



# Annual Report 2022-2023



2022 - 2023





## Acknowledgement of country

LGA acknowledges the Traditional Owners of country throughout South Australia, and pay respect to Elders past, present and emerging. We acknowledge the unique cultural and spiritual relationships to the land, waters and seas and the rich contribution that First Nations People continue to make to our society.



## Contents

Acknowledgement of country	2
About the LGA	3
From our President	4
From our CEO	5
Local government in South Australia	6
Year at a glance	7
Advocacy in action	9
Partnerships with impact	14
Reforming local government	17
Serving our members	18
Building capacity and skills	21
Innovation and grant funding	22
Supporting projects to strengthen councils and communities	25
Procurement	26
Mutual services	26
Investing in our people	27
Organisational structure	28
Board of Directors	29
Nominees to local government and external bodies	30
Financial statements	31

# About the LGA

## Our mission

**Providing leadership, support, representation and advocacy on behalf of South Australian councils.**

## Our role

For over a century, we've been backing councils so they can better serve and support their communities.

As the peak body for local government in South Australia, we're passionate about providing leadership and exceptional services to our members.

Through our advocacy efforts, we represent the sector with state and federal government, industry and other associations. We progress key issues that matter to our members and advocate on their behalf to ensure local government can keep delivering for local communities.

We provide procurement services, emergency management support, governance and policy guidance, training courses, mutual liability insurance and workers compensation to support councils.

We're committed to creating opportunities for collaboration and partnership to advance the local government sector. And we think that makes a better, brighter South Australia.

Our members are at the centre of everything we do and it's our people that make it happen. We aim for excellence, challenge ourselves and recognise the best qualities in our staff which make up our team.

## Our values



## From our President

Representing every South Australian council as the peak body for local government is not a position we take lightly. We have a bold ambition to strengthen our member focus and strive to remain an influential and trusted partner.

The LGA has a proud history of serving our members, providing representation and leadership to support councils as they serve communities. Commencing as LGA President in November, I am honoured to join fellow Board members to stand up for the interests of local government in our state.

Beginning my term, I have focused on connecting and hearing from councils. Listening to what is important, understanding the issues and discussing your ideas to grow and build a stronger LGA.

Working with members, we strengthen our ability to advocate to state and federal government on issues affecting the sector and champion the work of local government in the media.

Over the past year, the rising cost of materials and labour, interest rate hikes and supply and skill shortages have continued to put pressure on local government. While South Australia's councils responded with smart forward planning and resilience to keep delivering essential public services, now more than ever we need strong advocacy.

LGA's engagement with the state and federal government has put this call into sharp focus. We know through strong partnership and funding programs, government at all levels can lift liveability, support economic productivity and create jobs.

Councils have proven time and again that leveraging their local connections, networks and regional intelligence works to achieve real outcomes to benefit communities.

It's why we've echoed the sector's calls for Financial Assistance Grant funding to be returned to one per cent of national taxation and championed initiatives to support councils with disaster resilience, road and community infrastructure projects, climate change, skills gaps and housing.

We were pleased to secure \$60 million over three years for Supplementary Road Funding for South Australian councils and strongly support increased funding with the federal government to improve productivity and safety on the road network.

Working with the state government we saw outcomes on issues like regional housing availability which led to the establishment of an Office for Regional Housing and Key Worker Housing Scheme to facilitate housing construction.

As a sector, our time spent over the last few years on local government reforms has increased transparency, strengthened leadership and improved efficiencies. And over this financial year, the LGA has continued to deliver advice, support and resources to members with reform commencement dates.

This included support for the introduction of new LGA Training Standards and Behaviour Standards Panel – and the commencement of the Essential Service Commission of SA's Advice Scheme.

I acknowledge CEO Clinton Jury and the LGA team for their collective expertise and guidance through the year. And to our members, I look forward to continuing to represent the sector's interest in state and federal forums.

As President, and on behalf of my board colleagues, I look forward to continuing to advocate for our sector.



**Mayor Dean Johnson**

President, Local Government Association of South Australia



## From our CEO

In the past year, the LGA has continued to build on how we can better serve members, providing more value, strong leadership and representation as the voice of local government.

In March, the LGA Board and Executive Leadership Team collaborated on a Strategic Planning Day to inform our future. Through this, we identified key themes to drive the LGA forward – building our brand and reputation, developing a decision-making framework and prioritising items of business to hone our focus.

We've already taken steps toward achieving these goals through a realignment of our business units to best serve members. This is driven by an enhanced focus on four key streams:

- People – creating a close teamwork culture and development pathways
- Process – creating simplicity in our structure and improving business processes
- Products – ensuring core capabilities can continue, building member experience and strengthening advocacy
- Partners – putting members and existing partners at the forefront while creating the space for new and emerging opportunities.

It has been an important time for the association, we've reflected on our history and now set our sights on the possibilities of tomorrow. And that focus is to ensure we remain a strong voice and influential peak body for members.

In September, we took action and stepped in after the State Government announced it would investigate a potential amalgamation between the City of Mount Gambier and District Council of Grant and host a plebiscite on the matter.

We were proactive in voicing the sector's view, highlighting why forced amalgamations don't deliver efficiencies or savings, and provided regular information and updates to both impacted councils.

Staff also travelled to the region to host information sessions to help residents understand what they would be voting for in a plebiscite – which, when ballots were counted, went unanimously against an amalgamation.

Council elections this year were a key undertaking and despite the concern of voter fatigue from federal and state elections, we saw a marginal increase in voting participation. A full review of council elections with the Electoral Commission SA and Office for Local Government in the coming year will look closer at processes that can be improved ahead of the next council elections in 2026.

Direct funding injections to councils continued this year with almost \$20 million in administered grant funding through the Local Government Research and Development Scheme, Special Local Roads Program, Community Wastewater Management Scheme.

Ahead of the State Budget in 2022, LGA launched our Libraries are the Heart of our Community campaign to highlight the importance of local libraries and advocate for lost funding, through indexation, to be returned. While this did not result in restored indexation funding, the campaign had excellent uptake through the media and laid a strong foundation for further advocacy to be progressed on this issue.

With extreme weather events increasing, the LGA's Local Government Functional Support Group took enormous strides to assist flood affected councils in the Riverland and Murraylands regions, particularly leading up to and throughout December.

The team worked tirelessly to help coordinate resources and ensure councils were represented during decision-making briefings, along with providing logistical support, responding to member requests and circulating up-to-date information.

I take this opportunity to thank our staff who work incredibly hard to ensure we can continue to deliver outstanding service both now and into the future.



**Clinton Jury**

CEO, Local Government Association of South Australia

# Local government in South Australia

Our state has 68 local councils who collectively employ almost 9,000 staff and support almost 11,000 volunteers to provide essential services and programs to all South Australians.



## Year at a glance

We're pleased to deliver yet another solid year of outcomes and positive results for the local government sector.

**\$25.8 million**

direct savings through LGA Workers  
Compensation Scheme

**\$5.6 million**

direct savings through LGA  
Mutual Liability Scheme

**\$304 million**

in savings since inception of the  
LGA Workers Compensation Scheme

**\$3.7 million**

for protecting SA coastal communities,  
infrastructure and natural environments

**+\$1.5 million**

through Local Government Research  
and Development Scheme

**\$6 million**

SA Climate Ready Coasts Program

**\$16 million**

Special Local Roads Program

**\$2.7 million**

savings in direct panel access  
through LGA Procurement

**\$9.43 million**

in savings in aggregated electricity contracts

**\$60 million**

over 3 years for SA Supplementary Road Funding

**\$180,000**

Early Childhood Innovation Grant Program

**7/10**

Membership Satisfaction Score

**87**

new resources for governance and local  
government reforms

**50**

government and stakeholder committees  
representing the sector

**Partnership**

with LG Professionals SA to strengthen  
development outcomes

**Partnership**

Legal Connect partnership with  
Norman Waterhouse Lawyers

**45**

council visits by LGA President and CEO

**12**

policy submissions on key issues

**160 courses**

delivered to 2,609 participants through LGA Training

**12,200**

issues logged on My Local Services App

**124**

council websites on LGA Squiz Platform

**101 courses**

delivered to 1,552 participants on emergency  
management







# Advocacy in action

**As the state's peak body for local government, we provide a strong voice for our members and the communities they represent.**

**Our work in policy and advocacy aims to influence and engage government, industry and stakeholders to progress the priorities that matter for members.**

## Quarterly cabinet meetings

LGA's quarterly presentations to State Cabinet are an important opportunity to discuss key issues before Cabinet Ministers. As well as advancing specific issues such as housing supply and climate change, the positive interaction reinforces the sector's approach of respectful, considered engagement focused on outcomes for communities. Each presentation has resulted in subsequent State Government commitments supporting LGA policy work.

