



CITY OF
Salisbury



Annual Report

2011/12

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From the City of Salisbury's Mayor



It has been an exciting year full of fantastic opportunities which will benefit our community well into the future as we continue to enhance their quality of life and attract business investment to the area.

The community are the heart of this great city and I am pleased that this Council has been working hard to deliver on a range of initiatives which will meet the ongoing needs of our community. We have invested much into our sport and recreation clubs to bring them into the 21st Century and to meet the needs of growing memberships.

Community development has been high on our agenda, and will continue to be in 2012/13 as Council participates in a range of multi-cultural programs, Indigenous events such as NAIDOC and Reconciliation Week and we provide support to our residents through learning programs and initiatives.

Staff and Elected Members are working together to enhance the city and to attract new business owners to the region. Our partnerships with business and community groups are continuing to encourage businesses to benefit from the digital economy. We have been successful in securing funding for the roll-out of the national broadband network that will provide a vital service to businesses as well as residents.

One of the most exciting projects, which is ongoing, is the revitalisation of Salisbury city centre. The State Government's 30 Year Plan for Greater Adelaide and the City of Salisbury's City Plan, Sustainable Futures 2020, identified the city centre as a transit-orientated development (TOD), which brings together residential, retail and employment in one location. The revitalisation of the city centre will support economic growth in the city and stimulate investment in the area.

Working hand-in-hand with local traders and listening to our community has identified the need to maintain a 'heart' within Salisbury as we focus on the redevelopment of John Street as a 'main street precinct' which will combine cafes and shops with quality residential buildings.

As the city continues to grow, we are planning for the future and the inclusion of our diverse population is extremely important to Council. In 2011/12, a variety of cultural events were held to celebrate the cultural diversity of our residents and to acknowledge their contribution to our community.

Focusing on a range of initiatives for our community has ensured that they have access to improved sport and recreation facilities, free immunisation clinics and that our seniors are supported, whether in their own homes, or through the wide range of programs on offer at the Jack Young Centre and Para Hills Centre.

We have been successful in securing further funding to establish a second OPAL site in Salisbury North, Burton and Paralowie which will promote healthy eating and physical activity in our young people. The funding received for the Healthy Communities Initiative has been fundamental in providing community members with vital programs to help reduce the prevalence of excess body weight and obesity.

It is programs like these that bring a community together and forge strong relationships between residents and Council. As they continue into the next financial year we hope they will continue to benefit those living within our community and that their experiences will show just how great this city is when Elected Members, staff, residents and business owners work together. I look forward to continuing that work well into the future.

Gillian Aldridge, Mayor of Salisbury

From the City of Salisbury's CEO



A key driver for the City of Salisbury in 2011/12 and continuing into the future is the clear vision Council has to build upon the strength and dynamics it has already focused on in terms of economic development, research and future investment in the city.

The Annual Report for 2011/12 highlights a number of achievements by the City of Salisbury across a range of areas. A variety of strategies have been implemented to profile Salisbury's attributes in terms of its location and transport logistics, planned future investment by existing companies and the growth of the region as a whole. We continue to support the Northern Economic Leaders (NEL) program as a platform for the local corporate sector to help promote and encourage business activity. We also teamed up with neighbouring Councils to present the Invest Northern Adelaide website which recognises the projected growth in business and residential investment in the region.

The revitalisation of Salisbury city centre has involved an extensive consultation process with a number of key stakeholders, including the community and local traders. An ongoing project, it will stimulate investment and undergo a complete transformation. The Polaris Centre at Mawson Lakes is a partnership between the City of Salisbury, the University of South Australia, Innovate SA, the Northern Advanced Manufacturing Industry Group (NAMIG) and Northern Futures. The centre has become a central feature of the economic development in northern Adelaide and provides a streamlined approach for businesses to access support services, university research capabilities and programs to support their growth and prosperity.

Whilst we review our City Plan, Sustainable Futures 2020, the facilitation of more efficient transport modes and services are key initiatives with the focus on improved integration of transport systems, land use development and employment growth hubs. Started in 2011/12 and ongoing into 2012/13, our priorities continue to be the development of Mawson Lakes town centre and other urban regeneration projects such as Walpole Road which will see 65 housing allotments developed with the inclusion of affordable housing. A review of the City's Growth Action Plan which sets out policy responses and priority actions for urban growth and the rezoning of land for industrial use in close proximity to key road and rail transport facilities will drive us forward into the new financial year.

