



**Government
of South Australia**

Hills and Fleurieu Landscape Board

2024-2025 Annual Report

HILLS AND FLEURIEU LANDSCAPE BOARD

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<https://www.landscape.sa.gov.au/hf/home>

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To:

The Hon Lucy Hood MP

Minister for Climate, Environment and Water

This annual report will be presented to Parliament to meet the statutory reporting requirements of *(insert relevant acts and regulations)* and the requirements of Premier and Cabinet Circular *PC013 Annual Reporting*.

This report is verified to be accurate for the purposes of annual reporting to the Parliament of South Australia.

Submitted on behalf of the Hills and Fleurieu Landscape Board by:

David Greenhough

Presiding Member

26/11/2025

Date _____ Signature _____



From the Presiding Member

I am pleased to present the Hills and Fleurieu Landscape Board Annual Report for 2024-25. It outlines the programs and activities undertaken and summarises our expenditure for the year.

Our work is important in the protection and restoration of the region's natural resources, guided by the *Hills and Fleurieu Landscape Plan 2021-26* and governed by the *Landscape South Australia Act 2019*.

Key highlights from the past year include:

- Distributing more than \$287,000 in Grassroots and GreenSafe Grants to support 69 schools, volunteers and community groups to protect biodiversity, improve soil health and build climate resilience across the Hills and Fleurieu.
- Launching ReBird the Ranges with other partners, which aims to reverse the decline in woodland birds by restoring habitat at scale.
- Initiating work on the science required to support the amendment of the Water Allocation Plans for the Eastern and Western Mount Lofty Ranges.
- Supporting drought affected landholders to adopt climate-smart practices and build resilience through targeted programs and partnerships.
- Expanding our efforts with partners to eradicate feral goats and deer from the region. We launched the *Greater Adelaide Peri-Urban Feral Deer Eradication Plan* to help guide this work across the Greater Adelaide area.
- Deepening relationships with Kaurna, Peramangk and Ngarrindjeri Nations to foster respectful, long-term partnerships in the stewardship of Yerta/Ruwe (Country).
- Boosting compliance efforts to deal with illegal dam construction and modification.

We are proud of what we have been able to achieve together with our partners and community to help care for our landscapes.

However, we are facing some significant challenges moving forward. Despite our best efforts it is clear that many parts of our environment are in a poor and declining condition. The populations of many woodland birds and freshwater fish are in decline. Other species and ecosystems are threatened or critically endangered. Securing water for nature and primary industries will become ever more challenging in a changing climate. Legacy pests like rabbits, deer, goats, foxes and cats are a constant threat to primary production and conservation values.

While the Landscape SA 'system' is the envy of many other States, it is far from perfect. There are serious issues relating to the adequacy and equity of the resourcing yielded to protect and repair our landscapes. We are confident that there are many ways we can turn this situation around and we look forward to working with you to achieve that.

David Greenhough

Presiding Member

Hills and Fleurieu Landscape Board

From the General Manager

As the 2024-25 financial year ends, we reflect on a year of progress and collaboration. We have achieved a lot in that time, learnt more about our community and unique landscapes, and have refined our vision to reflect emerging challenges and opportunities.

Our Presiding Member has noted several highlights over the past twelve months, and it has taken a determined and resolute approach from our board and staff to set bold ambitions and follow through with tangible and meaningful actions. Our progress this year reflects this approach, and we are pleased to share this with you in the following pages.

I echo David's pride in the work we do with local landholders and partners to achieve some big wins as a board and organisation. We genuinely appreciate the support, guidance and goodwill of our community, stakeholders and funding bodies. Thank you.

Looking ahead, we will begin shaping our next five-year Landscape Plan, scheduled to come into effect in July 2026. As this is being navigated with our community, we remain energised to continue our role in safeguarding and enhancing our landscapes and natural resources.

With our fellow landscape boards, we will also be leaning into the challenge of making the Landscape SA system as effective and efficient as it possibly can be. Ensuring that the right level of effort and investment in repairing and improving our landscapes is achieved.

Michael Garrod

General Manager

Hills and Fleurieu Landscape Board

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Overview: about The Hills and Fleurieu Landscape Board

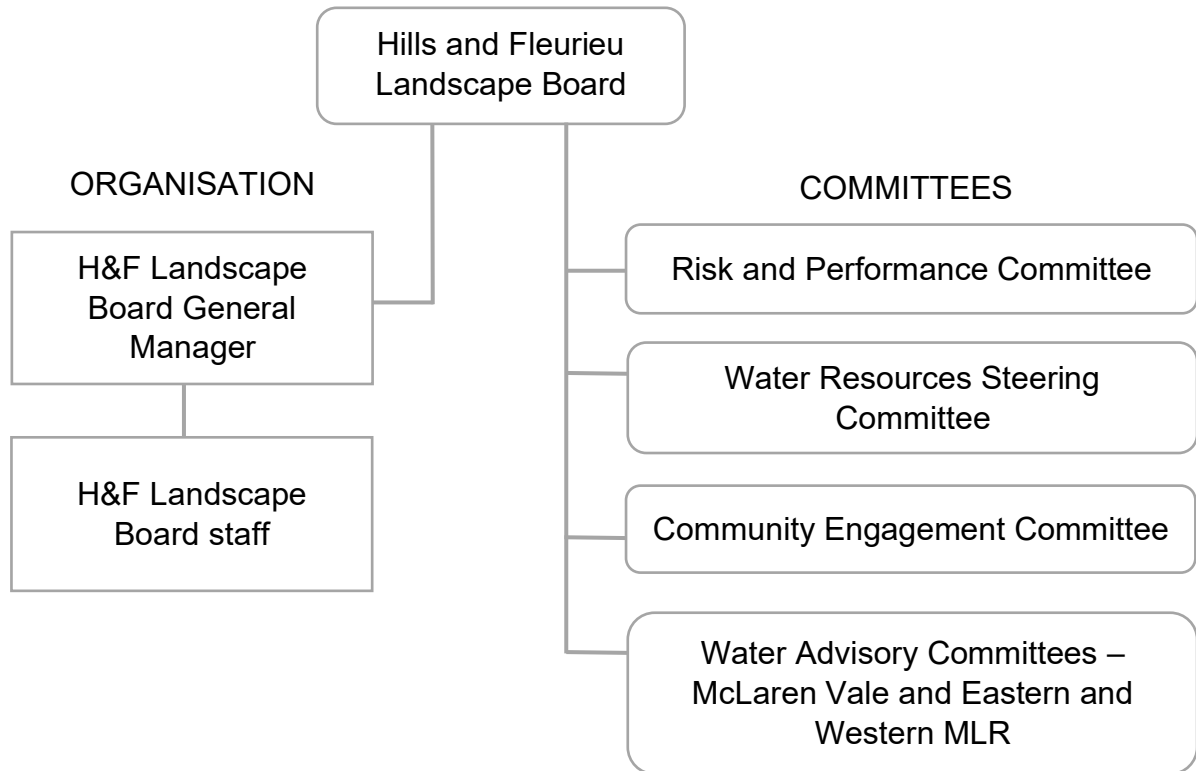
Our strategic focus

Our Purpose	<p>The Hills and Fleurieu Landscape Board was established on 9 January 2020 under the provisions of the <i>Landscape South Australia Act 2019</i>. The board undertakes an active role in managing South Australia's landscapes through the preparation and implementation of a regional landscape plan, which is the principal document guiding the management of the landscapes of the Hills and Fleurieu region.</p> <p>As an organisation, Landscapes Hills and Fleurieu exists to help people care for land, water and nature. We walk together with First Nations, land managers and the community to sustainably manage our beautiful, biodiverse and productive landscapes. We are passionate about our unique role as connectors within the Hills and Fleurieu community - connecting people to knowledge, expertise and funding.</p> <p>By motivating our community to embrace positive change, we will not only build environmental value but economic, social and cultural value as well. We believe that by managing our natural resources well, we can create pride in our people and advantage for our producers. By inspiring change and creating positive impact, our community will enjoy the benefits of our region's landscapes for generations to come.</p>
Our Vision	A region inspired to protect its uniquely biodiverse and productive landscapes into the future
Our Values	<ol style="list-style-type: none"> 1. Walking together 2. Inspiring action 3. Leading the way 4. Future focussed
Our functions, objectives and deliverables	<p>The objectives of the board as defined in Section 7(a) <i>Landscape South Australia Act 2019</i> include supporting ecologically sustainable development and contributing to landscape management in an integrated manner that:</p> <ul style="list-style-type: none"> • supports the State's primary production and other industries and a sustainable State economy, supports resilient communities and natural and built environments, and supports the interests of Aboriginal peoples • provides for the protection, enhancement, restoration and sustainable management of land, soil and water resources,

	<p>native fauna and flora, especially so that they are resilient in the face of change</p> <ul style="list-style-type: none">• promotes, protects and conserves biodiversity, and insofar as is reasonably practicable, supports and encourages the restoration or rehabilitation of ecological systems and processes that have been lost or degraded, and promotes the health of ecosystems so that they are resilient in the face of change• recognises that climate change is a significant factor in our environment (including a recognition of the need for mitigation and adaptation)• provides for the prevention or control of impacts caused by pest species of animals and plants that may have an adverse effect on the environment, primary production or the community• promotes the collaborative management of native animals that adversely affect the natural or built environments, people or primary production or other industries• provides educational initiatives and provides support mechanisms to strengthen the skills, knowledge and capacity of people to sustainably manage natural resources• supports initiatives or action to facilitate the increased capacity of people to engage in processes under this Act, including through the provision of information relevant to the protection, enhancement or management of landscapes.
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Our organisational structure

Section 15 of the *Landscape SA Act 2019* provides for the appointment of the board. The board comprises of at least five and not more than nine members all appointed by the Minister for Climate, Environment and Water. Each of the appointed members of the board is a person who, in the opinion of the Minister, meets requirements of section 16 of the *Landscape SA Act 2019*.