## Housing supply and affordability

Following LGA advocacy the State Government announced the creation of a new Key Worker Housing Scheme and Office of Regional Housing within Renewal SA, to identify and address blockages and facilitate the construction on new low-cost housing, particularly in regional SA.

LGA SA and ALGA have continued the dialogue with state and federal governments. We have been pleased to see a stream of positive housing-related announcements and funding that have taken into account the submissions and needs of the local government sector.

## Libraries are the heart of our community

The Libraries are the Heart of our Community campaign was run in 2021-22 to call for a restoration of annual indexation funding to local libraries. The campaign raised the profile on the importance of libraries to the community and the support they provide for education, mental health, internet access, job seeking and access to government services.

## Advocating for jetties

LGA has supported councils with jetties under their care and control by advocating to the State Government for increased funding for this important marine infrastructure.

While we saw a positive allocation of \$20 million from the State Government in the State Budget, we will continue to advocate for a more long-term and sustainable view to how jetties are funded.

## Circular economy

This year we have continued to support councils transition toward a more circular economy, contributing to the review of the Container Deposit Scheme, review of Environment Protection (Waste to Resources) Policy 2010 and development of the next stage of product bans contained within South Australia's single-use plastics legislation.

We are committed to supporting councils in circular procurement and this year supported Green Industries SA with the development of the Circular Procurement Knowledge Hub. This contains useful case studies, tools, guidelines, policies and the next iteration of the Circular Products Guide, building on work originally developed by LGA.

## Paying their fair share

To support members, we stepped up calls for the State Government to review mandatory rate discounts and exemptions that councils must provide to specified landowners.

Councils have collectively forgone \$252 million over 10 years to mandatory rate rebates alone. It's unreasonable and unfair for residents to have to subsidise for those not paying their fair share in rates. LGA's policy analysis into this is providing a closer look at what this is costing ratepayers and advocacy approaches to ensure fair rates from landowners, like electricity generators and universities.

## Planning

LGA progressed several planning issues starting with our submission to the Expert Panel for the Planning Implementation Review. Since the beginning of the reform process in 2014, we provided over 40 submissions across the development and implementation stages of the legislation, Code and ePlanning system.

Our latest submission was supported through consultation with councils at both the elected member and staff level and developed with reference to a comprehensive survey with over 200 respondents.

We called on the Expert Panel to consider changes to the current system on eight separate points, including increased regulated and significant tree protection, clearly defined roles for Relevant Authorities, redirection of financial burden and planning administration away from councils and their communities, and the resolution of inefficiencies.

In October 2022, LGA signed a Memorandum of Understanding (MoU) with the State Planning Commission about the preparation of the new Regional Plans for South Australia.

The MoU establishes a framework for the relationship of the LGA and Commission through the Regional Planning Program.

It comes as two local government experts were appointed to the State Planning Commission following LGA advocacy.

Several positive revisions were made to planning legislation as a direct result of LGA action. In November, changes were made to the Private Parking Areas (Shopping Centre Parking Areas) Amendment Bill 2022 requiring shopping centre owners to obtain approvals to charge fees for parking on their premises.

The proposed legislation in its original form placed responsibility on councils and their chief executives to assess and sign off on these approvals, following community consultation.

Ultimately, the Parliament supported LGA's position and amended the Bill so that the Planning Minister, not councils, would be responsible for granting approvals.

## Road and community infrastructure funding

Road funding in South Australia continues to be a significant priority for councils. South Australia has 11 per cent of Australia's local roads but only receives 5.5 per cent of the funding through Financial Assistance Grants. We welcomed a \$250 million increase in additional funding through the Federal Government's Local Roads and Community Infrastructure Program this year, supporting councils to complete much-needed local infrastructure projects.

Our advocacy to the Federal Government with ALGA also secured \$60 million over three years in Supplementary Road funding to provide a much-needed top up for South Australian councils.

During the year, we administered more than \$16.2 million in grant funding through the Special Local Roads Program, supporting councils to construct and maintain significant and strategic local roads that otherwise would exceed their individual budget capacity.

## Local leaders and council election campaign

In 2022, LGA worked with the Electoral Commission and supported councils to roll out local government election advertising campaigns. Campaigns aimed to increase participation in elections with the voting public and boost underrepresented groups nominating for council.

We established the [councilelections.sa.gov.au](https://councilelections.sa.gov.au) website during the year, and saw more than 62,000 users visit to find out more.

Through the campaign, enrolments increased and voting in council elections marginally increased above 2018 figures. Given the heightened risk of voter fatigue following state and federal elections earlier in the year, this was an excellent result.

LGA's Live Local, Lead Local campaign delivered with councils presented an opportunity for change-makers and advocates to become councillors and influence the future of their local area. The campaign was successful in increasing underrepresented groups on councils. In 2022, 39.97 per cent of candidates elected were woman, compared to 37 per cent in 2018.



## Supported residential facilities

There are approximately 824 residents living in 34 Supported Residential Facilities licensed and regulated by councils. These facilities are private businesses, providing accommodation and support for vulnerable people who may not have many other options.

LGA continued to advocate the State Government remove local government's role in licensing and regulation of Supported Residential Facilities. Legislative amendments are needed to transfer these responsibilities to an appropriate State Government agency – ensuring a centralised and consistent approach.

Councils have long identified concerns and risks with continuing to administer and enforce the Supported Residential Facilities Act 1992. Recently, this has been heightened by the significant decrease in the level of support and assistance currently provided by the State Government. It has been further exacerbated by the increasing complexities and issues for council staff managing the National Disability Insurance Scheme Quality and Safeguarding Commission.

## Submissions

The state and federal governments initiated several significant reviews impacting local government. To ensure the voice of local government is heard, the LGA developed submissions on:

- Urban trees
- Dog and cat management
- Animal welfare
- Rates exemptions for universities
- Disaster recovery arrangements
- Council requirements for disability inclusion
- Housing availability
- Rates exemptions for electricity generators
- Aged care
- Local Nuisance and Litter Control
- Expert Panel - Planning System Implementation Review
- Electric vehicles.



## Disclosure returns

In February, swift advocacy from the LGA helped prevent 45 council members from losing their positions after election disclosures were not returned on time.

Working with the State Government, other sides of parliament and our legal partner Norman Waterhouse Lawyers, the LGA played a key role in the drafting and subsequent passing of the Local Government (Casual Vacancies) Amendment Bill 2023 through Parliament.

This amendment afforded impacted council members and extra 10 days to lodge their required paperwork to the Electoral Commission South Australia, avoiding the need for costly supplementary elections and retaining the democratic integrity of the original vote.

While many sought to use this issue to try and divide our sector, the LGA worked proactively to bring people together and use our collective expertise to reach a positive and speedy resolution, mitigating significant expenses and disruption to impacted individuals, our members, and the wider local government sector.





## Regional Housing

Based on research the LGA commissioned, we know insufficient access to housing finance, inadequate investor incentives and the absence of economies of scale in many small regional housing markets are among some of the key barriers to regional housing development.

We're proud of the significant role we've played this year to progress action on regional housing supply and affordability.

Working alongside the State Government, we asked for ways to partner and lift housing construction in the regions, as well as increase access to rental properties and make financing for regional housing development more accessible.

In February 2023, the South Australian Government responded to our asks announcing an Office for Regional Housing – established within Renewal SA – and a Regional Key Worker Housing Scheme to strengthen regional housing in our state.

To support councils, we facilitated an online briefing with Premier Peter Malinauskas and Treasurer Stephen Mullighan to unpack the announcements and hear directly on the benefits for councils.









