategy
- Environmental Management Plans
- Footpath Strategy
- Freedom of Information Statements
- Gift Registers
- Interest Registers
- Kungun Ngarrindjeri Yunnan Agreement
- Long Term Financial Plan
- Murraylands River Trail Feasibility Study
- Ngarrindjeri Murrundi Management Plan
- Playspace Strategy
- Prudential Statements
- Public Health Plan
- Public Toilet Strategy
- Reconciliation Action Plan
- Riverfront Management and Urban Growth Study
- Roadside Vegetation Management Plan
- Sport, Recreation and Open Space Strategy

- Strategic Management Plan
- Structure Plan
- Sturt Reserve Master Plan
- Swanport Road Master Plan
- Tourism Development Plan
- Town Centre Traffic Plan
- Trail Strategy
- Waste Management Strategy
- Wayfinding and Network Strategy

The following documents are available for public inspection and purchase from Council's Principal Office, Local Government Centre, 2 Seventh Street, Murray Bridge.

- Assessment Book
- Register of Dogs
- Register of Employees' Salaries and Wages and Benefits
- Voters Roll
- Register of Interests
- Development Application Register
- Parking Control Register
- Register of Public Roads and Streets

6 – OTHER INFORMATION REQUESTS

- Requests for other information not publicly available will be considered in accordance with the *Freedom of Information Act 1991*. Under this legislation, applicants seeking access to documents held by Council need to provide sufficient information to enable the correct documents to be identified and must complete the required application form and lodge it at the Council offices.
- Applications must be in writing and must specify that it is made under Section 13 of the *Freedom of Information Act 1991*. Council has also resolved that the name of the person lodging a Freedom of Information will be made available when undertaking third party consultation unless there is a legal impediment not to do so.
- If the documents relate to the applicant's personal affairs, proof of identity may be requested. Requests will be dealt with as soon as practicable (and in any case, within 30 days) after receipt. If documents are being sought on behalf of another person relating to their personal affairs, Council may ask for a consent form signed by that person.
- Forms of access may include inspection or copies (subject to copyright laws) of documents, hearing and/or viewing of audio and/or video tapes, transcripts of recorded documents, transcripts of words recorded in shorthand or encoded form, or the reproduction of documents from digitised information.
- Council, on receiving a Freedom of Information application, may assist the applicant to direct the application to another agency or transfer the application to another agency if appropriate.
- If Council refuses access to a document, Council must issue a certificate stating why the document is a restricted document.
- In rare cases, retrieving the requested information involves considerable staff time. It is
 important to specify what is required as clearly as possible so staff can assist quickly and
 efficiently. If extraordinary staff time is required to comply with an information request,
 charges may apply.
- All general enquiries on *Freedom of Information Act 1991* issues should be directed to Accredited Freedom of Information Officer.

7 – AMENDMENT TO COUNCIL RECORDS

Under the *Freedom of Information Act 1991*, persons may request a correction to any information about themselves that is incomplete, incorrect, misleading or out of date.

To gain access to these Council records, a person must complete and lodge with Council an application form as indicated above outlining the records that he/she wishes to inspect.

If it is found that these require amendment, details of the necessary changes are to be lodged with Council's Freedom of Information Officer. There are no fees or charges for the lodgement, or the first two hours of processing of this type of application and where there is a significant correction of personal records and the mistakes were not the applicant's, any fees and charges paid for the original application will be fully refunded.

8 – FREEDOM OF INFORMATION APPLICATION SUMMARY

A summary of Freedom of Information applications received as identified in Council's Annual Report.

A summary of Freedom of Information requests received and addressed by Council	2018-19	2019-20	2020-21	2021-22	2022-23
Applications Processed	8	12	10	11	15
Applications Determined	8	11	11	11	14
Full Release	6	4	6	3	8
Partial Release	1	6	4	4	4
Refused Access	1	1	1	0	1
Withdrawn					1
Proceeded to Internal Review	0	0	0	1	1
Proceeded to External Review	0	1	0	1	1
Amendment to Personal Records	0	0	0	0	0

8 - FREEDOM OF INFORMATION APPLICATION FEES AND PROCESSING CHARGES

Approved application fees are set in the FOI (Fees and Charges) Regulations 2003. A cheque/money order/cash for the appropriate amount must be forwarded to Council with the Freedom of Information Application. Processing charges may also apply for dealing with the application. These are set in the Freedom of Information Regulations and may include some free time when the request relates to the personal affairs of the applicant.