Committees and other bodies of the Board

In 2024-25, The McLaren Vale Water Advisory Committee has been in abeyance and the Eastern and Western MLR Water Advisory Committee has been established but no members yet appointed.

Changes to the Board

During 2024-25 there were three new members elected to the board. There are no changes to the board's structure and objectives as a result of internal reviews or machinery of government changes.

Minister for Climate, Environment and Water.



The Hon Dr Susan Close MP, Deputy Premier and Minister for Climate, Environment and Water.

The Board

David Greenough

Presiding Member

Chair of Chairs, Term Dates: 01/07/2024 - 28/02/2025

Chair, Risk and Performance Committee

Term Dates: 31/01/2023 - 30/01/2027



Janet Klein

Board Member

Term Dates: 31/01/2023 - 30/01/2027



Dr Chris West

Board Member

Member of Community Engagement Committee and Grassroots Assessment Panel

Term Dates: 31/01/2023 - 30/01/2027



Professor Andy Lowe

Board Member

Chair, Water Resource Committee

Term Dates: 31/01/2023 - 30/01/2027



Jock Harvey

Board Member

Term Dates: 31/01/2025 – 30/01/2029



Sarah Day

Board Member

Member of Risk and Performance Committee

Term Dates: 31/01/2025 – 30/01/2029



Amelia Graham

Board Member

Member of Community Engagement Committee and Grassroots Assessment Panel

Term Dates: 31/01/2025 – 30/01/2029



Leanne Muffet

Board Member

Member of Community Engagement Committee

Term Dates: 31/01/2025 – 30/01/2029



James Stacey

Board Member

Member of Water Resource Committee

Term Dates: 31/01/2025 – 30/01/2029



Keith Parkes

Board Member

Term Dates: 31/01/2023 – 30/01/2025



Amy Williams

Board Member

Term Dates: 31/01/2023 – 30/09/2024



Our Executive team

As per section 35 of the *Landscape South Australia Act 2019*, staff who undertake the work of the board are employed through the General Manager as the employing authority.



Michael Garrod - General Manager

As General Manager, Michael oversees strategic planning, operational delivery, and stakeholder engagement to ensure environmental policies, programs, board's functions and regulatory frameworks are effectively implemented.



Ben Della Torre - Manager, Landscape Operations

As Landscape Operations Manager at Hills and Fleurieu, Ben oversees the board's flagship landholder support program – the Stewardship program. He also manages other regional programs in nature recovery, climate-ready agriculture, regional grazing management, and compliance.



Cathy Lewis - Manager, Business and Governance

As Business and Governance Manager at Landscapes Hills and Fleurieu, Cathy oversees the board's financial, human resources, records management, business and administrative functions.



Wendy Telfer - Manager Planning, Engagement & Partnerships 1/7/2024 – 6/4/2025

As Planning and Engagement Manager at Landscapes Hills and Fleurieu, Wendy (and Nicole acting) oversees landscape and water planning, monitoring and evaluation, communications, First Nations partnerships and regional engagement.



Nicole Bennett – Acting Manager Planning, Engagement & Partnerships 22/4/2025 – 30/6/2025

Legislation administered by the Hills and Fleurieu Landscape Board

Landscape South Australia Act 2019

Landscape South Australia (General) Regulations 2020

Other related agencies (within the Minister's area/s of responsibility)

- Department for Environment and Water
- Alinytjara Wilurara Landscape Board
- Eyre Peninsula Landscape Board
- Green Adelaide
- Kangaroo Island Landscape Board
- Limestone Coast Landscape Board
- Murraylands and Riverland Landscape Board
- Northern and Yorke Landscape Board
- South Australian Arid Lands Landscape Board
- Environment Protection Authority
- Green Industries SA

The Board's performance

Performance at a glance

Hills and Fleurieu Landscape Board operations are guided by priorities in the Hills and Fleurieu Landscape Plan 2021-26, implemented through the board's annual business plan. The Hills and Fleurieu Landscape Board MERI Framework 2022-26 outlines how the board measures its progress against the Landscape Plan.

In 2024-25 the board's achievements include:

- Development and launch of the ReBird the Ranges Action Plan with over 20 partner organisations and on-ground revegetation undertaken to reverse the decline of woodland birds in the Mount Lofty Ranges.
- Launch of the Greater Adelaide Peri-Urban Feral Deer Eradication Plan.
- Review undertaken of the Hills and Fleurieu Landscape Plan 2021-26.
- Initiation of science and planning for amendment of the Water Allocation Plans for the Eastern and Western Mount Lofty Ranges.
- Co-design of roadside vegetation management plans with six councils.
- Support of land managers to care for land, water and nature through the Stewardship Program providing one-on-one advice, training and property visits.
- Capacity building of landholders, including workshops on dam safety and maintenance and on carbon farming to help farmers understand their emissions, explore carbon farming opportunities and build sustainability credentials.
- Support of pest plant and animal control, including coordination of the Regional Grazing Pressure program to eradicate feral deer and feral goats and sustainably manage kangaroo populations.
- Twenty-eight Grassroots Grants of total value \$269,000 delivered to support local projects with environmental and regenerative land management outcomes.
- Forty-one Greensafe Grants of total value \$18,438.20 delivered to support community volunteer groups with safety equipment.

Landscape board specific objectives and performance

More detail on the 2024-25 projects and their alignment with Hills and Fleurieu Landscape Board's priorities is available in the board's Business Plan 2024-25 ([found here](#)).

Agency objectives	Indicators	Performance
Land: Regenerating biodiverse and highly productive landscapes	Increase in land manager knowledge and capacity to manage of soils and pest plants and animals.	<ul style="list-style-type: none"> • 224 property visits providing one-on-one advice. • 641 community members participating in rabbit control, including training and purchasing Pindone and/or K5-treated carrots
	Priority threats addressed: - Ha/ km of weed control. - Number of pest animals removed.	<ul style="list-style-type: none"> • Co-design of roadside vegetation management plans with six councils, including 503 kilometres of roadside weed control, and 594 hectares of non-roadside weed control undertaken. • 594ha of initial/follow-up weed control • 503km of initial/follow-up weed control • 2221 deer, 92 goats and 199 kangaroos controlled (pest animal control is conducted in conjunction with key partners)
Water: Managing water resources sustainably	Increase in land manager knowledge and capacity to manage water resources.	<ul style="list-style-type: none"> • 6 dam safety and maintenance workshops with 95 participants.
	Water resource management	<ul style="list-style-type: none"> • 52 WAA applications assessed, 48 approved • 27 new dam compliance cases and 28 dam compliance cases closed
Nature: Conserving natural places, ecosystems and wildlife	Threatened species recovery interventions implemented	<ul style="list-style-type: none"> • 109 hectares of revegetation to support threatened woodland birds • 59.8kg of seed collected • Breeding programs maintained for threatened species Murray Hardyhead and Southern Bell Frog

	Increase in land manager knowledge and capacity to manage native vegetation and biodiversity.	<ul style="list-style-type: none"> 125 volunteers planted 2000 local native coastal plants to help restore hooded plover and beach-nesting bird habitat.
Climate: Becoming a carbon neutral and climate resilient region	Land managers supported to be climate resilient.	<ul style="list-style-type: none"> 9 carbon farming workshops delivered across the region with 103 participants, helping farmers understand their emissions, explore carbon farming opportunities and build sustainability credentials.
Community: Everyone caring for our landscapes	Land managers supported to protect and restore land, water and nature.	<ul style="list-style-type: none"> 486 attendees across 34 capacity building events. 97% of land manager survey respondents reported increased knowledge 75% of follow-up survey respondents reported having used knowledge from the events. 75% reported having shared knowledge. 67% had undertaken work related to the event topic.

Stakeholder evaluation of board partnering and engagement

The board conducted a survey of partner organisations in early 2025 to evaluate its performance in partnering and engagement (36 organisations responded). 90% of responding partner organisations reported being engaged.

Overall the feedback on the organisation's engagement was positive:

- 75% rated the level of contact as 'good' or 'very good'
- 69% rated the timing of contact as 'good' or 'very good'
- 73% rated providing an opportunity for input as 'good' or 'very good'
- 60% rated LHF's acting on input as 'good' or 'very good'
- 86% rated its usefulness to their organisation as 'good' or 'very good'.

Respondents described their partnership with the board as 'collaborative' (69% of cases), followed by 'enabling' (56%), 'transactional' (31%) and 'transformational' (28%). The majority of respondents felt the board was reflecting its principles of leadership well within the current resourcing constraints. Some partners raised concerns over the level of resourcing available for the board to deliver its functions, including for pest plant and animal control and compliance.

Corporate performance summary

The board's corporate, governance and administrative support services are provided by the Business and Governance Team, reporting to the General Manager as per section 35 of *Landscape South Australia Act 2019*. The Department for Environment and Water provides additional corporate, governance and ICT support services to the Hills and Fleurieu Landscape Board on a fee-for-service basis in accordance with a Service Level Agreement (SLA).