# Partnerships with impact

**LGA works closely with a range of partners in government, industry and not-for-profit to strengthen how we serve members and deliver better outcomes for communities.**

## **Building coastal resilience and readiness**

South Australia has over 5,000km of coastline with 90% of the population living on or near the coast, and 34 of the state's 68 councils having coastal management responsibilities.

Coastal management continues to be a challenge for local and state governments, and the communities they serve, because of insufficient data about coastal risks, limited capacity and expertise to effectively manage complex coastal systems and a lack of funding to implement works.

Climate change is causing rising seas, stronger storms and more severe coastal hazards, increasingly putting more people, homes, infrastructure and natural resources at risk.

LGA is leading the SA Climate Ready Coasts Program to drive a strategic and integrated approach to coastal management.

Through collaborative, we secured \$3.7 million in federal funding and support from the SA Coast Protection Board, Department for Environment and Water, Adelaide Coastal Councils Network and SA Coastal Councils Alliance.

This important initiative will strengthen South Australia's resilience to the effects of climate change and protect its coastal communities, infrastructure and natural environments. The program will be delivered between 2023 and 2025, across capacity building and data workstreams.

## **Coastal coordination with councils**

Through the Local Government R&D Scheme, the LGA hosted the Adelaide Coastal Councils Network Executive Officer to provide support to the network of metropolitan coastal councils.

This network transitioned from the former Metropolitan Seaside Councils Committee, which operated for more than 50 years as a body of local government representatives driving important coastal outcomes.

This included forming the Coast Protection Act (SA) 1972, Coast Protection Board and supporting local government in managing coastal issues.

As the result of a 2020 review, the Metropolitan Seaside Councils Committee changed to the Adelaide Coastal Councils Network.

The network has now prepared a draft strategic plan to drive its collective activities in supporting coastal councils.

## **Supporting early childhood innovation**

This two-year grant program managed by the LGA, and funded by the Department for Education's Office for the Early Years, supports use of the Australian Early Development Census data to drive early childhood developmental outcomes within communities.

Projects funded across the state demonstrated how seed funding and strong stakeholder partnerships can support councils in their role to lead local early childhood innovation projects in communities.

## **Legal Connect**

Legal Connect is a continued partnership with Norman Waterhouse Lawyers to provide savings on legal costs and provide value to members. During the year, 65 out of 68 councils accessed legal training.

Tailored advice, resources and hot topic briefings were provided on areas such as governance, employment, planning and environment, and commercial and property law.

## **Regional Climate Partnerships**

We were pleased to see continued funding for the Regional Climate Partnerships program, recognising its success supporting councils and regional groups to deliver practical action and strengthen climate resilience for communities.

As well as building partnerships, developing joint projects and fostering information sharing, in 2023-24 this program will also deliver a Local Government Net Zero Accelerate Program to build capacity within councils, particularly regional councils, to reduce greenhouse gas emissions.

The program is managed by a steering committee including representatives from the LGA, councils, Department for Environment and Water, Green Adelaide and landscape boards.



## Wellbeing partnership

South Australian councils play an essential role in supporting positive health and wellbeing outcomes in the community.

The Local Government Association and Wellbeing SA public health partnership agreement delivered several activities, including resources, networking and collaboration opportunities. In May 2023 a forum between the State Government and councils explored the areas where key support is needed to inform future priorities.

These initiatives, including a focus on mental health, will continue to be implemented in the coming year.

## Waste, recycling and resource recovery

Supported by an agreement between Green Industries SA and the LGA, councils were supported on a range of waste, recycling and resource recovery issues.

We represented local government on several Green Industries grant assessment panels as well working groups including sustainable procurement and single-use plastics.

Supporting councils in this area, a suite of model waste and recycling kerbside tendering documents are being updated to enable service innovation that drives greater waste diversion.

## Tree coverage

We continued to stand up for improved, regulated and significant tree legislation to enhance the protection of trees and increase the urban forest. Current protections in the planning system do not go far enough and further legislative protections for managing trees on private land should be strengthened. We've argued that the cost of payment into the existing Offset Fund in lieu of planting a tree should be commensurate with the full life cost of the tree.



## Climate partnerships

Coastal management continues to be a challenge for local and state governments because there are information gaps about coastal risks and limited capacity and expertise to effectively plan and manage complex coastal systems.

The LGA's Climate Ready Coasts program will improve coastal management and accelerate adaptation across councils through a \$3.7 million federal funding agreement.

Strengthen the program's work we are working with funding and support partners like the Department for Environment and Water, Coast Protection Board, South Australian Coastal Councils Alliance and the Adelaide Coastal Councils Network.

Building on this program, we also continue to provide expert advice and guidance to members through the Regional Climate Partnership Program, funded by the State Government's Department for Environment and Water.

In the coming year, a new Local Government Net Zero Accelerate Program will be launched as a pilot to help councils identify and report their emissions, set targets and establish emission reduction strategies.





Effective Council Meetings (Part two)  
Unpacking the experiences in the room  
Mayor insights and table chats



Training  
Local Government Association  
of South Australia  
**Effective Council Meetings (Part two)**  
Unpacking the experiences in the room  
Mayor insights and table chats



# Reforming local government

**Over the past few years, the system of local government has been reviewed to improve the efficiency, transparency and accountability of councils and deliver benefits for ratepayers. Our teams focused on supporting members with expanded resources and the latest information.**

LGA continued to deliver the LG Equip Program to provide councils with the resources and information needed to implement reforms under the Statutes Amendment (Local Government Review) Act 2021. The fourth commencement proclamation was made on 7 July 2022 and a fifth commencement proclamation was published on 17 November 2022.

Through LG Reform councils were provided with extensive information relevant to those provisions commencing. An additional 76 explanatory items were published to the LGA website.

Approximately ten other resources, including best practice guidelines, model policies, templates and reports were also made available, alongside online information sessions for members.

## **Local Government Strategic Management Plan Advice Scheme**

The Local Government Strategic Management Plan Advice Scheme commenced in April 2022 administered by the Essential Services Commission of SA.

LGA supported members in the first tranche through regular check-in sessions and made resources available to prepare councils for their participation. The LGA is continuing engagement with the State Government and Local Government Minister on the scheme.

## **Behavioural Management Framework**

A new Behavioural Management Framework for council members commenced on 17 November 2022. A key element of this new framework is the Behavioural Management Policy. This makes it mandatory for all councils to prepare and adopt a Behavioural Management Policy in accordance with section 262B of Local Government Act 1999. Transitional regulations made the LGA's Model Behavioural Management Policy applicable to all councils from commencement of the framework. Each council has until November 2023 to adopt its own Behavioural Management Policy until each council subsequently adopts its own policy.

A new section relating to Employee Behavioural Standards also commenced on 17 November 2022. The section provides a discretionary power which allows councils to adopt additional behavioural standards for council employees, if the elected member body chooses to do so. Councils must consider whether to adopt employee behavioural standards within six months of the conclusion of a periodic election. The LGA prepared a guideline and model employee behavioural standard to support councils with this reform.

## **Council Member Mandatory Training Standards**

The LGA Training Standards was first developed in 2014, led by the sector for the sector – and a first of its kind in Australia. During the year, the LGA led a comprehensive review of the LGA Training Standards for Council Members.

The new standards were informed by member feedback and provided strong support for a shift to a new Leadership Competency Framework.

The revised framework reflects the extensive local government reforms and provides a consistent approach to set councils up for success. The framework covers behaviour, legal, civic, strategy and finance. The Minister endorsed the standards in October 2022 and they became operational in the new term of council. The updated standards set the knowledge and skills council members need to support their roles.

## Serving our members



### Reforms commencing

A raft of new Behavioural Management Framework initiatives took effect in November following significant collaboration between the LGA, Office for Local Government and the Minister for Local Government.

Revised LGA Training Standards now respond to key legislative expectations and leadership competencies to support council members.

Significant input and feedback from the LGA went into ensuring these updated standards provide for the knowledge and skills of council members to be developed as part of an induction program, council leadership workshop and training modules.