Schedule	Fees and Charges as at 1 July 2022
On application for access to an agency's documents (section 13(c))	\$39
For dealing with an application for access to an agency's documents and in	
respect of the giving of access to the document (section 19(1)(b) and (c))—	
In the case of a document that contains information concerning the personal affairs of the applicant—	
For up to the first 2 hours spent by the agency in dealing with the application and giving access	No charge
For each subsequent 15 minutes spent by the agency	\$14.70
In any other case –for each 15 minutes spent by the agency	\$14.70
In addition to the fees specified in subclause (1) the following feeds are payable in respect of the giving of access to an agency's document	
Where access is to be given in the form of a photocopy of the document (per	\$0.25
page)	\$8.70
Where access is to be given in the form of a written transcript of words recorded	
or contained in the document (per page)	Actual cost
Where access is to be given in the form of a copy of a photograph, x-ray, DVD or other medium in or on which information is recorded or stored	
If the applicant requires that a document be posted or delivered, the applicant must pay the actual costs incurred by the agency in posting or delivering the document.	
On application for review by an agency of a determination made by the agency under Part 3 of the Act (section 29(2)(b))	\$39

Fees will be waived for disadvantaged persons, as set in the Freedom of Information Regulations. i.e. No fee is required for current concession holders or if payment of the fee would cause financial hardship. At all times Council retains a discretion to waive, reduce or remit a fee for any reason it thinks fit.

If, in the Council's opinion, the cost of dealing with an application is likely to exceed the application fee, an advance deposit may be requested. The request will be accompanied by a notice that sets out the basis on which the amount of the deposit has been calculated. The Accredited Freedom of Information Officer will endeavour to work with the applicant to define the scope of the request and the costs involved.

Freedom of Information requests to the Rural City of Murray Bridge are to be addressed to:

Accredited Freedom of Information Officer PO Box 421 MURRAY BRIDGE SA 5253

To download an Application Form, please visit: <u>http://www.archives.sa.gov.au/content/foi-in-sa</u>

SCHEDULE 1 – COMMITTEES OF COUNCIL

SCHEDULE 1 – RURAL CITY OF MURRAY BRIDGE – COMMITTEE STRUCTURE

SCHEDULE 1 - RURAL CITY OF MURRAY BRIDGE – COMMITTEE STRUCTURE				
Name of Committee	Applicable Legislation	Decision Making Authority	Membership	Function
Aged Care Governance Committee	Local Government Act, 1999 Established under S41	Advisory Only	 Independent Chairperson x 1 (payment provided for meeting attendance) Independent Members x 3 (payment provided for meeting attendance) Council Members x 1 	 Assists Council to have effective governance over the strategy, operations and performance of Lerwin and the Community Care program. Provides a governance system to assess, monitor and drive improvement in the quality and safety of the care and services that are delivered.
Audit & Risk Committee	Local Government Act, 1999 - S126 Established under S41	Advisory Only	 Independent Chairperson x 1 (payment provided for meeting attendance) Independent Members x 2 Council Members x 2 	 Plays a critical role in the financial reporting framework of Council by overseeing and monitoring the contributions of Management and external auditors in the financial reporting process. Addresses issues such as the approach being adopted by Council and management to address business risks, corporate and financial governance responsibilities and legal Compliance as well as receiving reports from Council's internal controls.
Community Advisory Committee	Established under Local Government Act, 1999, S41	Advisory Only	 Independent Chairperson selected from Community members Community Members x 6 Council Members x 2 	 Provides input for consideration by Council on allocating grant funding for community grants and donations; providing comment into the range of Council's Community Engagement opportunities and providing comment into a range of Community