Key corporate achievements for 2024-25:

- Improved rigour in the board's Risk Register, including identification of glide pathways to map out additional treatment actions required in future years.
- Continued work on the organisation's emission reduction plan, including lease of electronic vehicles.
- The Policies and Procedures Register was reviewed and improved, and significant work has been undertaken to revise and update policies and procedures to better govern the organisation and support the workforce.
- Improved phone systems and use of the enquiry of activity log to better support high volumes of calls.

A total of six board meetings were held during 2024-25 financial year and no special board meetings held during this period. The table below illustrated meetings that the Hills and Fleurieu Landscape Board members have attended:

Board member	Aug	Oct	Dec	Feb	April	June	Meetings attended	% of Total
David Greenough	Yes	Yes	No	Yes	Yes	Yes	5/6	83.33%
Janet Klein	Yes	Yes	Yes	Yes	No	Yes	5/6	83.33%
Prof Andy Lowe	Yes	Yes	No	Yes	No	Yes	4/6	66.67%
Jock Harvey	Yes	No	No	Yes	Yes	No	3/6	50%
Dr Chris West	No	Yes	Yes	Yes	Yes	No	4/6	66.67%
Sarah Day	-	-	-	Yes	Yes	No	2/3	83.33%
Leanne Muffet	Yes	Yes	Yes	Yes	Yes	No	5/6	83.33%
Amelia Graham	-	-	-	Yes	Yes	Yes	3/3	100%
James Stacey	-	-	-	Yes	Yes	Yes	3/3	100%
Amy Williams	Yes	No	No	No	No	No	1/1*	100%
Keith Parkes	Yes	Yes	Yes	No	No	No	3/3*	100%

*These board members attended all of the meetings during their term on the board in 2024/25.

Employment opportunity programs

Program name	Performance
Nil	The Hills and Fleurieu Landscape Board does not employ staff as per section 35 of <i>Landscape South Australia Act 2019</i> . Those staff who undertake the work of the board are employed through the General Manager as the employing authority.

Board performance management and development systems

Performance management and development system	Performance
Board Chair one-on-one with Board members	The Chair held one-on-one conversations with all board members during this reporting period, to assess performance and address issues as they arose.
Board Performance evaluation	The board's annual evaluation of its performance was due to be conducted in April 2025 but was delayed into 2025-26 due to appointment of new board members in 2025.
Service Level Agreement	A complete review of the SLA with DEW was completed prior to entering into the new longer-term agreement for 2023-26. The longer agreement has annual price reviews, and the board contributes to revision of specific areas of the SLA by landscape boards collectively.
Australian Government Performance Framework	Quarterly, six monthly and annual reporting requirements met for all Natural Heritage Trust projects and capacity services.
Landscape Priorities Fund	Six monthly, annual and acquittal reporting requirements met for Landscape Priorities Fund project grants.
General Manager	An annual review was conducted for the General Manager.

Work health, safety and return to work programs

The Hills and Fleurieu Landscape Board continues to adopt and implement a range of safety policies and procedures to meet its requirements under the *Work Health*

and Safety Act (SA) 2012 and Return to Work Act 2014 and meet whole of Government requirements.

The Work Health and Safety Committee met four times during the 2024-25 financial year. The Committee includes two Executive Leadership Team members and five staff, with a total of seven members. Work Health and Safety activities are reported to the board at each of its meeting. The Committee is instrumental in the review and update of WHS policies and procedures.

The Work Health Safety policies and procedures adopted by the board are applicable to and implemented by any employees and contractors undertaking work for the board.

Program name	Performance
Hazard and incident reporting	There was one near miss, three workplace injuries and one psychosocial injury reported by the board through the GovSAfety injury management system. The workplace injury claims were managed during 2024-25 and closed by 30 June 2025.
Work Health and Safety and Injury Management	<p>The WHS Annual Action Plan includes a schedule of preventative measures to be completed each year. This forms the basis of the board report. The committee maintains a register for WHS matters reported by employees and action items identified from the WHS Annual Action Plan. This register, including progress update, is reviewed at each WHS committee meeting.</p> <p>Influenza vaccinations are available for all employees annually.</p> <p>The board's Risk Register includes a comprehensive suite of WHS risks and implemented controls specific for board members and employees. A robust review of the Risk Register was completed during 2024-25.</p>

Workplace injury claims	Current year 2024-25	Past year 2023-24	% Change (+ / -)
Total new workplace injury claims	5	3	+66.67%
Fatalities	0	0	-
Seriously injured workers*	0	0	-
Significant injuries (where lost time exceeds a working week, expressed as frequency rate per 1000 FTE)	0	0	-

**number of claimants assessed during the reporting period as having a whole person impairment meeting the relevant threshold under the Return to Work Act 2014 (Part 2 Division 5)*

Work health and safety regulations	Current year 2024-25	Past year 2023-24	% Change (+ / -)
Number of notifiable incidents (<i>Work Health and Safety Act 2012, Part 3</i>)	0	0	-
Number of provisional improvement, improvement and prohibition notices (<i>Work Health and Safety Act 2012 Sections 90, 191 and 195</i>)	0	0	-

Return to work costs**	Current year 2024-25	Past year 2023-24	% Change (+ / -)
Total gross workers compensation expenditure (\$)	\$0	\$732	-
Income support payments – gross (\$)	0	0	-

***before third-party recovery*

Executive employment in the agency

Executive classification	Number of executives
The Hills and Fleurieu Landscape Board does not employ staff as per section 35 of the <i>Landscape South Australia Act 2019</i> . Those staff who undertake the work of the board are employed through the General Manager as the employing authority.	0

The [Office of the Commissioner for Public Sector Employment](#) has a [workforce information](#) page that provides further information on the breakdown of executive gender, salary and tenure by agency.

Financial performance

Financial performance at a glance

The financial performance and position as at 30 June 2025 are contained within the audited financial statements. Appendix: Audited financial statements 2024-25.

Under section 39(2) of the *Landscape South Australia Act 2019*, a regional landscape board must report on actual expenditure of amounts raised by levies against the board's budget.

Levy expenditure against the Hills and Fleurieu Landscape Board budget

Revenue / Expenditure details	2024-25 Budget \$000s	2024-25 Actual \$000s
Revenue – water levies	2,559	2,463
Revenue – levies collected by local councils	5,980	5,980
<i>Total income raised by levies</i>	8,539	8,443
<i>Actual expenditure on amounts raised by levies *</i>	9,898	9,429

**Expenditure includes carryover budget.*

The following is a brief summary of the overall financial position of the board. The information is unaudited. For full audited financial statements refer to Appendix: Audited financial statements 2024-25

Statement of Comprehensive Income	2024-25 Budget \$000s	2024-25 Actual \$000s	Variation \$000s	2023-24 Actual \$000s
Total Income	12,071	13,091	1,020	10,182
Total Expenses	12,662	14,288	1,626	11,546
Net Result	(591)	(1,197)	(606)	(1,364)
Total Comprehensive Result	(591)	(1,197)	(606)	(1,364)

Statement of Financial Position	2024-25 Budget \$000s	2024-25 Actual \$000s	Variation \$000s	2023-24 Actual \$000s
Current assets	-	5,503	-	6,292
Non-current assets	-	182	-	350
Total assets	-	5,685	-	6,642
Current liabilities	-	1,207	-	1,020
Non-current liabilities	-	1,072	-	1,019
Total liabilities	-	2,279	-	2,039
Net assets	-	3,406	-	4,603
Equity	-	3,406	-	4,603

**The board does not prepare a budget for the Statement of Financial Position.*

Consultants disclosure

The following is a summary of external consultants that have been engaged by the board, the nature of work undertaken, and the actual payments made for the work undertaken during the financial year.

Consultant disclosures are not required to be reported by landscape boards as they are Tier 2 reporting entities and are not required to disclose consultants in their financial statements.

Consultancies with a contract value below \$10,000 each

Consultancies	Purpose	\$ Actual payment
N/A	N/A	N/A

Consultancies with a contract value above \$10,000 each

Consultancies	Purpose	\$ Actual payment
N/A	N/A	N/A

Data for previous years is available at: [insert hyperlink to specific data.sa page and ensure data sources are referenced.](#)

See also the [Consolidated Financial Report of the Department of Treasury and Finance](#) for total value of consultancy contracts across the South Australian Public Sector.

Contractors disclosure

The following is a summary of external contractors that have been engaged by the agency, the nature of work undertaken, and the actual payments made for work undertaken during the financial year.