The City has created blueprints for environmentally responsible growth and quality of life that have been used by other communities in Australia and around the world. Supported in a range of projects by external bodies, the City has received significant funding from the State Government for our Green Trails project which is about creating a network of paths to connect community assets, including the Salisbury city centre, schools, district and regional reserves, playgrounds and golf courses etc.

As well as a continuing commitment to environment initiatives and our determination to provide economic investment in the region well into the future, the City of Salisbury is committed to supporting the health, wellbeing and safety of its residents, workers and visitors.

Strategies and actions within our community based programs, aim to ensure the needs and expectations of the community are met in a responsive, progressive, vibrant and creative city. It delivers positive outcomes in terms of economic, environmental and social development.

Salisbury is represented by a diverse cultural community and strives to showcase this diversity and to ensure that the atmosphere is inclusive for everyone to enjoy and participate in. Emphasis has been placed on a comprehensive capital works program to upgrade buildings used by the community, as well as installing energy efficient systems to help reduce greenhouse gas emissions.

Council strives to ensure that community life in Salisbury remains harmonious, inclusive and healthy. We seek to identify current and future community needs and to develop appropriate and collaboratively planned outcomes that are embedded in Council policy and service delivery. The City of Salisbury remains at the forefront of urban and social development agendas and it is our aim to continue this leadership in the future to ensure positive and meaningful outcomes for the community. I look forward to continuing the great work Council has been doing in 2011/12 and am excited by the future facing Salisbury.

A handwritten signature in black ink, appearing to read 'John Harry'.

John Harry, CEO

Salisbury City Plan - Sustainable Futures

Salisbury's City Plan

The Salisbury City Plan 2020 - *Sustainable Futures* establishes what and who we are, and what we as a community would like to become. It presents a myriad of opportunities for the Council and its stakeholders, along with the obstacles and challenges to be overcome to be successful.

The City Plan is supported by four Key Directions:

- *Shaping the Future* (Economic Development Strategy)
- *Sustaining our Environment* (Environmental and Climate Change Strategy)
- *The Living City* (Community Development Strategy)
- *Achieving Excellence* (Organisational Excellence Strategy)

Sustainable Futures reflects the importance of long-term sustainability for the city in all of its aspects.

Salisbury's Planning Framework

The City of Salisbury has structured its planning process around the four Key Directions presented within the City Plan.

This chart illustrates the relationship of the high level strategic directions with the State Strategic Plan and Planning Strategy and the action plans for supporting Council's annual budget.