During the year, LGA played a key role in establishing the new independent Behavioural Standards Panel, which is tasked with tackling repeated and serious misbehaviour from council members and further bolsters increased state-wide standards.

The rollout of the new framework has been a substantial undertaking by the LGA and will serve to continue upholding the high standards our communities expect of their elected members.

**Our service revolves around what matters to members. In this financial year, we continued our focus on ways to improve member engagement and experience. Through member surveys you've told us areas for improvement and where we are performing well. This year we welcomed an expanded offering and brought an agile approach to how we respond to urgent sector needs.**

### Governance

LGA supported councils with templates, guidance materials and advice on a range of topics including local government reforms, council member allowances, and nominations and appointment processes. We also maintained updates to the LGA Delegations Framework, considering the local government reforms.

The governance guidance service answered phone and email queries within 24 hours in most cases.

During the year, we liaised directly with the Office of Local Government, ensuring effective representation for the sector and timely advice on legislative and governance matters.

Further advice, resources and guidance was facilitated through established practitioner networks including the South Australian Local Government Financial Management Group and the Governance and Policy Officers Network.

### Model Financial Statements and Rates Notices

With guidance from the South Australian Local Government Financial Management Group, the LGA published updated Model Financial Statements for our members.

The Model Financial Statements help councils comply with Australian Accounting Standards, and the use of annually updated Model Financial Statements has improved the understanding, reliability, consistency and comparability of data made publicly available on council finances.

An updated template for the annual Rates Notice was also provided to members this year.



## **Asset Management Information Papers**

The LGA is currently collaborating with the Institute of Public Works Engineering Australasia and a working group of member councils to develop a suite of 13 information papers aimed at enhancing asset management capacity and capability in the sector.

The first five papers: Asset Management System (Policy, Strategy and Plan), Levels of Service, Financial Projections for Long Term Financial Plans, Lifecycle Management, and Managing Risk and Resilience are now available to members.

## **Plebiscite – District Council of Grant and City of Mount Gambier**

The State Government's plebiscite investigated an amalgamation of the District Council of Grant and the City of Mount Gambier to form a single council.

The LGA held two community information sessions within the council areas to provide residents with an opportunity to learn about the plebiscite and what would occur if the vote to investigate the amalgamation of the councils was supported.

A separate ballot paper was included in the 2022 Council Elections ballot pack that voters in the two council areas received. Voters ultimately did not support the examination of an amalgamation of the District Council of Grant and the City of Mount Gambier to form a single council. No further action was taken by the State Government.

## **Resource library for people and culture practitioners**

LGA introduced a new online human resource library, offering 70 pre-written templates to help members save time, money and meet best-practice policies and procedures. The templates were developed with legal partner Norman Waterhouse Lawyers and council practitioners. Templates included complex and hard-to-prepare documents such as policies, forms, routine correspondence, agreements and checklists.

## **Tackling homelessness**

The LGA assisted member councils in homelessness and rough sleeping throughout 2022-23, resulting from several items of business related to this topic.

In July 2022, the LGA participated in the Local Government Homelessness Forum at the City of Adelaide, featuring council community services staff and representatives of SAHA's homelessness service provider alliance structure.

This was followed by an LGA co-hosted Rough Sleeper Homelessness Forum with the South Australian Alliance to End Homelessness in August 2022.

Targeted at elected members and council CEOs, the forum detailed the international success of the Advance to Zero methodology and explored how a quality, real-time 'By-Name List' may be expanded beyond the inner-city Adelaide area.

The LGA continues to collaborate and support councils via the Local Government Homelessness Network, chaired by the City of Port Adelaide Enfield. This group now meets regularly to discuss issues surrounding homelessness and rough sleeping that are affecting councils.

## **Hoarding and squalor**

Responding to cases of hoarding and severe domestic squalor is complex and requires a multi-agency approach. Council Environmental Health Officers spend a significant amount of time investigating and responding to these issues.

The LGA has provided advocacy and support to council staff managing cases of hoarding and severe domestic squalor. Actions have included the establishment of a reference group and a piece of research to be delivered in the next financial year.

We continue to support councils in bringing together key stakeholders to discuss these issues via the South Australian Inter-Agency Hoarding and Squalor Network.

## Food safety updates

In South Australia, food safety regulation is a partnership between state and local government and the LGA provides ongoing assistance to councils with their functions under the Food Act 2001 (SA).

In December 2022, Standard 3.2.2A (Food Safety Management Tools) was added to the Food Standards Code. The Standard is an extension of existing requirements and introduces three food safety management tools for ensuring food handlers are appropriately trained, appointing a food safety supervisor and showing management of key food safety practices.

We are working with SA Health and the Local Government Food Safety Management Working Group to ensure council Environmental Health Officers and food businesses across the state are provided with information and resources needed to implement the new Standard.

## LGA Squiz platform and My Local Services app

The LGA Squiz platform is used by 53 South Australian councils for their corporate websites and more. The LGA's Web Solutions team completed the rollout of Squiz Matrix 6 and negotiated a 5-year agreement with Squiz and updated Professional Services Agreement with councils.

The Squiz platform continues to provide savings to councils and allows flexibility to host additional websites such as extranets, intranets and tourism websites.

The My Local Services app provides a cost-effective solution for councils, delivering users with waste collection reminders, notifications and a reporting function for common issues. Just over sixteen thousand issues (16,074) were logged through the app across South Australia. An increase of 3,776 from the previous year.

## Your feedback on our performance

LGA's Members' Survey is an important tool for our organisation to gauge what's working well and where we can improve.

We were pleased to achieve a solid 7/10 for total satisfaction this year. We also maintained last year's results on the ways to engage, opportunities for input into issues and sharing of information.

Based on what you told us, we've continued our focus on:

- Representing members as the sector's advocate
- Proactively contributing to and informing policy and legislation that impacts on councils
- Providing resources, services and advice to save councils time and money
- Addressing sector-wide priorities, including local government reforms and financial sustainability.

We've also taken on your feedback and are building into our planning:

- Opportunities to enhance the Members' Portal to support user experience and satisfaction
- Continued face to face council visits to engage and connect with members
- Increased consultation with councils, with enough lead time for responses.

## Visiting members

During the year the LGA President and CEO held 65 direct meetings with councils, with almost 40 regional meetings as part of our regional visits program to hear about the issues and opportunities facing communities.



# Building capacity and skills

**Through our dedicated training arm, sector development programs, professional networks and events we are pleased to support the sector in skills development, collaboration and ways to increase capacity.**

## Training and Events

Building on our partnership with LG Professionals SA, LGA Training delivered a program of 160 courses to more than 2,600 participants throughout the year, including face to face and online. Supporting the commencement of mandatory training for council members, we developed a panel of expert providers and partners to deliver the new LGA Training Standard. 50 Mayors from across the state attended the successful two-day Principal Member forum in February 2023 and 40 Deputy Mayors attended a dedicated forum to support their leadership responsibilities in May 2023.

Responding to member feedback, we curated key events to encourage greater networking and shared learning between members. The annual Roads and Works Conference was hosted in August 2022 by the Rural City of Murray Bridge and attended by over 295 delegates. The welcome reception events for both the LGA Conference and Annual General Meeting and the Ordinary General Meeting continue to be well attended as an opportunity to engage and connect ahead of the formal program and meeting.

## Emergency management in local government

During 2022–23, the LGA as the lead of the Local Government Functional Support Group (LGFSG), played an important role supporting the sector and state agencies in response to emerging biosecurity concerns, and severe weather impacts, fires, and the River Murray flood, which was described by Emergency Services Minister Joe Szakacs as ‘economically the worst natural disaster in South Australian history’.

The LGA, with support from LGMLS, delivered over 101 i-Responda and other emergency management training courses to more than 1552 participants.

During 2022, the LGA commenced a review of the LGFSG Plan and practices with the aim to draw on key learnings, strengthen processes and enhance strategic alignment with the needs of the sector. During 2022/23 work commenced to implement the recommendation of the review. An updated LGFSG Plan has been drafted and tested throughout the River Murray Flood event and will be presented to members and stakeholders in 2023–24.

## Professional networks

LGA supports several networks to encourage professional development, collaboration and knowledge sharing at the practitioner level of councils. These networks across a range of specialisations including communications and engagement, events, administration, policy, governance and financial management.