Contractors with a contract value below \$10,000

Contractors	Purpose	\$ Actual payment
All contractors below \$10,000 each - combined	Various	\$285,525

Contractors with a contract value above \$10,000 each

Contractors	Purpose	\$ Actual payment
Latrobe University	Shallow groundwater monitoring	\$10,000
Diggers Civil Construction	Earthworks	\$10,200
Australian Wine Research	Emissions forecasting	\$10,325
Mind Atlas Pty Ltd	Rabbit management program training	\$11,075
Second Nature Conservancy	Planning and delivery of events	\$11,400
BMT Commercial Australia	Coastal biodiversity support	\$11,500
South Front	Water flow modelling	\$12,500
The Branded Story	Support with production of social media content	\$14,541
Mardi Van Der Wellen	Water planning support	\$17,100
Layla Moseby Read	Communications support	\$17,210
Aquatic Biosecurity Pty Ltd	Seagrass rehabilitation	\$20,200
Earthling Delights	Care for native vegetation booklet design and printing	\$21,365
Mechanical Vegetation	Pest weed control	\$22,000
Sonia Croft	Environmental advice	\$22,205
Wendy White	Hooded plover program coordination support	\$22,460
Restore Environmental Services	Pest weed control	\$28,550
Environmental Ecology Australia	Pest weed control	\$29,400
The Digital Embassy	Website development	\$30,125

Pridham Lancelot	Pest weed control	\$32,600
Helifarm Aerial Agriculture	Support with pest animal control program	\$40,780
Environmental Contracting	Pest weed control	\$41,367
Back 2 Bush Unit Trust	Pest weed control	\$41,500
All Things Rural	Contract fencing	\$43,500
DSH Rural & Domestic	Contract fencing	\$65,183
Selective Pest Control	Support with pest animal control program	\$71,470
Balanced Habitats	Pest weed control	\$73,900
Marcus Pickett Ecological Services	Support with pest animal control program	\$84,818
Macpherson Horticulture P/L	Pest weed control	\$87,947
Foxdog Outfitters Pty Ltd	Support with pest animal control program	\$90,176
Integrity Ag Pty Ltd	Environmental pathway assessment	\$97,203
Trees for Life	Tree seedling planting	\$118,979
Bush Healers Environmental	Pest weed control	\$177,204
ALS Water & Hydrographics	Maintenance of flow monitoring equipment and data management	\$205,304
Nature Glenelg Trust	Fish survey project	\$310,783
	Total	\$1,904,870

Data for previous years is available at: [insert hyperlink to specific data.sa page and ensure data sources are referenced.](#)

The details of South Australian Government-awarded contracts for goods, services, and works are displayed on the SA Tenders and Contracts website. [View the agency list of contracts](#).

The website also provides details of [across government contracts](#).

Other financial information

Under section 27(3) and section 28(6) of the Landscape South Australia Act 2019 the Hills and Fleurieu Landscape Board must provide a report on funding support for the provided to community groups, industry, state and local government, landowners and individuals for various projects and programs aligned to the Regional Landscape Plan, including grants provided under the Grassroots Grants Program.

During 2024-25, the board provided \$269,000 from the Grassroots Grants Program to the following:

• Volunteer Groups	\$68,885.70
• Landholders	\$73,270.00
• Schools	\$16,753.28
• Business (NFP)	\$86,651.02
• Industry	\$3,440.00
• Council	\$20,000.00

During 2024-25, the board provided \$18,438.20 in total for GreenSafe Grants (supporting PPE and minor tools and equipment purchase) across two rounds held in Spring 2024 and Winter 2025.

• Volunteer Groups and NGOs	\$12,206.08
• Schools	\$6,232.12

Dam fencing incentives (grants) were also provided. Funding by category shown below:

• Landholders (dam incentives)	\$102,917.00
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Risk management

Risk and audit at a glance

The Risk and Performance Committee is an advisory committee to the board that has oversight of the board's governance, financial and risk management (including the safety, health and wellbeing of employees), to ensure the board meets its statutory, legislative and administrative obligations, particularly with respect to risk management and finance matters.

Fraud detected in the agency

Category/nature of fraud	Number of instances
There were no instances of fraud detected in the activities undertaken by the Hills and Fleurieu Board in this reporting period 2024-25	0

NB: Fraud reported includes actual and reasonably suspected incidents of fraud.

Strategies implemented to control and prevent fraud

The board has adopted the DEW Fraud and Corruption Control Policy which sets out the control measures for preventing fraud and the mechanisms for reporting and investigation. The following is a summary of fraud prevention activities currently in place:

- The Risk and Performance Committee has oversight to ensure the adopted DEW framework is adhered to through established internal controls.
- An audit program of internal controls for business systems is conducted annually, including a peer review.
- All employees have completed the Department of the Premier and Cabinet 'Code of Ethics Awareness' program every three years.
- Employment screening upon employment and at regular intervals.

Public interest disclosure

Number of occasions on which public interest information has been disclosed to a responsible officer of the agency under the *Public Interest Disclosure Act 2018*:

0

Note: Disclosure of public interest information was previously reported under the *Whistleblowers Protection Act 1993* and repealed by the *Public Interest Disclosure Act 2018* on 1/7/2019.

Reporting required under any other act or regulation

Act or Regulation	Requirement
Landscape South Australia (General) Regulations 2020	8(c) The persons or bodies to whom or to which the board has delegated functions or powers under section 37 of the Act, and the nature of the functions or powers delegated to each person or body

The board has approved financial delegations in accordance with Treasurer's Instruction 8 - Financial Authorisations as follows:

Position Title	Procurement Contract pre-approval payment and disbursement	Contract execution	Purchase Card	Debt Write-Off
GENERAL MANAGER	✓	✓	✓	✓
MANAGER LANDSCAPE OPERATIONS	✓	✓	✓	
MANAGER PLANNING & ENGAGEMENT	✓	✓	✓	
MANAGER BUSINESS & GOVERNANCE	✓	✓	✓	✓
PROGRAM MANAGER – DAM COMPLIANCE	✓	✓	✓	
TEAM LEADER WATER RESOURCES	✓	✓	✓	
TEAM LEADER PLANNING & MERI	✓	✓	✓	
TEAM LEADER STEWARDSHIP (all positions)	✓	✓	✓	
TEAM LEADER COMMUNICATIONS	✓	✓	✓	
TEAM LEADER REGIONAL ENGAGEMENT	✓	✓	✓	
TEAM LEADER BUSINESS SERVICES	✓	✓	✓	
NATURE PARTNERSHIPS AND FINANCE LEAD	✓	✓	✓	
REGIONAL ECOLOGIST	✓	✓	✓	
FRESHWATER ECOLOGIST	✓	✓	✓	
SENIOR WATER PLANNER (all positions)	✓		✓	
SENIOR STEWARDSHIP OFFICER (all positions)	✓	✓	✓	
SENIOR STEWARDSHIP OFFICER – FERAL DEER AND GOATS (all positions)	✓	✓	✓	
SENIOR STEWARDSHIP OFFICER – DAMS	✓	✓	✓	
REGIONAL COORDINATOR GRAZING PRESSURE MANAGEMENT	✓	✓	✓	
CLIMATE-READY AGICULTURE COORDINATOR	✓	✓	✓	
SENIOR COMPLIANCE OFFICER	✓	✓	✓	
COAST AND MARINE PROJECT OFFICER	✓	✓	✓	
SENIOR WATER PROJECT OFFICER	✓	✓	✓	
MONITORING & INFORMATION OFFICER	✓	✓	✓	
COMMUNICATIONS COORDINATORS (all positions)	✓	✓	✓	
FIRST NATIONS PARTNERSHIP OFFICER	✓	✓	✓	
SENIOR HR AND BUSINESS SERVICES OFFICER	✓	✓	✓	
GRANTS AND ENGAGEMENT OFFICER	✓	✓	✓	
SUSTAINABLE AGRICULTURE FACILITATOR	✓	✓	✓	
CARBON FARMING OFFICER	✓	✓	✓	

2024-25 ANNUAL REPORT for the Hills and Fleurieu Landscape Board

CLIMATE-SMART AGRICULTURE OFFICER	✓	✓	✓	
STEWARDSHIP OFFICER (all positions)	✓		✓	
STEWARDSHIP OFFICER – FIRST NATIONS	✓		✓	
COMPLIANCE OFFICER (all positions)	✓		✓	
GIS OFFICER	✓		✓	
BIODIVERSITY PROJECT OFFICER	✓		✓	
SENIOR BUSINESS SUPPORT OFFICER	✓		✓	
EXECUTIVE OFFICER	✓		✓	
BUSINESS SUPPORT OFFICER	✓		✓	

In addition to the financial delegations, the General Manager has been delegated to exercise certain powers and functions of the board under the *Landscape South Australia Act 2019*, as prescribed by the relevant Instrument of Delegation.

Act or Regulation	Requirement
<i>Landscape South Australia (General) Regulations 2020</i>	8(d) a report on any functions assigned to the board by the Minister

The Minister did not assign any functions to the Hills and Fleurieu Landscape Board during 2024-25.