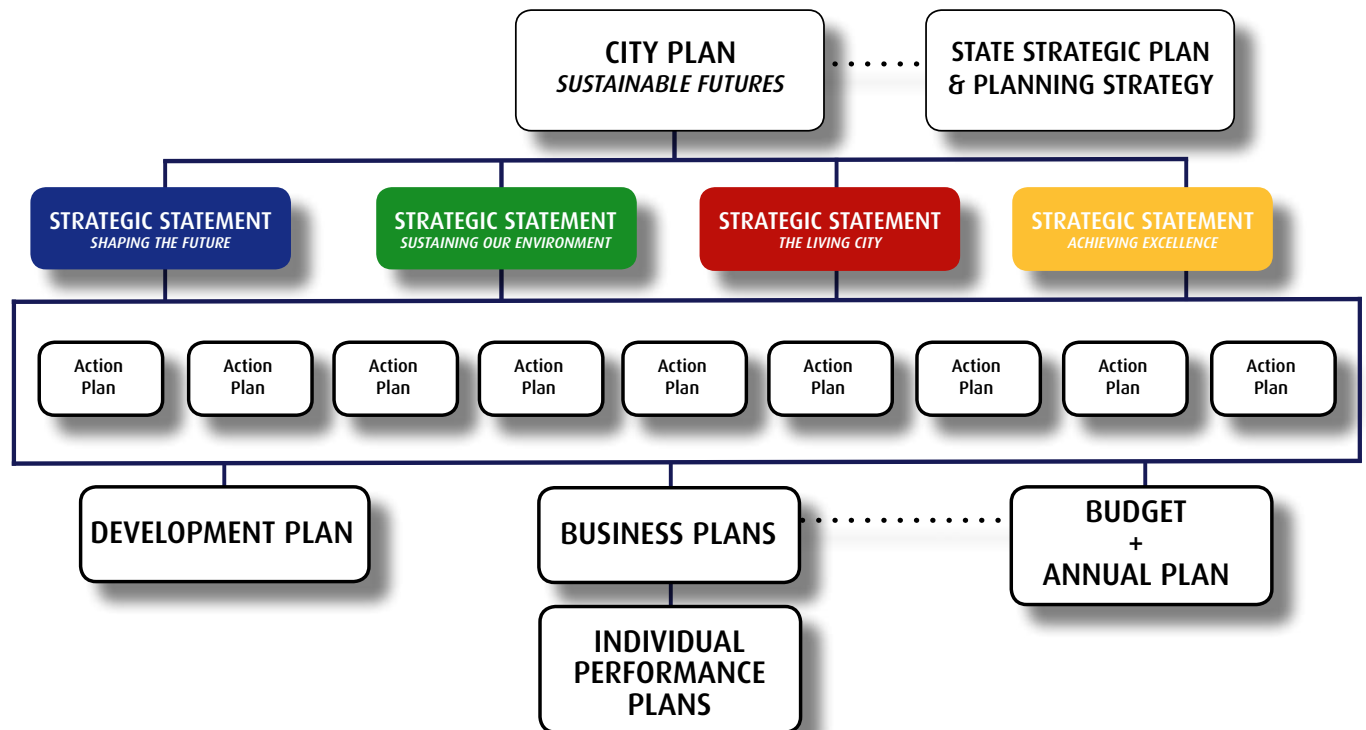
Our Community and Economy

Salisbury is the second largest Local Government community in South Australia with almost 132,000 residents.

Our community is diverse and growing rapidly. Between the 2001 and 2006 Census, Salisbury's population grew by almost three per cent. Our community is also changing. In the next 15 years Salisbury's percentage of seniors is set to treble.

Our population is also very diverse with some 30 per cent of residents born overseas and about 56 different cultural groups represented. Salisbury also has a higher percentage of Indigenous residents than most metropolitan Councils in Australia.

Salisbury is also the State's most productive manufacturing region, the source of considerable innovation and has undergone unprecedented residential and commercial growth.



The City's Vision, Values and Key Directions



Our Vision

Our Vision is for 'Excellence in building a community of opportunity and spirit in a quality environment'.

Our Values

Community Leadership: We are committed to strategic planning and will manage the City to meet community goals.

Community and Customer Service: We know who our community and our customers are. We will listen to their needs and respond to their changing requirements.

Competitive Performance: We will continue to be a leader in Local Government, at all times striving for best practice and innovation. We take pride in a well trained and competent workforce delivering high levels of professionalism in both planning and service delivery.

Probity and Ethics: We will act in the best interest of our community with honesty, integrity and transparency.

Access and Equity: We are committed to a diverse community in which people, regardless of their race, culture, religion, age, gender or level of ability can participate in, and have access to, the services and processes of the Council.

Our Key Directions

*Key Direction 1: Shaping The Future
(Economic Development Strategy)*

Our direction is to further develop our City as prosperous and progressive by attracting and sustaining increased business investment and by providing accessible learning opportunities to grow and support a skilled workforce.

*Key Direction 2: Sustaining Our Environment
(Environmental and Climate Change Strategy)*

Our direction is to continue striving towards becoming a sustainable City in which its residents and businesses embrace sustainability best practices as part of their day-to-day lives and activities.

*Key Direction 3: The Living City
(Community Development Strategy)*

Our direction is to continue to maintain a strong and vibrant community by providing safe and supportive environments that promote opportunity, healthy and creative lifestyles.

*Key Direction 4: Achieving Excellence
(Organisational Excellence Strategy)*

Our direction is to enhance and sustain the capacity of the organisation as a leader in building a community of opportunity and spirit in a quality environment.

Annual Plan 2012/13

Annual Plan 2012/13

The City of Salisbury will continue to deliver on a number of key initiatives across the city for the benefit of the community. Sport and recreation clubs will be upgraded and play spaces and playgrounds renewed to bring them up-to-date.