The LGA offers a range of resources, advice and support to members of each network.

# Innovation and grant funding

**In providing leadership to the sector, we aim to embed innovation and strategic insight in our work and support projects that are forward-thinking and lead to better outcomes for local government.**

**We facilitate \$25 million of grant program funding to councils every year, providing essential support for members to service their local communities.**

## Local Government Research and Development Scheme

The Local Government Research and Development Scheme funds projects which build strategic capacity for the benefit of the local government sector. It is guided by a Memorandum of Understanding between the Treasurer and the LGA.

The scheme's priorities during the year supported local government to develop strategic initiatives, resources, partnerships and address issues relating to:

- housing supply and homelessness
- managing sector reform
- enhancing financial sustainability
- increasing community awareness and participation
- strengthening community wellbeing and inclusion
- managing climate change and other environmental challenges.

More than \$1.5 million in funding was allocated through two competitive grant rounds, as well as funding for regional capacity building, LGA sub-committees and support to councils.



## Training

LGA Training was pleased to deliver high value workshops for elected members. The Principal Member Forum held at LG House in February saw around 50 Mayors from across South Australia participate in a two-day course.

The forum – which included a guest video appearance from Federal Local Government Minister Kristy McBain – saw Mayors guided by industry experts, share their collective insights and gain practical tips to use in their roles over their coming term.

LGA Training facilitated a similar workshop for Deputy Mayors in May, which was attended by nearly 40 representatives and received exceptional feedback.

## Member communicators conference

With a focus on communications of the future and what councils need to succeed, LGA delivered a two-day LG Communications Conference brimming with innovation and excitement. Our program included innovative practitioners and experts from across the marketing, communications, and engagement landscape – exploring topics like AI, content strategy, future trends, storytelling and so much more.



## **Community Wastewater Management Scheme**

LGA Community Wastewater Management System (CWMS) subsidy fund is a partnership between the State Government, the LGA and councils which distributes funds to subsidise the construction and management of new CWMS schemes.

The \$47 million funding deed extends over a 10 year period and is in place until 30 June 2027.

A mid-term review of the CWMS program was completed in 2022-23. The review was completed in conjunction with the Office of Local Government and found recommendations for a revised CWMS funding deed. The Office of Local Government and the LGA are in the final stages of negotiations before adopting recommendations from the mid-term review which will be executed in early 2023-24.

This year, the scheme made over \$1.2 million in payments for CWMS works.

Key projects progressed for this year included concept designs for Orroroo, Kingston SE, and Elliston with funding also approved for new concept design work to begin for Murray Bridge East, Swan Reach and Two Wells. Construction projects were also progressed for Freeling and Orroroo and will be completed in the next financial year.

## **Investing in local roads**

The Special Local Roads Program provides essential funding for South Australian councils for the construction and maintenance of strategic and significant local roads through an annual competitive grant process. The program is overseen by the Local Government Transport Advisory Panel.

In the past year, 29 projects shared in almost \$16 million in funding to support a range of strategic outcomes, improving freight and supply chain access, tourism and safety.

## **Youth-led recovery grants**

As part of recovery activities following the pandemic, we were proud to partner with the Department of Human Services to support a youth-led recovery grant program to engage young people in their communities.

Almost \$500,000 in funding supported 14 projects across 23 local government areas. Projects ran in partnership with community groups and supported young people aged 12–24 to lead local response to the impacts of COVID–19.

Almost 2,000 people were involved in the projects including more than 1,600 young people in the age group of 12-24 years.

## **LGA climate commitment action plan**

The LGA has been delivering on the key objectives outlined in its LGA Climate Commitment Action Plan 2021–2023. This year's key initiatives have included procurement of hybrid vehicles and undertaking a review of the LGA's carbon footprint resulting in an overall reduction of 22% since the 2021 review. LGA is continuing to work with Green Industries SA to support council's transition to a circular economy and integrating climate change initiatives in procurement and business planning.

LGA will maintain its focus on this target, acknowledging the role all levels of government play in addressing the effect of climate change in our communities.







# Supporting projects to strengthen councils and communities

**Each year the Local Government Research and Development Scheme delivers up to \$2 million for innovative projects which benefit South Australian councils and help tackle sector-wide challenges.**

**In 2022-23 we announced ten successful projects to build strategic capacity, inject innovation and transform practices in the sector.**

Projects being led by the LGA:

- ✓ **Review of the cost and impact of the new planning system** – exploring how South Australia's planning system has affecting costs for local government, alongside a review of improvements and efficiencies.
- ✓ **Jetties Research Project** – a study to understand the economic, social and historic value of jetties in South Australia.
- ✓ **Coastal management** – supporting a coastal coordinator to work with member councils to strengthen collaboration and increase capacity to deliver effective coastal management across the state's metro coastal councils.

Projects being delivered by partners and councils:

- ✓ **Career pathways and workforce toolkit** – Torrens University commenced a project to develop a toolkit to help regional councils attract, develop and retain their workforces. The toolkit aims to understand how to best target untapped labour pool and professionals in the sector.
- ✓ **Keys to the digital world: libraries and community centres' critical roles in digital access and connection** – South Australian Council of Social Service will look at the work libraries and community centres are doing to address barriers to participating online, providing recommendations for further work to curb digital inequality.

✓ **Ending homelessness: a toolkit for local government** – Flinders University was granted funding to produce a toolkit to support local government be more actively involved in place-based efforts to end homelessness, particularly rough sleeping homelessness. The toolkit will include fact sheets on good practice and ways to collaborate with stakeholders.

✓ **Quality public spaces: developing placemaking indicators and benchmarks** – The University of South Australia was awarded funding to develop practical placemaking resources to support councils in strategically managing public spaces and achieve better placemaking outcomes for community wellbeing.

✓ **Understanding and addressing the housing shortage** – Tatiara District Council, in collaboration with Coorong and Naracoorte Lucindale District Council will develop a feasibility study into the delivery of affordable housing for identified cohorts of people across the Tatiara, Southern Mallee, Naracoorte Lucindale and Coorong local government areas.

✓ **Shaping Local Civic Youth Leaders** – The City of Onkaparinga received funding to deliver a pilot program to educate, train and support young people realise their potential in local government. The project partners with the Local Government Youth Development Network, youth committees and local leaders to grow knowledge, skills, and provide opportunities to build young people's confidence and understanding in advocating issues, and influencing decision-making.

## Procurement

LGA Procurement bolstered its service offering during the year, delivering 134 projects by 29 councils. Through managed contracts, consultancy services and professional development, we are helping councils save time, deliver greater value from their budgets and increase efficiencies.

In a difficult year in the energy market, LGA Procurement took a strategic approach to market, engaging experts in energy procurement to deliver \$9.43 million in savings to members through competitive electricity supply contracts.

VendorPanel continued to achieve value for members, with \$2.7 million in savings through direct panel access, contract management efficiencies and price savings. Our most popular contract categories were engineering and professional services, minor civil, information and communication technology, open spaces and trucks.

Our team now manages 604 pre-qualified suppliers which are available for members to use and benefit from.

## Mutual services

LGASA Mutual incorporates the management of the LGA Mutual Liability Scheme and the LGA Workers Compensation Scheme into one entity. These Schemes continued to perform well in a turbulent global insurance market and an ever-changing regulatory environment.

Both Schemes have achieved a financial result above expectations with a \$1.5m special distribution being made to councils by the LGA Workers Compensation Scheme. The special distribution was made possible due to consistently declining claims, which assisted in minimising total claim costs in a high inflationary environment.

A major milestone for LGASA Mutual Liability Scheme was achieved by receiving a four-year license renewal from ReturnToWorkSA following an extensive evaluation process. The councils involved in the evaluation program, along with the whole sector, are to be congratulated on achieving this milestone.

A second significant outcome was the successful negotiation to renew the Treasurer's Indemnity with the State Government. This Indemnity is a unique and vital part of the cover that LGA Mutual Liability Scheme provides councils.

LGASA Mutual Board heavily invested in several new programs and resources to assist councils to better keep on top of the emerging risks facing the sector. These new innovative and proactive programs will be further developed and rolled out in the coming year to support members manage an increasing risk profile.