Public complaints

Number of public complaints reported

Complaint categories	Sub-categories	Example	Number of Complaints 2024-25
Professional behaviour	Staff attitude	Failure to demonstrate values such as empathy, respect, fairness, courtesy, extra mile; cultural competency	0
Professional behaviour	Staff Conduct	Failure to communicate respectfully, maintain honesty, treat others with dignity, free from harassment and discrimination.	2
Professional behaviour	Staff competency	Failure to action service request; poorly informed decisions; incorrect or incomplete service provided	0
Professional behaviour	Staff knowledge	Lack of service specific knowledge; incomplete or out-of-date knowledge	0
Communication	Communication quality	Inadequate, delayed or absent communication with customer	0
Communication	Confidentiality	Customer's confidentiality or privacy not respected; information shared incorrectly	0
Service delivery	Systems/technology	System offline; inaccessible to customer; incorrect result/information provided; poor system design	0
Service delivery	Access to services	Service difficult to find; location poor; facilities/ environment poor standard; not accessible to customers with disabilities	0
Service delivery	Process	Processing error; incorrect process used; delay in processing application; process not customer responsive	0
Policy	Policy application	Incorrect policy interpretation; incorrect	0

Complaint categories	Sub-categories	Example	Number of Complaints 2024-25
		policy applied; conflicting policy advice given	
Policy	Policy content	Policy content difficult to understand; policy unreasonable or disadvantages customer	0
Service quality	Information	Incorrect, incomplete, out-dated or inadequate information; not fit for purpose	0
Service quality	Access to information	Information difficult to understand, hard to find or difficult to use; not plain English	0
Service quality	Timeliness	Lack of staff punctuality; excessive waiting times (outside of service standard); timelines not met	0
Service quality	Safety	Maintenance; personal or family safety; duty of care not shown; poor security service/ premises; poor cleanliness	0
Service quality	Service responsiveness	Service design doesn't meet customer needs; poor service fit with customer expectations	0
No case to answer	No case to answer	Third party; customer misunderstanding; redirected to another agency; insufficient information to investigate	0
		Total	2

Additional Metrics	Total
Number of positive feedback comments	Nil
Number of negative feedback comments	Nil
Total number of feedback comments	Nil
% complaints resolved within policy timeframes	0%

Service Improvements

The Hills and Fleurieu Landscape Board endorsed a Complaints Handling Policy in June 2023 and noted the procedure and register. The Policy is due to be reviewed on 30 June 2027.

Currently the board are not recording positive feedback outside of our event feedback process and the board will review mechanisms to capture positive feedback in future years.

Compliance Statement

Hills and Fleurieu Landscape Board is compliant with Premier and Cabinet Circular 039 – complaint management in the South Australian public sector	Y
Hills and Fleurieu Landscape Board has communicated the content of PC 039 and the agency's related complaints policies and procedures to employees.	Y

Appendix: Audited financial statements 2024-25



Our ref: A25/014

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State Administration Centre
200 Victoria Square
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Mr D Greenhough
Presiding Member
Hills and Fleurieu Landscape Board
email: hf.landscapeboard@sa.gov.au

Dear Mr Greenhough

Audit of the Hills and Fleurieu Landscape Board for the year to 30 June 2025

We have completed the audit of your accounts for the year ended 30 June 2025. Two key outcomes from the audit are:

- 1 the Independent Auditor's Report on your agency's financial report
- 2 audit management letters.

1 Independent Auditor's Report

We are returning the financial report for the Hills and Fleurieu Landscape Board, with the Independent Auditor's Report. This report is unmodified.

The *Public Finance and Audit Act 1987* allows me to publish documents on the Audit Office of South Australia website. The enclosed Independent Auditor's Report and accompanying financial report will be published on that website on Tuesday 9 December 2025.

2 Audit management letters

As the audit did not identify any significant matters requiring management attention, we will not issue any audit management letters.

What the audit covered

Our audits meet statutory audit responsibilities under the *Public Finance and Audit Act 1987* and the Australian Auditing Standards.

Our audit covered the principal areas of the agency's financial operations and included test reviews of systems, processes, internal controls and financial transactions. Some notable areas were:

- revenue
- employee related expenses
- receivables
- accounts payable
- cash
- financial accounting – general ledger.

I would like to thank the staff and management of your agency for their assistance during this year's audit.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Daniel O'Donohue', with a long horizontal flourish extending to the right.

Daniel O'Donohue
Deputy Auditor-General

28 November 2025

enc



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To the Presiding Member Hills and Fleurieu Landscape Board

Opinion

I have audited the financial report of the Hills and Fleurieu Landscape Board (the Board) for the financial year ended 30 June 2025.

In my opinion, the accompanying financial report gives a true and fair view of the financial position of the Board as at 30 June 2025, its financial performance and its cash flows for the year then ended in accordance with relevant Treasurer's Instructions issued under the provisions of the *Public Finance and Audit Act 1987* and Australian Accounting Standards – Simplified Disclosures.

The financial report comprises:

- a Statement of Comprehensive Income for the year ended 30 June 2025
- a Statement of Financial Position as at 30 June 2025
- a Statement of Changes in Equity for the year ended 30 June 2025
- a Statement of Cash Flows for the year ended 30 June 2025
- notes, comprising material accounting policy information and other explanatory information
- a Certificate from the Presiding Member and the General Manager.

Basis for opinion

I conducted the audit in accordance with the *Public Finance and Audit Act 1987* and Australian Auditing Standards. My responsibilities under those standards are further described in the 'Auditor's responsibilities for the audit of the financial report' section of my report. I am independent of the Board. The *Public Finance and Audit Act 1987* establishes the independence of the Auditor-General. In conducting the audit, the relevant ethical requirements of APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* have been met.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Responsibilities of the General Manager and the Board for the financial report

The General Manager is responsible for the preparation of the financial report that gives a true and fair view in accordance with relevant Treasurer's Instructions issued under the provisions of the *Public Finance and Audit Act 1987* and the Australian Accounting Standards – Simplified Disclosures, and for such internal control as management determines is necessary to enable the preparation of the financial report that gives a true and fair view and is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the General Manager is responsible for assessing the entity's ability to continue as a going concern disclosing, as applicable, matters related to going concern and using the going concern basis of accounting, unless the assessment indicates that it is not appropriate.

The Board is responsible for overseeing the entity's financial reporting process.

Auditor's responsibilities for the audit of the financial report

As required by section 31(1)(b) of the *Public Finance and Audit Act 1987* and section 38(2) of the *Landscape South Australia Act 2019*, I have audited the financial report of the Board for the financial year ended 30 June 2025.

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

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

- identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control

- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Board's internal control
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the General Manager
- conclude on the appropriateness of the General Manager's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the entity's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify the opinion. My conclusion is based on the audit evidence obtained up to the date of the auditor's report. However, future events or conditions may cause an entity to cease to continue as a going concern
- evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

My report refers only to the financial report described above and does not provide assurance over the integrity of electronic publication by the entity on any website nor does it provide an opinion on other information which may have been hyperlinked to/from the report.

I communicate with the Presiding Member and the General Manager about, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during the audit.



Daniel O'Donohue
Deputy Auditor-General

28 November 2025

Hills and Fleurieu Landscape Board

Financial Statements

For the year ended 30 June 2025

Hills and Fleurieu Landscape Board
Certification of the Financial Statements
for the year ended 30 June 2025

We certify that the:

- financial statements for the Hills and Fleurieu Landscape Board (the Board):
 - are in accordance with the accounts and records of the Board;
 - comply with relevant Treasurer's Instructions;
 - comply with relevant accounting standards; and
 - present a true and fair view of the financial position of the Board at the end of the financial year and the result of its operation and cash flows for the financial year.
- internal controls employed by the Hills and Fleurieu Landscape Board for the financial year over its financial reporting and its preparation of financial statements have been effective.



David Greenhough
Presiding Member
26 November 2025



Michael Garrod
General Manager
Hills and Fleurieu Landscape Board
26 November 2025

Hills and Fleurieu Landscape Board
Statement of Comprehensive Income
for the year ended 30 June 2025

	Note	2025 \$'000	2024 \$'000
Income			
Landscape and water levies	3.1	8 443	8 055
Grants and subsidies	3.2	3 140	1 772
Interest		227	280
Intra-government transfers	3.3	1 157	-
Other income	3.4	126	74
Total income		13 093	10 181
Expenses			
Employee related expenses	4.1	6 090	5 113
Supplies and services	4.2	5 925	5 264
Grants and subsidies	4.3	972	917
Intra-government transfers	3.3	1 157	-
Depreciation	5.4	89	119
Borrowing costs	6.2	4	5
Other expenses	4.4	52	51
Total expenses		14 289	11 469
Net loss		(1 196)	(1 288)
Total comprehensive result		(1 196)	(1 288)

The accompanying notes form part of these financial statements. The net result and total comprehensive result are attributable to the SA Government as owner.

Hills and Fleurieu Landscape Board
Statement of Financial Position
as at 30 June 2025

	Note	2025 \$'000	2024 \$'000
Current assets			
Cash and cash equivalents	5.1	5 011	5 787
Receivables	5.2	494	505
Total current assets		5 505	6 292
Non-current assets			
Property, plant and equipment	5.4	182	350
Total non-current assets		182	350
Total assets		5 687	6 642
Current liabilities			
Payables	6.1	693	549
Other financial liabilities	6.2	-	55
Employee related liabilities	6.3	507	409
Provisions	6.4	8	7
Total current liabilities		1 208	1 020
Non-current liabilities			
Other financial liabilities	6.2	-	108
Employee related liabilities	6.3	1 027	873
Provisions	6.4	45	38
Total non-current liabilities		1 072	1 019
Total liabilities		2 280	2 039
Net assets		3 407	4 603
Equity			
Retained earnings		3 407	4 603
Total equity		3 407	4 603

The accompanying notes form part of these financial statements. The total equity is attributable to the SA Government as owner.

Hills and Fleurieu Landscape Board
Statement of Changes in Equity
for the year ended 30 June 2025

	Retained earnings \$'000	Total equity \$'000
Balance at 1 July 2023	5 891	5 891
Net loss for 2023-24	(1 288)	(1 288)
Total comprehensive result for 2023-24	(1 288)	(1 288)
Balance at 30 June 2024	4 603	4 603
Net loss for 2024-25	(1 196)	(1 196)
Total comprehensive result for 2024-25	(1 196)	(1 196)
Balance at 30 June 2025	3 407	3 407

The accompanying notes form part of these financial statements. All changes in equity are attributable to the SA Government as owner.