Developments such as Walpole Road which will create 65 housing allotments, some of which will be affordable housing and the revitalisation of Salisbury city centre will see Council continue to engage with its community.

Features of the 2012/13 Budget

The 2012/13 budget delivers:

- Road & Kerbing Reconstruction Program of \$6.5 million
- Bolivar Road Upgrade of \$1.1 million
- Walpole Road Development of \$2.33 million
- Capital Upgrade Program for Sport & Rec Buildings of \$1.1 million; and
- Water for the Future – Unity Park Biofiltration & Reuse of \$3.49 million.

Environmentally sustainable initiatives are of high importance to Council and the development and upgrade of the city-wide trails program will provide an alternative community corridor, as well as the opportunity for recreational pursuits.

Solar electricity for Council's building and Operations Centre, along with the provision of energy efficiency works, will help to decrease the impact of our carbon footprint.

Environmental initiatives in 2012/13 include:

- Little Para Stage Two between Burton and Kings Road has been completed. Lighting and signage will be finalised early in the new financial year
- Little Para Stage Three between Kings and Port Wakefield Road is at final design phase and it is proposed to be completed by mid-2013, including an upgrade to the Port Wakefield underpass
- Design of Little Para Stage Four is underway to link the Whites Road Wetlands with Dry Creek via an underpass at Port Wakefield Road. It is proposed to complete the link, subject to funding in early 2014; and
- Dry Creek Stage One between the Sanctuary at Mawson Lakes and the railway line has been completed. A rail underpass will be constructed in 2012/13 to complete the link between Greenfields and the Watershed to Mawson Lakes and then to Main North Road.

For the community there are a range of initiatives aimed at improving/upgrading further outdoor space for events and sporting activities, as well as opportunities to improve accessibility for bus stops and looking at traffic management across the city.

Community initiatives in 2012/13 include:

- Future options for the Paddocks Centre \$500,000
- Implementation of the Mawson Centre Community Education Program \$91,000
- Upgrade of Burton Community Centre \$90,000
- Road safety at Diment Road \$180,000; and
- Bicycle network improvements \$120,000.



Council's key new initiatives included in the Annual Plan are:

- Resource Recovery Park; to be established at the existing Waste Transfer Station to improve recycling opportunities
- Investment in carbon management (solar plan trial) and energy efficiency works
- Upgrades to playgrounds at Kentish Green and Ilberry Green
- Further extension of our internationally renowned stormwater recycling infrastructure; and
- Biodiversity and watercourse erosion control focused on the enhancement of biodiversity assets of the city.

The plan also provides for the establishment of a second Opal site within the city, covering the areas of Paralowie, Burton and Salisbury North, to focus on the reduction and prevention of obesity in the community.

Annual Plan 2012/13

Rate Increase

Rates have increased by an average of five per cent which represents an increase on the average rates bill by \$52 to \$1,034 in 2012/13.

Significant factors placing pressure on the budget include:

- Declining Federal Assistance Grant; and
- Carbon pricing and utility prices generally.

The differential rate for vacant land will be 30 per cent higher than for a residential property, which is an increase on the 20 per cent differential for the prior year, and reflects Councils' desire to promote the development of large land holdings in the city.



Features of the 2012/13 Budget

OPERATING BUDGET BY KEY DIRECTION	2012/13		
	EXP \$000's	INC \$000's	NET \$000's

SHAPING THE FUTURE			
Economic Development	1,032	101	931
Development Management	2,580	1,033	1,547
Urban Planning	822	-	822
Roads	4,102	3,125	977
Footpaths	1,461	-	1,461
City Projects	36	(36)	
TOTAL SHAPING THE FUTURE	9,997	4,295	5,702

SUSTAINING OUR ENVIRONMENT			
Water Management	3,871	1,803	2,069
Waste Management	14,081	1,527	12,553
Parks and Landscape	14,739	176	14,563
Asset Services	190	(190)	
TOTAL SUSTAINING OUR ENVIRONMENT	32,691	3,696	28,995

THE LIVING CITY			
Community Development	2,975	147	2,828
Library Services	5,180	646	4,534
Recreation Centres	3,811	2,105	1,706
Community Sport and Club Facilities	1,494	-	1,494
Youth and Neighbourhood Services	1,770	186	1,584
Healthy Ageing and Access	3,907	2,490	1,417
Cemetery	526	435	90
Food and Health Regulation	1,020	160	860
Parking and Bylaws Control	558	391	167
Dog Control	1,412	1,236	176
Crime Prevention and Repair	556	2	554
Street Lighting	2,498	-	2,498
TOTAL THE LIVING CITY	25,707	7,799	17,908