### Workers compensation scheme

LGA Workers Compensation Scheme provides members with a range of risk, work health safety and injury management services. This includes claims management and vocational return to work services. In the financial year, we provided \$25.8 million in direct savings to councils through the scheme.

### Mutual liability

LGA Mutual Liability Scheme is here for members, with fully integrated risk, claims and legal services for the management of civil liabilities. In 2022-23, the scheme provided \$5.6 million in savings to councils.



# Investing in our people

**At the LGA we're committed to building a strong and supportive workplace culture. When our people are engaged, have meaningful work and feel supported to do their best, we deliver great outcomes for our members.**

**That's why we've focused on employee work health, safety and wellbeing initiatives, rolled out a new remuneration framework, recognition program, started our first Reconciliation Action Plan (RAP) and strengthened workplace flexibility and benefits. These each form part of the LGA's culture transformation.**

## A focus on the future

LGA undertook a realignment of work structures in 2022-23, to ensure our teams were best configured to support members and the organisation's future.

Through consultation with staff, we found existing structures had become unclear, involved too many competing priorities and created limited investment in employees.

A realignment of these structures was undertaken and rolled out based on this feedback, resulting in a new Executive Leadership Team and a refocus for several business units. This included ways to build strong collaboration, a focused member services function and dedicated advocacy arm.

This renewed focus set the following success measures for LGA in a role to serve members:

- People – creating a close teamwork culture and development pathways
- Process – creating simplicity in our structure and improving business processes
- Products – ensuring core capabilities can continue, building member experience and strengthening advocacy
- Partners – continuing to have members and existing partners as a central focus while creating the space for new and emerging opportunities.

## Building our culture

We focused on several workforce development programs to underpin the culture we want to cultivate and support us as we continue to make LGA an incredible place to work.

During the year we reinforced our commitment to culture through several policies, including flexibility through a Hybrid Work Policy designed to support employee work/life balance, collaboration and our work environment.

Central to strengthening our workplace culture, LGA's People and Culture Committee led a process to review our organisational values to better reflect how we work. Looking inward at what is important, this exercise will help shape our culture and support teams.

## Attracting and retaining staff

Alongside our people strategies, this year we introduced two new frameworks focused on attracting and investing in staff.

LGA's recognition framework was implemented to better engage our people, support a culture of value and respect and foster excellence to retain staff. While the introduction of performance-based remuneration framework was a significant milestone to build consistency in decisions and ensure we can effectively compete in the market.

Both frameworks are ensuring our people are supported and helps delivers on our vision for employee experience.

## Reconciliation at LGA

LGA was proud to embark on our first Reflect Reconciliation Action Plan (RAP), embracing our role as leaders and trusted partners in the local government sector.

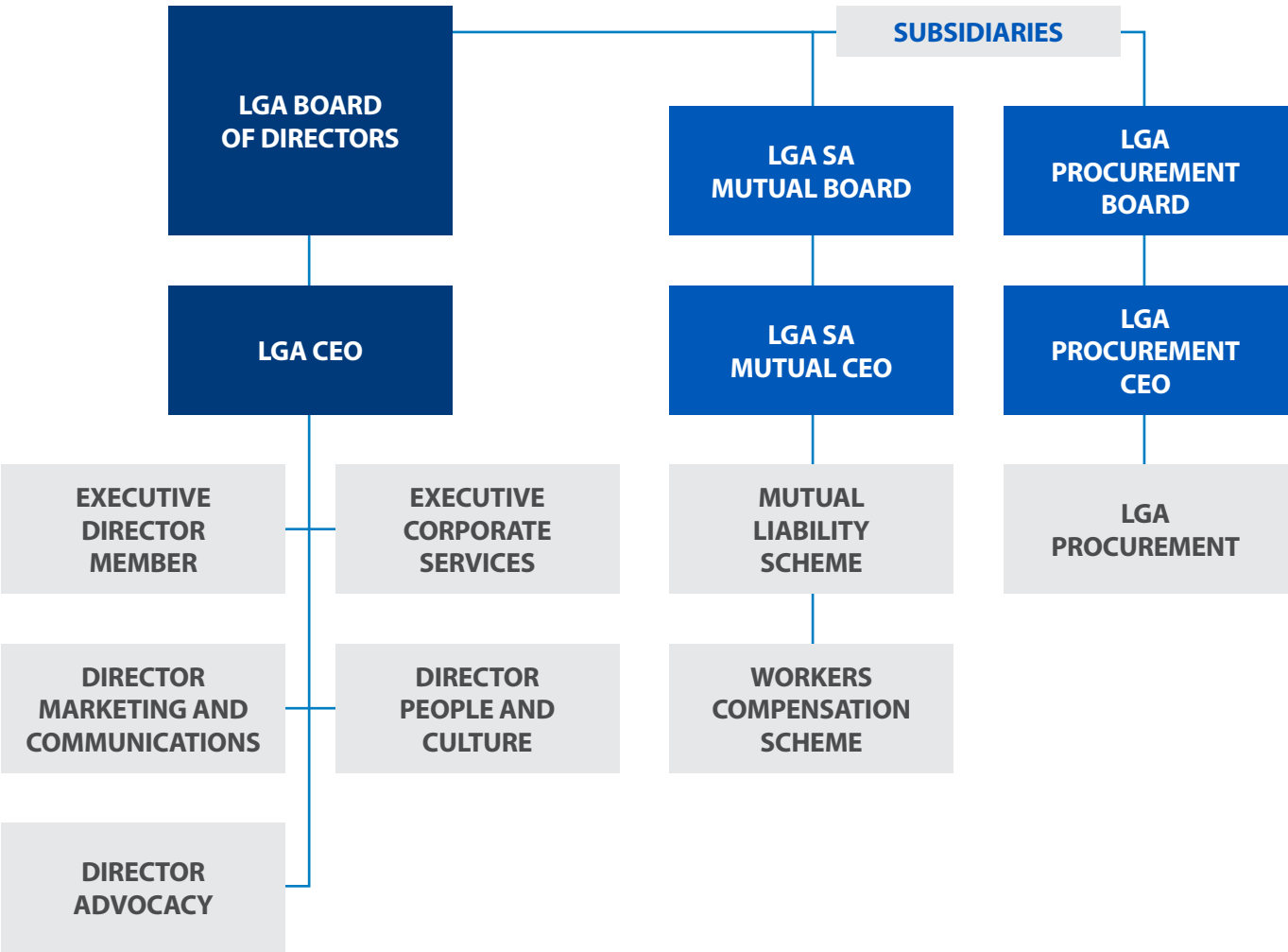
Led by LGA's Reconciliation Working Group, an incredible amount of work went into the creation of our RAP which serves to further bolster our commitment to strengthen connections between First Nations People, councils and the broader community.

The Reflect RAP's design is based on a commissioned artwork by Narungga Wirangu artists Kira and Codi Buckskin and represents South Australia's councils – the original artwork is now displayed at LG House.

# Organisational structure

The Local Government Association of South Australia is a body corporate and public authority pursuant to the Local Government Act 1999 with the purpose of promoting and advancing the interests of local government in South Australia.

We are governed by the LGA Board of Directors and represented by several nominees on a range of state, federal and community boards, committees and commissions.





# Board of Directors

The role of the Board is to manage the activities of LGA in between General Meetings in accordance with policy and other decisions taken at Ordinary and Annual General Meetings and to report annually on those activities.



**Mayor Dean Johnson**  
(President)



**Mayor Angela Evans**  
(Immediate Past President)



**Mayor Claire Boan**



**Mayor Michael Coxon**



**Mayor Heather Holmes-Ross**  
(GAROC Chair)



**Mayor Moira Jenkins**



**Mayor Caroline Phillips**



**Mayor Leon Stephens**  
(SAROC Chair)



**Mayor Gillian Aldridge**



**Mayor Jo-Anne Quigley**

## Changes to board composition

Between the 2022 AGM and Council Elections, Mayor Erika Vickery (President) and Lord Mayor Sandy Vershoor were appointed to the Board. As they were not elected in Periodic Council Elections, they did not retain their Board positions. At the conclusion of Mayor Angela Evans term as LGA President, Mayor Dean Johnson was voted as President and appointed on 21 November 2022.