Hills and Fleurieu Landscape Board
Statement of Cash Flows
for the year ended 30 June 2025

	Note	2025 \$'000	2024 \$'000
Cash flows from operating activities			
<i>Cash inflows</i>			
Landscape and water levies		8 443	8 055
Grants and subsidies received		3 363	2 412
Interest received		230	283
GST recovered from DEW		231	210
Other receipts		139	74
<i>Cash outflows</i>			
Payments for supplies and services		(6 100)	(6 067)
Employee related payments		(5 869)	(5 019)
Interest paid		(4)	(5)
Payments of grants and subsidies		(1 069)	(1 009)
Other payments		(56)	(61)
Net cash used in operating activities		(692)	(1 127)
Cash flows from financing activities			
<i>Cash inflows</i>			
Receipt of working capital		1 157	-
<i>Cash outflows</i>			
Repayment of working capital		(1 157)	-
Repayment of leases		(84)	(56)
Net cash used in financing activities		(84)	(56)
Net decrease in cash and cash equivalents		(776)	(1 183)
Cash and cash equivalents at the beginning of the period		5 787	6 970
Cash and cash equivalents at the end of the period	5.1	5 011	5 787

The accompanying notes form part of these financial statements.

Hills and Fleurieu Landscape Board

Notes to and forming part of the financial statements

for the year ended 30 June 2025

1. About the Hills and Fleurieu Landscape Board

The Hills and Fleurieu Landscape Board (the Board) is a body corporate of the state of South Australia, established pursuant to the *Landscape South Australia Act 2019* (the LSA Act). The Board is a not-for-profit entity.

The Hills and Fleurieu Landscape Plan 2021-2026 was approved by the Minister for Climate, Environment and Water in June 2021. The Board operates under an annual Business Plan which aligns to the Landscape Plan. The Hills and Fleurieu Business Plan 2024-25 identifies the Board's revenue and investment in priorities for management of landscapes in the region as detailed in note 1.2.

In 2023, the Board entered into a three-year Service Level Agreement (SLA) with the Department for Environment and Water (DEW) from 1 July 2023 to 30 June 2026. This facilitated the delivery of agreed corporate support services to the Board during 2024-25 to enable it to meet its governance and financial management statutory requirements in delivering its business.

The financial statements and accompanying notes include all the controlled activities of the Board.

1.1. Basis of preparation

These financial statements are general purpose financial statements prepared in accordance with:

- section 23 of the *Public Finance and Audit Act 1987*;
- Treasurer's Instructions and Accounting Policy Statements issued by the Treasurer under the *Public Finance and Audit Act 1987*; and
- relevant Australian Accounting Standards applying simplified disclosures.

The financial statements have been prepared based on a 12-month period and presented in Australian currency. All amounts in the financial statements and accompanying notes have been rounded to the nearest thousand dollars (\$'000). The historical cost convention is used unless a different measurement basis is specifically disclosed in the note associated with the item measured.

Assets that are to be sold, consumed or realised as part of the normal 12 month operating cycle have been classified as current assets. Liabilities that are due to be settled within 12 months after the end of the reporting period or for which the Board has no right to defer the settlement for at least 12 months after the end of the reporting period are classified as current liabilities. All other assets and liabilities are classified as non-current.

Income, expenses and assets are recognised net of the amount of Goods and Services Tax (GST) except:

- when the GST incurred on a purchase of goods or services is not recoverable from the Australian Taxation Office (ATO), in which case GST is recognised as part of the cost of acquisition of the asset or as part of the expense item applicable; and
- receivables and payables, which are stated with the amount of GST included.

The Board is grouped with DEW for GST purposes, and accordingly DEW prepares the Business Activity Statement on behalf of the Board via the grouping provisions of the GST legislation. Notwithstanding the use of these grouping provisions, intercompany cash alignment occurs to ensure the Board either recovers the net amount of GST recoverable from or disburses the amount payable to the ATO from DEW. The net amount of GST recoverable from, or payable to, the ATO is reflected as a part of receivables or payables in the Statement of Financial Position as at 30 June.

Cash flows are included in the Statement of Cash Flows on a gross basis and the GST component of cash flows arising from investing and financing activities, which is recoverable from, or payable to, the ATO is classified as part of operating cash flows.

Hills and Fleurieu Landscape Board

Notes to and forming part of the financial statements

for the year ended 30 June 2025

1.2. Objectives and priorities

Objectives

The functions of the Board under Section 25(1) of the LSA Act include to:

- Undertake and promote the management of natural resources within its region;
- Prepare a regional landscape plan and water allocation plans, landscapes affecting activities control policies and water affecting activities control policies; and
- Promote public awareness and understanding of the importance of integrated and sustainable natural resources management within its region.

Board priorities

In discharging its functions under the LSA Act, the Board delivers the following priorities, as outlined in the Hills and Fleurieu Business Plan for 2024-25:

Land

- Reducing the impact and spread of weeds
- Reducing the impact of pest animals and impact-causing native animals
- Supporting the uptake of regenerative agriculture and land management
- Future-proofing our agriculture

Water

- Delivering water resource planning to meet ecological, economic, cultural and social needs
- Improving on-ground management of our water resources
- Building understanding of our water resources

Nature

- Protecting and restoring our native vegetation and freshwater ecosystems
- Conserving and rehabilitating our coastal, estuarine and marine ecosystems
- Recovering our threatened species and ecological communities

Climate

- Transitioning to net zero carbon emissions
- Building climate resilience of our nature
- Building climate resilience of our communities and agriculture

Community

- Fostering a regional culture of landscape stewardship
- Walking alongside First Nations in looking after Yarta / Ruwi (Country)
- Strengthening shared understanding of landscape management challenges
- Increasing community capacity to manage our landscapes

The Board invests in and delivers a suite of programs across the region to achieve these priorities and focus areas.

The table on the following page presents income and expenses attributable to each priority. Revenues and expenses are allocated to priorities where these amounts can be tied directly to that priority area. Where this is not the case, the amounts are allocated based on a budget allocation per the Board's 2024-25 business plan.

Hills and Fleurieu Landscape Board
Notes to and forming part of the financial statements
for the year ended 30 June 2025

1.2 Objectives and priorities (continued)

Income and expenses by priorities

	Land		Water		Nature		Climate		Community		Total	
	2025	2024	2025	2024	2025	2024	2025	2024	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Income												
Landscape and water levies	1 715	1 412	4 062	3 876	1 004	1 129	454	452	1 208	1 186	8 443	8 055
Grants and subsidies	724	155	647	-	1 304	991	96	288	369	338	3 140	1 772
Interest	65	70	61	73	38	56	17	22	46	59	227	280
Intra-government transfers	332	-	309	-	194	-	88	-	234	-	1 157	-
Other income	38	18	33	19	21	15	9	6	25	16	126	74
Total income	2 874	1 655	5 112	3 968	2 561	2 191	664	768	1 882	1 599	13 093	10 181
Expenses												
Employee related expenses	1 504	1 175	1 822	1 319	1 097	966	455	632	1 212	1 021	6 090	5 113
Supplies and services	1 371	1 415	2 481	2 283	1 354	770	291	332	428	464	5 925	5 264
Grants and subsidies	25	-	79	15	478	542	11	41	379	319	972	917
Intra-government transfers	332	-	309	-	194	-	88	-	234	-	1 157	-
Depreciation	26	30	23	31	15	24	7	9	18	25	89	119
Borrowing costs	1	1	1	1	-	1	1	1	1	1	4	5
Other expenses	15	13	14	13	9	10	4	4	10	11	52	51
Total expenses	3 274	2 634	4 729	3 662	3 147	2 313	857	1 019	2 282	1 841	14 289	11 469
Net result	(400)	(979)	383	306	(586)	(122)	(193)	(251)	(400)	(242)	(1 196)	(1 288)

The Board has determined that assets and liabilities cannot be reliably attributed to individual priorities

Hills and Fleurieu Landscape Board

Notes to and forming part of the financial statements

for the year ended 30 June 2025

2. Board, committees and employees

2.1. Key management personnel

Key management personnel of the Board include the Minister for Climate, Environment and Water, the Presiding Member, General Manager, and the other members of the Board who have responsibility for the strategic direction and management of the Board.

Total compensation for key management personnel was \$719 000 (2024: \$693 000).

The compensation disclosed in this note excludes salaries and other benefits the Minister receives. The Minister's remuneration and allowances are set by the *Parliamentary Remuneration Act 1990* and the Remuneration Tribunal of SA respectively and are payable from the Consolidated Account (via the Department of Treasury and Finance) under section 6 of the *Parliamentary Remuneration Act 1990*.

Transactions with key management personnel and other related parties

Apart from the remuneration for key management personnel, the Board does not have material transactions with key management personnel, their close family members and/or their controlled or jointly controlled entities.

2.2. Board and committee members

Members during the 2024-25 financial year were:

The Board

D L Greenhough (Presiding Member)	C D West
J Harvey	A M Williams
J R Klein	S E Day
A J Lowe	J Stacey
L T Muffet	A Graham
K J Parkes	

Committees

Risk and Performance Committee

D L Greenhough
S E Day
A Brown
C Young
K J Parkes

Water Resources Steering Committee

A M Williams
A J Lowe
J Stacey
C Fiebig*
D Jordan*
P Baker*

* In accordance with Premier and Cabinet Circular 016, government employees did not receive any remuneration for board/committee duties during the financial year.