SCHEDULE 1 - RURAL CITY OF MURRAY BRIDGE – COMMITTEE STRUCTURE				
Name of Committee	Applicable Legislation	Decision Making Authority	Membership	Function
Strategic Planning and Development Policy Committee	Established under Local Government Act 1999, S41	Advisory only Review to be undertaken in accordance with Legislative changes	 Presiding Member x 1 (payment provided for meeting attendance) Independent Members x 2 Council Members x 3 	 and Culture Services, as requested by Council. Sub-Committees established under this Committee. Community Action Group Community Grants working party Sport and Recreation Advisory Group Youth Action Committee Youth Council The Committee provides a forum for discussion in relation to Council's strategic and planning policy issues. Reviewing and considering specific changes to Council's Development Plan, ie a Development Plan Amendment; Receiving and considering reports from Council's Development Assessment Panel on relevant development assessment matters, ie policy changes or issues; and Receiving and considering changes to legislation and strategic documents, including but not limited to, the Development Regulations, the Planning Strategy and Ministerial Development Plan Amendments.
Council Assessment Panel	Planning, Development & Infrastructure Act 2016	Delegated Authority	 Presiding Member x (payment provided for meeting attendance Independent Members x 3 (payment provided for meeting attendance 	 Relevant Authority under the PDI Act, during transition to the Act will act as a delegate of the Council for the purpose of the Development Act 1993.

SCHEDULE 1 - RURAL CITY OF MURRAY BRIDGE – COMMITTEE STRUCTURE				
Name of Committee	Applicable Legislation	Decision Making Authority	Membership	Function
			• Council Members x 1	
Building Fire Safety Committee	Development Act, 1993 – S71	Delegated Authority	 Presiding Member x 1 Metropolitan Fire Service representatives Country Fire Service representatives Council appointed authorised officers, 	 Responsible for the checking of fire safety provisions in new and existing buildings. Of particular interest to the Committee are those types of buildings that may constitute a high fire safety risk, such as large commercial/industrial buildings, motels and hotels

SCHEDULE 2 - RURAL CITY OF MURRAY BRIDGE – REGIONAL SUBSIDIARY STRUCTURE (established under Section 43, Local Government Act 1999)				
Name of Regional Subsidiary	Membership	Purpose		
Murraylands and Riverland Local Government Association	 Berri Barmera Council Coorong District Council District Council Karoonda East Murray; District Council of Loxton Waikerie; District Council of Mid Murray District Council of Renmark Paringa; Rural City of Murray Bridge Southern Mallee Council 	 Undertake coordinating, advocacy and representational roles for it's constituent Councils at a regional level. Facilitate and co-ordinate activities of local government at a regional level related to environment, economic and social development with the object of achieving continuing improvement for the benefit of the communities of its constituent Councils. Develop, encourage, promote, foster and maintain consultation and cooperation and to strengthen the representation and status of local government, private enterprise and the community. Develop further cooperation between its constituent Councils for the benefit of the communities in the region. Develop and manage policies which guide the conduct of programs and projects in the region with the region. Undertake projects that benefit the region and its communities 		
Adelaide Hills Regional Waste Management Authority	 Adelaide Hills Council, Alexandrina Council, District Council of Mount Barker Rural City of Murray Bridge. 	 Independently-resourced Authority coordinating waste management on behalf of its Member Councils; 		

External Committees and Boards

- Australian Womens Local Government Association
- Local Government Association
- Local Government Finance Authority
- Murray Darling Association, Region 6
- Murray Mallee Bushfire Management Committee
- Murray Mallee Zone Emergency Management Committee



Lewin Nursing Home	Public Library	Regional Gallery	Swimming Centre
67 Joyce Street Murray Bridge 08 8539 1185		27 Sixth Street Murray Bridge 08 8539 1420	40-58 Adelaide Road Murray Bridge
	Murray Bridge Market Place		
	Murray Bridge		
Performing Arts + Function Centre (Town Hall) 13-17 Bridge Street Murray	Visitor Information Centre	Works Depot	The Station
	3 South Terrace Murray	21 Hindmarsh Road Murray Bridge	(Youth Centre)
	Bridge 08 8539 1142		
		08 8539 1160	Bridge
Bridge			
08 8539 1430			

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