ACHIEVING EXCELLENCE			
Corporate Services	25	1,112	(1,087)
Governance	1	(1)	
Sundry	21,142	8,463	12,679
TOTAL ACHIEVING EXCELLENCE	21,167	9,575	11,592

Capital Works and Project Preparation	1,440		1,440
Corporate Unallocated	5,395		5,395
Corporate Governance Overhead	3,801		3,801
Rate Revenue		75,363	(75,363)
TOTAL OPERATING SURPLUS/(DEFICIT)	100,199	100,728	529

Elected Members July 2011 - June 2012

MAYOR



Gillian Aldridge JP

CENTRAL WARD



Cr David Balaza



Cr Betty Gill JP



Cr Joe Caruso



Cr Damien Pilkington

EAST WARD

HILLS WARD



Cr Jana Isemonger



Cr Shiralee Reardon JP

LEVELS WARD



Cr Brian Goodall
(Deputy Mayor Nov 2011-current)



Cr Brad Vermeer



Cr Linda Caruso

NORTH WARD



Cr Alex Coates JP

PARA WARD



Cr Mirella Honner



Cr Riccardo Zahra

SOUTH WARD



Cr Sean Bedford



Cr Julie Woodman JP



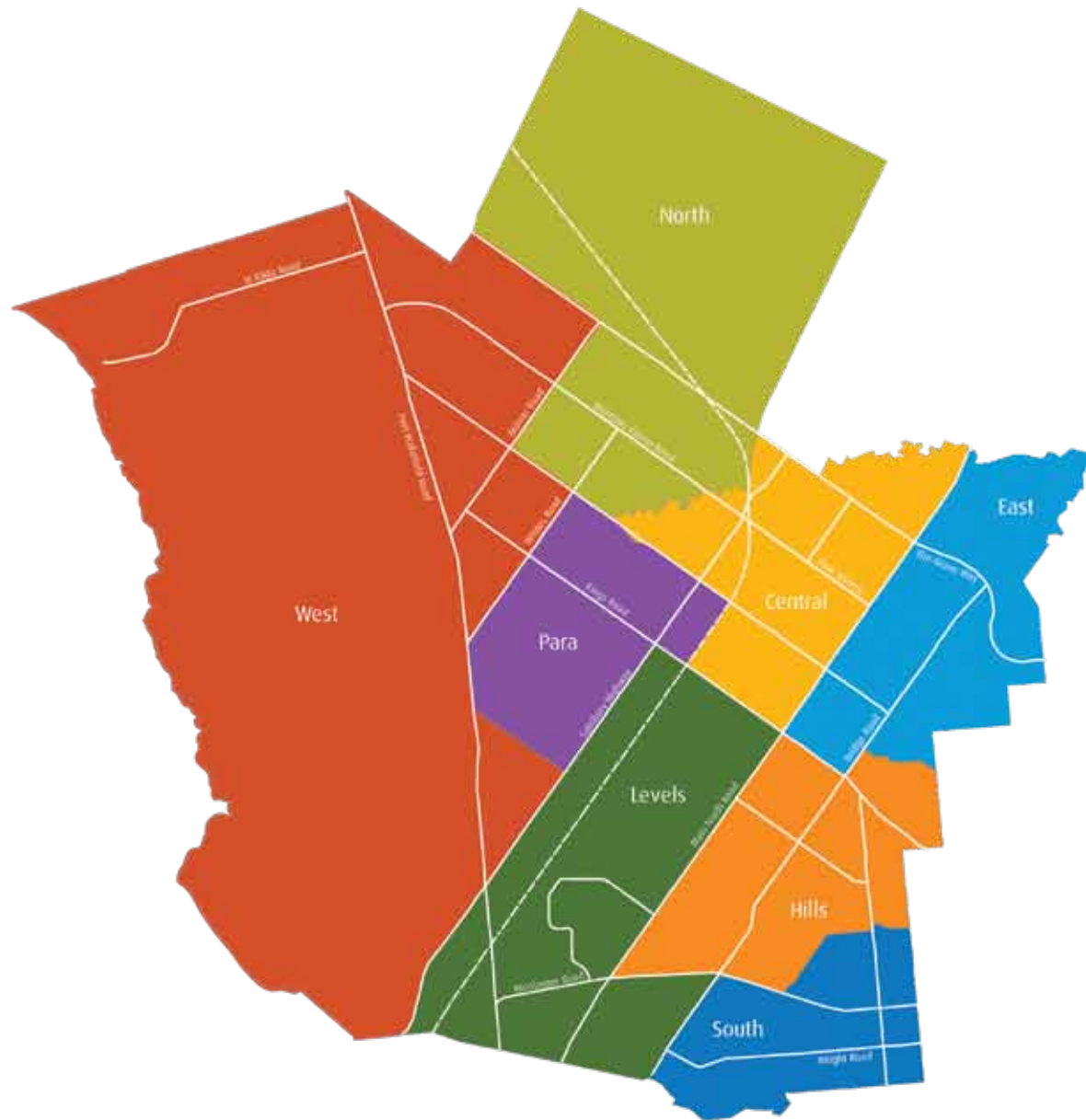
Cr Chad Buchanan JP

WEST WARD



Cr Donna Proleta
(Deputy Mayor Nov 2010-Nov 2011)

Ward Boundaries



Council

Elector Representation

The community of Salisbury is represented on Council by a Mayor who is elected from the whole community, and 16 Elected Members. Elected Members represent one of eight wards, and are elected by the residents of their ward.

In accordance with Section 12 of the Local Government Act 1999, a Council is required to conduct an Elector Representation Review in the timeframes set by the Minister for State/Local Government Relations. The City of Salisbury last conducted a Representation Review in 2009/10, in readiness for the November 2010 Local Government Elections. The Representation Review did not result in any change to the number of wards or Elected Members in the City of Salisbury; however, ward boundaries were adjusted to ensure a balanced and appropriate representation quota within each ward.

The City of Salisbury is scheduled to conduct its next Elector Representation Review in April 2016.