Hills and Fleurieu Landscape Board
Notes to and forming part of the financial statements
for the year ended 30 June 2025

2.2. Board and committee members (continued)

Board and committee remuneration

The number of members whose remuneration received or receivable falls within the following bands:

	2025	2024
	No.	No.
\$0	4	9
\$1 - \$19 999	11	12
\$20 000 - \$39 999	1	1
Total number of members	16	22

The total remuneration received or receivable by members was \$56 000 (2024: \$62 000). Remuneration of members reflects all costs of performing Board and Committee member duties including sitting fees, superannuation contributions, salary sacrifice benefits and fringe benefits, and any related FBT paid or payable in respect of those benefits.

For the purposes of this table, travel allowances and other out-of-pocket expenses paid to members have not been included as remuneration as it is considered to be reimbursement of direct out-of-pocket expenses incurred by relevant members. These expenses, in addition to payroll tax, amount to \$11 000 (2024: \$14 000).

3. Income

3.1. Landscape and water levies

	2025	2024
	\$'000	\$'000
Landscape levy collected within council areas	5 980	5 647
Water levy collected through DEW	2 463	2 408
Total landscape and water levies	8 443	8 055

Landscape and water levies are collected under Part 5 of the LSA Act and are received into the Landscape Administration Fund (LAF). The LAF is administered by DEW and funds are transferred to the Board from DEW.

Landscape levy collected within council areas

The Board declares contributions by councils under section 66 of the LSA Act for the relevant financial year by notice in the Board's Annual Business Plan. Revenue is recognised when the invoice is raised at the beginning of the levy period to which they relate. Councils may seek to recover costs in accordance with the LSA Act, incurred in the collection of the levy.

Water levies collected through DEW

The Minister declares the water levy rates by notice of gazette under section 76 of the LSA Act for water licence holders within a prescribed area. Invoices for water licence holders are raised at the start of each financial year with the levies collected by DEW and passed onto the Board. Revenue is recognised when the funds are received from DEW.

Hills and Fleurieu Landscape Board
Notes to and forming part of the financial statements
for the year ended 30 June 2025

3.2. Grants and subsidies

	2025 \$'000	2024 \$'000
Commonwealth-sourced grants		
Regional Delivery Partnerships Program*	944	762
Total Commonwealth-sourced grants	944	762
Income recognised under AASB 1058		
State Government grants	1 283	545
Sundry grants	17	25
Total income recognised under AASB 1058	1 300	570

Grants recognised under AASB 1058

The Board has determined that the grant income included in the table above under AASB 1058 has been earned under arrangements that are either not enforceable and/or not linked to sufficiently specific performance obligations.

Income from grants without any sufficiently specific performance obligations, or that are not enforceable, is recognised when the Board has an unconditional right to receive cash which usually coincides with receipt of cash.

	2025 \$'000	2024 \$'000
Income recognised under AASB 15		
State Government grants	896	440
Total income recognised under AASB 15	896	440
Total grants and subsidies	3 140	1 772

Grants recognised under AASB 15

Income from grants that are enforceable and with sufficiently specific performance obligations are accounted for as revenue from contracts with customers under AASB 15. The existence of a sufficiently specific performance obligation, when it is satisfied and the amount of revenue to be allocated to each performance involves significant judgement. Revenue is recognised when the Board satisfies the performance obligation by providing the relevant services. The payments are normally received in advance or shortly after the relevant obligation is satisfied. Where payments are received in advance and performance obligations are still outstanding at 30 June 2025 a contract liability is recognised.

Hills and Fleurieu Landscape Board
Notes to and forming part of the financial statements
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3.2. Grants and subsidies (continued)

	2025 \$'000	2024 \$'000
* Regional Delivery Partnerships Program funding consists of the following components		
Regional Capacity Services	280	272
Emergency Preparedness Response	-	250
Sustainable Agriculture Facilitator	166	70
Back from the Brink	452	170
Climate Smart Farm Action Planning	46	-
Total Regional Land Partnership funding	944	762

From 1 July 2023, the Department of Climate Change, Energy, Environment and Water under a panel agreement, appointed regional delivery partners to deliver on-ground environmental protection, sustainable agriculture and natural resource management activities across Australia. Funding for these services is provided from the Natural Heritage Trust. The Hills and Fleurieu Landscape Board was appointed as a delivery partner administering approved programs and projects under the agreement within the Hills and Fleurieu region.

The Board has determined that the Commonwealth funding included in the tables above are accounted for under AASB 1058. Commonwealth funding is generally paid in arrears, subject to an approved declaration of claim by the Board. The Board has determined that it has an unconditional contractual right to receive a portion of the funding under AASB 9 when a claim is submitted, as it has satisfied the eligibility criteria and expects that the claim will be accepted. Accordingly, revenue and a receivable are recognised when the claim is submitted. When Commonwealth funding is paid in advance it is recognised on receipt.

3.3. Intra-government transfers

During 2024-25 the Board accessed a drawdown of \$1.157 million cash from the LAF. This was provided as working capital due to a delay in the Board receiving significant Water Levy income with the transition to a new Water Management System. The drawdown was paid back to LAF in June 2025.

3.4. Other income

	2025 \$'000	2024 \$'000
Recoup of expenses	-	66
Sale of goods and services	57	1
Other revenue	69	7
Total other income	126	74

Hills and Fleurieu Landscape Board
Notes to and forming part of the financial statements
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4. Expenses

4.1. Employee related expenses

	2025	2024
	\$'000	\$'000
Salaries and wages	4 362	3 807
Superannuation	679	505
Annual leave	449	349
Employment on-costs - other	283	239
Long service leave	233	122
Board and committee fees	49	64
Skills and experience retention leave	24	17
Workers compensation	9	8
Other employee related expenses	2	2
Total employee related expenses	6 090	5 113

Superannuation

The superannuation expense represents the Board's contributions to superannuation plans in respect of current services of current employees.

Employee remuneration

The number of employees whose remuneration received or receivable falls within the following bands:

	2025	2024
	No	No
\$211 001 – \$231 000	1	1
Total	1	1

The total remuneration received by those employees for the year was \$226 000 (2024: \$214 000).

The table includes all employees whose normal remuneration was equal to or greater than the base executive remuneration level during the year. Remuneration of employees reflects all costs of employment including salaries and wages, payments in lieu of leave, superannuation contributions, salary sacrifice benefits and fringe benefits and any related fringe benefits tax paid or payable in respect of those benefits as well as any termination benefits for employees who have left the Board.

Hills and Fleurieu Landscape Board
Notes to and forming part of the financial statements
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4.2. Supplies and services

	2025 \$'000	2024 \$'000
Fee for service	2 466	2 146
Fee for service - Water planning management	1 550	1 512
Fee for service - Corporate services fee to DEW	604	604
Minor works, maintenance and equipment	294	150
Other supplies and services	226	76
Accommodation and property management	186	208
Fee for service - Shared Services SA fee	177	172
General administration	143	131
Contracted staff training development	81	118
Motor vehicles	76	57
Information technology and communication	72	42
Temporary staff	27	17
Travel and accommodation	18	22
Transport	5	8
Monitoring	-	1
Total supplies and services	5 925	5 264

Accommodation

A part of the Board's accommodation is provided by the Department for Infrastructure and Transport (DIT) under a Memorandum of Administrative Arrangement (MoAA) issued in accordance with Government-wide accommodation policies. These arrangements do not meet the definition of a lease and accordingly are expensed.

4.3. Grants and subsidies

	2025 \$'000	2024 \$'000
Grants and subsidies paid to entities within the SA Government		
Grants and subsidies paid to entities within SA Government	-	15
Total grants and subsidies paid to entities within the SA Government	-	15
Grants and subsidies paid to entities external to the SA Government		
Other entities	972	887
Local Government	-	15
Grants and subsidies paid to entities external to the SA Government	972	902
Total grants and subsidies	972	917

The Board provided financial assistance to Local Government, State Government agencies and private bodies during the year. Funds are paid by way of grants and all recipients are required to comply with conditions relevant to each grant.

4.4. Other expenses

Audit fees paid/payable to the Audit Office of South Australia relating to work performed under the *Public Finance and Audit Act 1987* were \$52 200 (2024: \$51 100). No other services were provided by the Audit Office of South Australia.

Hills and Fleurieu Landscape Board
Notes to and forming part of the financial statements
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5. Assets

All financial assets are measured at amortised cost.

5.1. Cash and cash equivalents

	2025	2024
	\$'000	\$'000
Deposits with the Treasurer	5 011	5 787
Total cash and cash equivalents	5 011	5 787

The Hills and Fleurieu Landscape Fund was established in accordance with section 96 of the LSA Act. The account is an interest bearing deposit account with the Department of Treasury and Finance (DTF) pursuant to section 21 of the *Public Finance and Audit Act 1987*.

Deposits at call and with the Treasurer earn a floating interest rate, based on daily bank deposit rates.

5.2. Receivables

	2025	2024
	\$'000	\$'000
Current		
Contractual receivables		
Debtors	42	466
Accrued revenues	438	20
Total contractual receivables	480	486
Statutory receivables		
Workers' compensation recoveries	1	1
GST recoverable from DEW	13	18
Total statutory receivables	14	19
Total current receivables	494	505

All receivables are non-interest bearing. They are held with the objective of collecting the contractual cash flows.