Board Members from 1 July 2022 up to the conclusion of 2022 AGM:

- Mayor Angela Evans (President)
- Mayor Gillian Aldridge
- Mayor Claire Boan
- Mayor Heather Holmes-Ross
- Mayor Dean Johnson
- Mayor Peter Matthey
- Mayor Claire McLaughlin
- Mayor David O'Loughlin (GAROC Chair)
- Mayor Keith Parkes
- Mayor Erika Vickery (SAROC Chair)

## LGA Audit Committee members as at 30 June 2023

- Independent Chair:  
Ms Pat Christie
- Board Representative:  
Mayor Michael Coxon – City of West Torrens
- Independent Member:  
Mr David Powell
- Independent Member:  
Ms Lisa Bishop

# Nominees to local government and external bodies

LGA provides numerous nominees on working parties, boards and committees including many State Government bodies. Most nominees are council members or staff. Through nominees, LGA put forward local government's views on plans, policies and initiatives, or amendments to legislation.

We thank all of those who have given their time contributing to these bodies in the interests of local government. Appointments made from LGA Nominations during the 2022-23 financial year included:

Body	LGA nominees
<b>CEO Advisory Group</b>	Mario Barone City of Norwood, Payneham & St Peters Ben Gower Wattle Range Council Tony Harrison City of Marion Delfina Lanzilli District Council of Lower Eyre Peninsula Matthew Morgan City of Port Lincoln Maree Wauchope District Council of Barunga West Chris White City of Prospect Mark Withers City of Port Adelaide Enfield
<b>Freight and Supply Chain Consultative Committee</b>	Mick O'Hara Coorong District Council (member)
<b>Libraries Board of SA</b>	Megan Burghuis City of Unley (member) Joost den Hartog City of Port Adelaide Enfield (member) Hedyyeh Hashemi Town of Walkerville (member)
<b>Local Government Finance Authority Board</b>	Andrew Wroniak Local Government Association Terry Buss City of West Torrens
<b>Local Government Research and Development Scheme</b>	Chris Cowley City of Burnside (sector member)
<b>Native Vegetation Council</b>	Dr Marilyn Henderson City of Victor Harbor (presiding member) Cr John Neal Regional Council of Goyder (member)
<b>Premier's Climate Change Council</b>	Mayor Angela Evans City of Charles Sturt
<b>SA Boating Facility Advisory Committee</b>	Mayor Leon Stephens Port Pirie Regional Council (member) Steve Vines Port Adelaide Enfield (deputy member)
<b>SA Flood Warning Consultative Committee</b>	Andrew King City of West Torrens
<b>State Bushfire Coordination Committee</b>	Cr Paul Anthony Yeomans City of Onkaparinga (member) Cr Heidi Greaves City of Onkaparinga (deputy member)
<b>State Records Council</b>	Deborah Horton City of Prospect (member)
<b>Stormwater Management Authority</b>	Shanti Ditter City of Whyalla (presiding member) Wally Iasiello Campbelltown City Council (deputy presiding member) Mayor Michael (Bim) Lange OAM Barossa Council (ordinary member) Simon Sherriff Light Regional Council (ordinary member) Heather Barclay Rural City of Murray Bridge (ordinary member)



# Abridged financial reports

## Local Government Association of South Australia 2022-23

The following pages contain abridged financial reports for the LGA Secretariat for 2022-23. The full statements, as well as those for LGA of SA subsidiaries LGA Procurement, LGA Mutual Liability Scheme and LGA Workers Compensation Scheme can be viewed online at [lga.sa.gov.au](http://lga.sa.gov.au).

### Statement of Profit or Loss and Other Comprehensive Income

For the year ended 30 June 2023

	Note	2023 \$	2022 \$
<b>Revenue</b>			
Subscriptions, finance and other income	1	10,061,735	11,075,766
Grant Revenue	1	1,420,110	2,172,458
		<b>11,481,845</b>	<b>13,248,224</b>
<b>Expense</b>			
Employee costs		5,739,360	5,396,801
Depreciation, amortisation & impairment		700,159	711,418
Grant expenditure	1	651,789	547,614
Finance expenses		479,540	558,367
Other expenses from ordinary activities	2	4,877,862	5,149,768
		<b>12,448,710</b>	<b>12,363,968</b>
<b>Operating Surplus / (Deficit)</b>		<b>(966,865)</b>	<b>884,256</b>
Net gain/(loss) on sale of assets		20,075	15,287
Net gain/(loss) on revaluation of investment property		(832,500)	3,060,388
<b>Net Surplus/ (Deficit)</b>		<b>(1,779,290)</b>	<b>3,959,931</b>
<b>Revaluation of over occupied land and buildings</b>		<b>(400,500)</b>	<b>2,686,485</b>
<b>Total comprehensive income for the year</b>		<b>(2,179,790)</b>	<b>6,646,416</b>

The accompanying notes form part of the abridged financial reports

### Statement of Financial Position

As At 30 June 2023

	Note	2023 \$	2022 \$
<b>Current assets</b>			
Cash and cash equivalents	3	11,999,903	7,902,679
Trade and other receivables	4	4,420,364	4,328,998
Other current assets		329,509	411,390
<b>Total current assets</b>		<b>16,749,776</b>	<b>12,643,067</b>
<b>Non-current assets</b>			
Trade and other receivables	4	10,619,608	13,056,655
Financial assets	3		3
Property, plant and equipment	5	14,498,871	15,523,575
Investment property	5	16,095,000	16,927,500
Intangible assets		498,831	637,165
Total non-current assets		<b>41,712,313</b>	<b>46,144,898</b>
<b>Total Assets</b>		<b>58,462,089</b>	<b>58,787,965</b>
<b>Current liabilities</b>			
Trade and other payables	6	14,162,170	9,987,712
Employee benefits		668,157	621,759
Short-term borrowings	7	2,437,047	2,355,674
<b>Total current liabilities</b>		<b>17,267,374</b>	<b>12,965,145</b>
<b>Non-current liabilities</b>			
Long-term provisions		173,425	184,693
Borrowings	7	10,619,608	13,056,655
Total non-current Liabilities		<b>10,793,033</b>	<b>13,241,348</b>
<b>Total Liabilities</b>		<b>28,060,407</b>	<b>26,206,493</b>
<b>Net Assets</b>		<b>30,401,682</b>	<b>32,581,472</b>
<b>Equity</b>			
Reserves	8	26,081,523	23,863,239
Retained profits		4,320,159	8,718,233
<b>Total Equity</b>		<b>30,401,682</b>	<b>32,581,472</b>

The accompanying notes form part of the abridged financial reports

## Statement of Changes in Equity

For the year ended 30 June 2023

	Opening Equity \$	Comprehensive Income \$	Transfers to/(from) reserve \$	Closing Equity \$
<b>2022</b>				
Retained Profits	5,614,002	3,959,931	(855,700)	8,718,233
Project Reserves	10,070,910	-	855,700	10,926,610
Asset Revaluation Reserve	10,250,144	-	2,686,485	12,936,629
<b>Total</b>	<b>25,935,056</b>	<b>3,959,931</b>	<b>2,686,485</b>	<b>32,581,472</b>
<b>2023</b>				
Retained Profits	8,718,233	(1,779,290)	(2,618,784)	4,320,159
Project Reserves	10,926,610	-	2,618,784	13,545,394
Asset Revaluation Reserve	12,936,629	-	(400,500)	12,536,129
<b>Total</b>	<b>32,581,472</b>	<b>(1,779,290)</b>	<b>(400,500)</b>	<b>30,401,682</b>

## Statement of Cash Flows

For the year ended 30 June 2023

	Note	2023 \$	2022 \$
<b>Cash from operating activities:</b>			
Receipts from operations		12,734,624	13,400,082
Receipts from grants		5,732,959	6,676,066
Interest received		543,446	575,021
Payments to suppliers and employees		(10,270,382)	(12,562,941)
Payments of grants		(1,890,664)	(3,963,725)
Interest paid		(479,540)	(558,367)
<b>Total cash from/(used in) operating activities</b>		<b>6,370,443</b>	<b>3,566,136</b>
<b>Cash from investing activities:</b>			
Payment for property, plant and equipment		82,455	(447,420)
<b>Total cash used in investing activities</b>		<b>82,455</b>	<b>(447,420)</b>
<b>Cash from financing activities:</b>			
Repayment of borrowings		(2,355,674)	(2,277,018)
<b>Total cash (used in)/from investing activities</b>		<b>(2,355,674)</b>	<b>(2,277,018)</b>
<b>Net cash increase/(decrease) in cash and cash equivalents</b>		<b>4,097,224</b>	<b>841,698</b>
Cash and cash equivalents at beginning of the year		7,902,679	7,060,981
<b>Cash and cash equivalents at end of the year</b>	3	<b>11,999,903</b>	<b>7,902,679</b>

The accompanying notes form part of the abridged financial reports.