The representation quota for the City of Salisbury, that is the number of electors represented by each Councillor, is shown in the table. Comparative data for other major metropolitan Councils in Adelaide has also been included¹.

Council	Elected Members ²	Electors	Representation Quota ³
Salisbury	17	84,238	4,955
Playford	16	48,358	3,022
West Torrens	15	37,911	2,527
Charles Sturt	17	74,747	4,396
Port Adelaide/Enfield	18	72,649	4,036
Marion	13	58,615	4,508
Onkaparinga	21	110,541	5,263
Tea Tree Gully	13	69,852	5,373
Metropolitan Average ⁴	14	43,601	2,949

¹ Data supplied by the Local Government Association.

² Including the Mayor.

³ Representation quota for a Council is an amount ascertained by dividing the number of electors for the area of the Council (as at the last closing date under the Local Government (Elections) Act 1999) by the number of members who constitute the Council (ignoring any fractions resulting from the division and expressed as a quota). Local Government Act 1999, Schedule 4.

⁴ Based on 19 metropolitan Councils, including the City of Adelaide.

Elected Representatives

Following the conclusion of the November 2010 election the elected body of the City of Salisbury comprised the following representatives:

Mayor:	Gillian Aldridge
Central Ward	Cr David Balaza Cr Betty Gill
East Ward	Cr Joe Caruso Cr Damien Pilkington
South Ward	Cr Sean Bedford Cr Julie Woodman
Hills Ward	Cr Jana Isemonger Cr Shiralee Reardon
Para Ward	Cr Mirella Honner Cr Riccardo Zahra
West Ward	Cr Chad Buchanan Cr Donna Proleta (Deputy Mayor Nov 2010 - Nov 2011)
North Ward	Cr Linda Caruso Cr Alex Coates
Levels Ward	Cr Brian Goodall (Deputy Mayor Nov 2011 - Current) Cr Brad Vermeer

Elected Member Allowances

Changes to the Local Government Act in 2010 resulted in the Remuneration Tribunal being responsible for the determination of Elected Member allowances to be applied from the first Council meeting following the November 2010 elections. Elected Member allowances as determined by the Remuneration Tribunal in Determination No. 6 of 2010: Members of Local Government Councils are as follows:

Councillor	\$17,923 per annum
Mayor	\$71,692 per annum
Deputy Mayor	\$22,404 per annum
Chairman of Standing Committees	\$22,404 per annum

In accordance with section 76 (9) and 76 (15) of the Local Government Act, allowances set out in Determination No. 6 of 2010: Members of Local Government Councils will be adjusted annually on the first, second and third anniversary of the 2010 Local Government Election to reflect changes in the Consumer Price Index, where the Consumer Price Index is defined as 'the Consumer Price Index (all groups index for Adelaide) published by the Australian Bureau of Statistics (section 76 (15) Local Government Act)', Local Government Elections as per section 76 (8) of the Local Government Act.

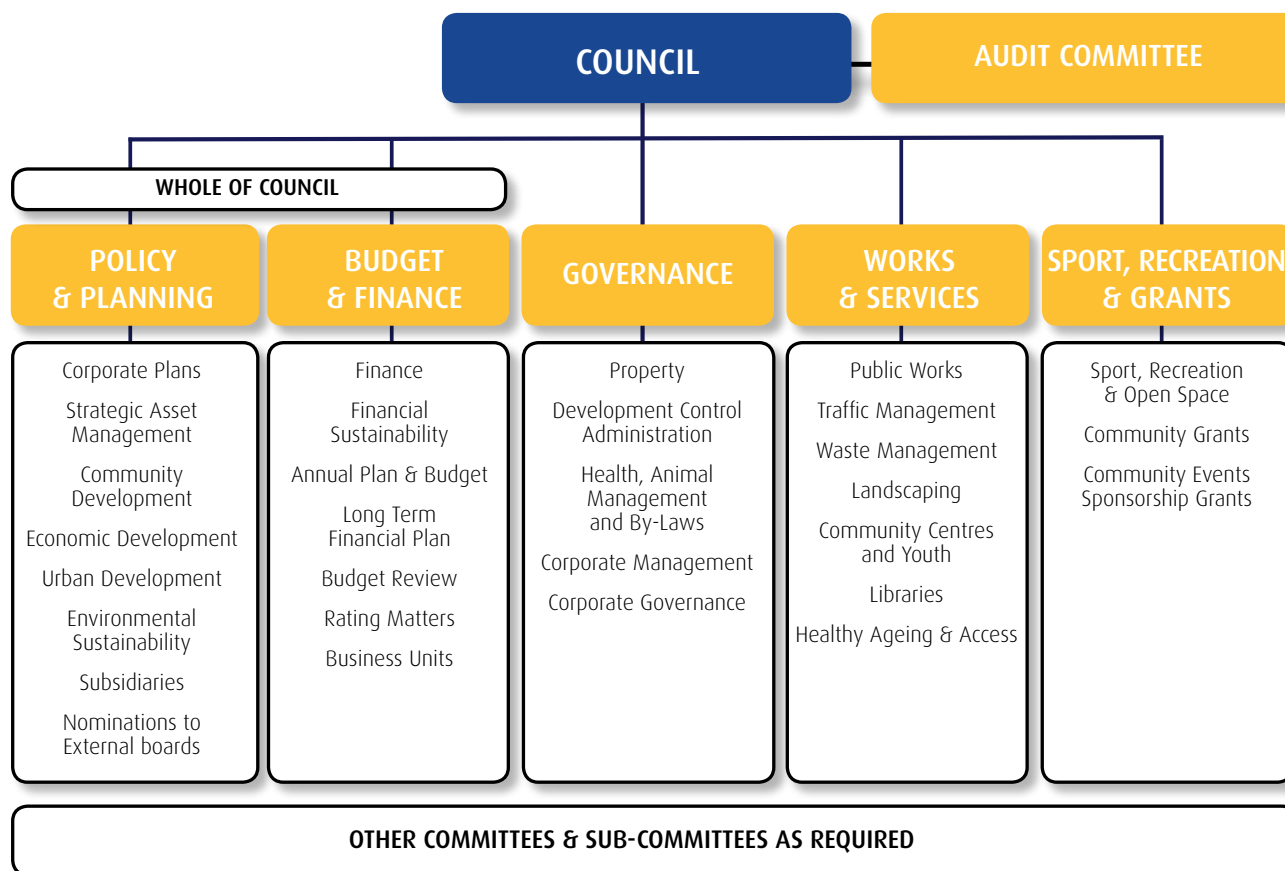
In addition to an allowance, Elected Members are provided with resources to assist in the representation of their community and conducting Council business. This includes an Apple iPad, laptop computer and printer, broadband internet access, stationery and business cards. The Mayor has access to a personal assistant and is provided with a mobile phone and car. The Elected Members Allowances, Facilities and Support Policy provide full details of resources (including reimbursement of expenses) provided to Elected Members.