Contractual receivables

Contractual receivables arise in the normal course of selling goods and services to other government agencies and to the public. Contractual receivables are normally settled within 30 days after the issue of an invoice or the goods/services have been provided under a contractual arrangement.

Statutory receivables

Statutory receivables do not arise from contracts with customers. They are related to taxes and equivalents as well as statutory fees and charges. Statutory receivables are recognised and measured similarly to contractual receivables. Statutory receivables are not financial assets.

Workers compensation recoveries are related to the interim benefits receivable from employees pursuant to Section 32(3) of the *Return to Work Act 2014*. This receivable is recognised when the relevant employees' claims are rejected.

The net amount of GST receivable to the ATO (via DEW) is included as part of receivables.

Hills and Fleurieu Landscape Board
Notes to and forming part of the financial statements
for the year ended 30 June 2025

5.3. Useful life and depreciation of non-financial assets

Depreciation is calculated on a straight-line basis over the estimated useful life of the following classes of assets:

Class of asset	Useful life (years)
Infrastructure	10-40
Plant and equipment	10-40
Computing equipment	10
Right-of-use vehicles	3-5

Review of accounting estimates

Assets' residual values, useful lives and depreciation methods are reviewed and adjusted, if appropriate, on an annual basis. Changes in the expected useful life or the expected pattern of consumption of future economic benefits embodied in the asset are accounted for prospectively by changing the time period or method, as appropriate, which is a change in accounting estimate.

Hills and Fleurieu Landscape Board
Notes to and forming part of the financial statements
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5.4. Property, plant and equipment

Property, plant and equipment comprise tangible assets owned by the Board and right-of-use leased assets. The assets presented below do not meet the definition of investment property.

Property, plant and equipment with a value equal to or in excess of \$10 000 is capitalised, otherwise it is expensed. Property, plant and equipment owned by the Board is recorded at cost (deemed fair value).

Reconciliation 2024-25

	Infrastructure	Plant and equipment	Computing Equipment	ROU Vehicles	Total
	\$'000	\$'000	\$'000	\$'000	\$'000
Carrying amount at the beginning of the period	136	49	4	161	350
Acquisitions	-	37	-	23	60
Depreciation	(35)	(7)	(2)	(45)	(89)
Derecognition	-	-	-	(139)	(139)
Carrying amount at the end of the period	101	79	2	-	182
Gross carrying amount					
Gross carrying amount	136	245	13	-	394
Accumulated depreciation	(35)	(166)	(11)	-	(212)
Carrying amount at the end of the period	101	79	2	-	182

Hills and Fleurieu Landscape Board
Notes to and forming part of the financial statements
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5.5. Property, plant and equipment leased by the Board

Right-of-use assets for property, plant and equipment leased by the Board as lessee are measured at cost.

Short-term leases of 12 months or less and low value leases, where the underlying asset value is less than \$15 000 are not recognised as right-of-use assets. The associated lease payments are recognised as an expense and are disclosed in note 4.2.

Effective 1 April 2025, motor vehicle lease contractual arrangements with SAFA Fleet are no longer accounted for under AASB 16 Leases. From 1 April 2025, SAFA Fleet motor vehicle lease payments were recorded directly in the Statement of Comprehensive Income. All related right-of-use assets (ROU) and liabilities up to 31 March 2025 were derecognised in accordance with the changes.

Lease liabilities related to the right-of-use assets and borrowing costs are also disclosed in note 6.2. Expenses related to leases includes depreciation are disclosed at note 5.4 and cash outflows related to leases are disclosed in the Statement of Cash Flows.

6. Liabilities

All financial liabilities are measured at amortised cost.

6.1. Payables

	2025 \$'000	2024 \$'000
<u>Current</u>		
Contractual payables	596	422
Accrued expenses	75	67
Other	22	60
Total current payables	693	549
 Total payables	 693	 549

Payables and accrued expenses are recognised for all amounts owing but unpaid. All payables are non-interest bearing.

Contractual payables

Contractual payables are normally settled within 15 days from the date the invoice is received.

Hills and Fleurieu Landscape Board
Notes to and forming part of the financial statements
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6.2. Other financial liabilities

All financial liabilities relate to lease liabilities. Lease liabilities have been measured via discounting the lease payments using either the interest rate implicit in the lease or the incremental borrowing rates provided by the Department of Treasury and Finance.

The borrowing costs associated with these lease liabilities was \$4 000 (2024: \$5 000).

Effective 1 April 2025, motor vehicle lease contractual arrangements with SAFA Fleet are no longer accounted for under AASB 16 *Leases*. From 1 April 2025, SAFA Fleet motor vehicle lease payments were recorded directly in the Income Statement. All related right-of-use assets (ROU) and liabilities up to 31 March 2025 were derecognised in accordance with the changes.

The current portion of lease liabilities is \$0 (2024: \$55 000) and the non-current portion is \$0 (2024: \$108 000).

Total cash outflows for leases was \$48 000 (2024: \$61 000).

	2025	2024
	\$'000	\$'000
Future lease payment maturity analysis		
Not later than one year	-	61
Later than one year but not later than five years	-	115
Total future lease payments	-	176

The future lease payments are presented at nominal amounts.

6.3. Employee related liabilities

	2025	2024
	\$'000	\$'000
<u>Current</u>		
Annual leave	344	315
Long service leave	69	18
Skills and experience retention leave	23	13
Employment on-costs	52	58
Accrued salaries and wages	19	5
Total current employee related liabilities	507	409
<u>Non-current</u>		
Long service leave	930	792
Employment on-costs	97	81
Total non-current employee related liabilities	1 027	873
Total employee related liabilities	1 534	1 282

Employee related liabilities accrue as a result of services provided up to the reporting date that remain unpaid. Apart from the long service leave liability, employee related liabilities are measured at nominal amounts.

Hills and Fleurieu Landscape Board
Notes to and forming part of the financial statements
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6.3. Employee related liabilities (continued)

Long service leave liability

The liability for long service leave is measured as the present value of expected future payments to be made in respect of services provided by employees up to the end of the reporting period using the projected unit credit method. The expected timing and amount of long service leave payments are determined through whole-of-government actuarial calculations, which are based on actuarial assumptions on expected future salary and wage levels, experience of employee departures and periods of service. These assumptions are based on employee data over SA Government entities. The discount rate is reflective of long-term Commonwealth Government bonds. The yield on long-term Commonwealth Government bonds has remained at 4.25% in 2025 (2024: 4.25%).

The current portion of employee related liabilities reflects the amount for which the Board does not have right to defer settlement for at least 12 months after reporting date. For long service leave, the amount relates to leave approved before year end that will be taken within 12 months, expected amount of leave to be approved and taken by eligible employees within 12 months, and expected amount of leave to be paid on termination to eligible employees within 12 months.

Employment on-costs liabilities

Employment on-costs liabilities include payroll tax, Fringe Benefits Tax, Pay As You Go Withholding, ReturnToWorkSA levies and superannuation contributions. They are settled when the respective employee benefits that they relate to are discharged. These on-costs liabilities primarily relate to the balance of leave owing to employees. The estimated proportion of long service leave to be taken as leave, rather than to be paid on termination, affects the amount of on-costs liabilities recognised as a consequence of long service leave liabilities.

The Board makes contributions to several State Government and externally managed superannuation schemes. These contributions are treated as an expense when they occur. There is no liability for payments to beneficiaries as they have been assumed by the respective superannuation schemes. The only liability outstanding at reporting date relates to any contributions due but not yet paid to the respective superannuation schemes.

As a result of an actuarial assessment performed by DTF, the proportion of long service leave taken as leave has not changed from the 2024 rate (44%). The average factor for the calculation of employer superannuation cost on-costs has increased from the 2024 rate of 11.5% to 12% in 2025. These rates are used in the employment on-cost calculation. The net financial effect of the changes in the current financial year are immaterial and the impact on future periods is impracticable to estimate.

6.4. Provisions

	2025	2024
	\$'000	\$'000
Carrying amount at the beginning of the period	45	37
Additions	11	8
Remeasurement	(3)	-
Carrying amount at the end of the period	<u>53</u>	<u>45</u>

A provision has been reported to reflect unsettled workers compensation claims. The workers compensation provision is based on an actuarial assessment of the outstanding liability as at 30 June 2025 provided by a consulting actuary engaged through the Office of the Commissioner for Public Sector Employment. The provision is for the estimated cost of ongoing payments to employees as required under current legislation.

The Board is responsible for the payment of workers compensation claims.

Hills and Fleurieu Landscape Board
Notes to and forming part of the financial statements
for the year ended 30 June 2025

7. Outlook

7.1. Unrecognised contractual commitments

Commitments arising from contractual sources and are disclosed at their nominal value and inclusive of non-recoverable GST.

Other contractual commitments

	2025	2024
	\$'000	\$'000
Within one year	2 673	2 371
Later than one year but not later than five years	75	2 565
Total expenditure commitments	2 748	4 936

The Board's significant other contractual commitments are for:

- Service level agreement with DEW for the provision of corporate services totalling \$ 2.319 million, this 3 year agreement finishes in 2026.

7.2. Contingent assets and contingent liabilities

Contingent assets and contingent liabilities are not recognised in the Statement of Financial Position, but are disclosed by way of a note and, if quantifiable, are measured at nominal value.

The Board is not aware of any contingent assets or liabilities.

7.3. Events after the reporting period

There are no known events after balance date that affect these financial statements in a material manner.