# Notes to the financial statements

For the year ended 30 June 2023

<b>Note 1 - Revenue</b>	2023	2022
	\$	\$
<b>Subscriptions and Contributions</b>		
Subscriptions	2,514,720	2,429,685
Fees and service charges	543,446	575,021
	3,058,166	3,004,706
<b>Fees, Charges and Other Revenue</b>		
Administration charges	2,539,601	2,339,873
Rent and outgoings	1,877,322	2,153,480
Other revenue	2,586,646	3,577,707
	7,003,569	8,071,060
	10,061,735	11,075,766
<b>Grant Revenue and Grant Expenditure</b> Grants that were received on the condition that they be expended in a particular manner have been recognised as income when the Group gains control of the grant or the right to receive the grant. Grant monies outstanding at year end are detailed in the Project Reserve in the Statement of Changes in Equity.		

<b>Note 2 - Other expenditure</b>	2023	2022
	\$	\$
Council webhosting, equipment rental, licences and office costs	955,159	1,069,532
Project and Operating Contractors and Consultants	2,275,079	2,243,116
Property Related Expenses	790,191	632,120
Other Expenses	857,433	1,205,000
	4,877,862	5,149,768

<b>Note 3 - Cash and Cash Equivalents</b>	2023	2022
	\$	\$
Cash and cash equivalents	11,999,903	7,902,679

<b>Note 4 - Trade and Other Receivables</b>	2023	2022
	\$	\$
<b>Current</b>		
Trade receivables	587,395	451,234
Accrued Income	1,395,922	1,522,090
State Local Govt Infra Partnership receivable <sup>(1)</sup>	2,437,047	2,355,674
	4,420,364	4,328,998
<b>Non-Current</b>		
State Local Govt Infra Partnership receivable <sup>(1)</sup>	10,619,608	13,056,655
	10,619,608	13,056,655
<sup>(1)</sup> In 2017 the LGA entered into an agreement with the State Government to deliver the State Government Local Infrastructure Partnership Program. Under this program the LGA provided funding to Councils valued at \$24.074 million. The State Government is providing a grant to the LGA over the next ten years covering the expenditure incurred in delivering this program.		

# Notes to the Financial Statements

For the year ended 30 June 2023

## Note 5 - Property plant and equipment

Year ended 30 June 2023	Land and buildings	Furniture, fitout, other building	Motor vehicles	Right of use vehicles	Other works in progress	Total
	\$	\$	\$	\$	\$	\$
<b>Opening net carrying amount</b>	<b>13,572,500</b>	<b>1,759,402</b>	<b>150,186</b>	<b>41,487</b>		<b>15,523,575</b>
Additions / (Transfers between classes)			(62,379)	(7,935)		(70,314)
Disposals						-
Depreciation Expense	(267,000)	(220,656)	(50,923)	(15,311)		(553,890)
Revaluation	(400,500)					(400,500)
<b>Closing Net carrying amount</b>	<b>12,905,000</b>	<b>1,538,746</b>	<b>36,884</b>	<b>18,241</b>	<b>-</b>	<b>14,498,871</b>
<b>Year ended 30 June 2022</b>						
<b>Opening net carrying amount</b>	<b>10,860,445</b>	<b>1,964,242</b>	<b>177,826</b>	<b>70,972</b>	<b>199,406</b>	<b>13,272,891</b>
A Additions / (Transfers between classes)		231,778	52,403			<b>284,181</b>
Disposals	262,643	(178,119)	(34,158)		(199,406)	<b>(149,040)</b>
Depreciation Expense	(237,073)	(258,499)	(45,885)	(29,485)		<b>(570,942)</b>
Revaluation	2,686,485					<b>2,686,485</b>
<b>Closing Net carrying amount</b>	<b>13,572,500</b>	<b>1,759,402</b>	<b>150,186</b>	<b>41,487</b>	<b>-</b>	<b>15,523,575</b>

At each balance date the management update their assessment of fair value, taking into account an external independent valuation. The independent valuation was conducted by Knight Frank Valuation and Advisory for the 30 June 2023. Any change in the valuation is recognised in the asset revaluation reserve.

### Investment property

Investment property is comprised of land and buildings intended to be leased to third parties and are not occupied by the Group. Investment properties are initially recognised at cost and are subsequently measured at fair value with any changes therein recognised in profit or loss.

## Note 6 - Trade and other payables

2023  
\$

2022  
\$

### Current

Provisions	2,137,220	1,730,721
Sundry creditors and accruals	12,024,950	8,256,991
	14,162,170	9,987,712



<b>Note 7 - Borrowings</b>	2023 \$	2022 \$
<b>Current</b>		
Loan from LGFA	2,437,047	2,355,674
	2,437,047	2,355,674
<b>Non-current</b>		
Loan from LGFA	10,619,608	13,056,655
	10,619,608	13,056,655

<b>Note 8 - Reserves</b>	2023 \$	2022 \$
Project Reserves	13,545,394	10,926,610
Asset Revaluation Reserve	12,536,129	12,936,629
	26,081,523	23,863,239
<p><b>(a) Project Reserves</b> The project reserve recognises carry forward balance of unspent project commitments held by the Local Government Association of South Australia. These balances are then distributed as per the relevant funding agreement with State Government, Federal Government and Local Government Finance Authority. Also included are LGA funded projects with carry forward balances.</p> <p><b>(b) Asset Revaluation Reserve</b> The asset revaluation reserve records unrealised gains on the revaluation of land and buildings.</p>		

## Disaggregation note

The parent information has been disaggregated into Secretariat activity and Project activity. Secretariat activity details the annual day to day operations of the LGA and Project Activity includes activity funding external Grants and Contributions to manager committed project with specified outcomes.

	Secretariat 2023 \$	Secretariat 2022 \$	Project 2023 \$	Project 2022 \$	Total 2023 \$	Total 2022 \$
<b>Income</b>						
Revenue from ordinary activities	10,022,735	10,611,921	39,000	463,845	10,061,735	11,075,766
Grant revenue	40,247	167,536	1,379,6863	2,004,922	1,420,110	2,172,458
	10,062,982	10,779,457	1,481,863	2,468,767	11,481,845	13,248,224
<b>Expense</b>						
Employee costs	4,693,612	4,315,364	1,045,748	1,081,437	5,739,360	5,396,801
Depreciation, amortisation & impairment	700,159	700,562	-	10,856	700,159	711,418
Grant expenditure	-	-	651,789	547,614	651,789	547,614
Finance expenses	479,416	557,435	124	932	479,540	558,367
Other expenses from ordinary activities	3,947,257	4,042,022	930,605	1,107,746	4,877,862	5,149,768
	9,820,444	9,615,383	2,628,266	2,748,585	12,448,710	12,363,968
<b>Total comprehensive income for the year</b>	<b>240,776</b>	<b>1,164,074</b>	<b>(1,207,641)</b>	<b>(279,818)</b>	<b>(966,865)</b>	<b>884,256</b>

148 Frome St  
Adelaide SA 5000  
GPO Box 2693  
Adelaide SA 5001  
(08) 8224 2000  
[lgasa@lga.sa.gov.au](mailto:lgasa@lga.sa.gov.au)  
[www.lga.sa.gov.au](http://www.lga.sa.gov.au)

    @LGAofSA



The voice of local government.