Council

Committee Structures

Council is supported in its decision-making process by six Standing Committees: Policy & Planning, Budget & Finance, Works & Services, Governance, Sport, Recreation & Grants and Audit Committee. The Sport, Recreation & Grants Committee meet on the second Monday of the month and the remaining Standing Committees meet on the third Monday of each month. The Audit Committee meets on a quarterly basis. Council has also established a Development Assessment Panel (DAP) as an independent Committee comprising of experts external to Council as well as Elected Members which meet as required.

The Mayor is, ex-officio, a member of Works & Services Committee, Governance Committee and Sports, Recreation & Grants Committee. The Committee structure and membership is set out below:



Policy & Planning Committee

Cr Chad Buchanan (Chairman)
July 2011 – Nov 2011
Cr Betty Gill (Chairman) Nov 2011 – Current
Cr Julie Woodman (Deputy Chairman) July 2011 – Dec 2011
Cr Alex Coates (Deputy Chairman) Dec 2011 – Current
All members of Council

Budget & Finance Committee

Cr Linda Caruso (Chairman)
Cr Damien Pilkington (Deputy Chairman)
All members of Council

Governance Committee

Cr David Balaza (Chairman) – July 2011 - Current
Cr Brad Vermeer (Deputy Chairman) July 2011 – Dec 2011
Cr Damien Pilkington
Cr Julie Woodman (Deputy Chairman) Dec 2011 – Current
Cr Jana Isemonger
Cr Mirella Honner
Cr Linda Caruso
Cr Chad Buchanan
The Mayor is, ex-officio, a member of this Committee

Development Assessment Panel

Mr Gavin Lloyd-Jones (Presiding Member)
Ms Vanessa McDougall
Mr Roger Freeman
Ms Emma Barnes
Cr Brian Goodall
Cr Chad Buchanan
Cr Shiralee Reardon

Audit Committee

Mr Peter Brass – Chairman
Mr Allen Bolaffi
Mr Mark McAllister
Cr Linda Caruso
Cr Shiralee Reardon

Works & Services Committee

Cr Alex Coates (Chairman) July 2011 – Nov 2011
Cr Joe Caruso (Deputy Chairman) July 2011 – Dec 2011
Cr Betty Gill
Cr Sean Bedford
Cr Shiralee Reardon (Deputy Chairman) Dec 2011 – Current
Cr Riccardo Zahra (Chairman) Nov 2011 - Current
Cr Brian Goodall
Cr Donna Proleta
The Mayor is, ex-officio, a member of this Committee

Sports Recreation & Grants Committee

Cr Riccardo Zahra (Chairman) July 2011 – Nov 2011
Cr Shiralee Reardon (Deputy Chairman)
Cr Brad Vermeer (Chairman) Nov 2011 - Current
Cr David Balaza
Cr Mirella Honner
Cr Linda Caruso
Cr Alex Coates
Cr Chad Buchanan
Cr Donna Proleta
The Mayor is, ex-officio, a member of this Committee



CITY OF
Salisbury



KEY DIRECTION 1:

Shaping the **Future**

Objectives

- Enhance skills & workforce development opportunities
- Facilitate partnerships between education, research & industry
- Promote investment in research & development
- Attract & enhance business development
- Encourage quality & appropriate development
- Facilitate the long-term supply of industrial & commercial land
- Ensure infrastructure supports development
- Facilitate the delivery of an integrated transport network

Key Direction 1: Shaping the Future

The City of Salisbury is addressing the challenge of Shaping The Future by having a clear vision supported by sound planning and management to build strength and dynamics in economic development, research, business investment, civic pride, prosperity and quality of life.

Vital aspects include developing our city in harmony with a healthy environment while encouraging and supporting innovation, entrepreneurship and partnerships to support growth and accessibility in a community of opportunity.

Creating Sustainable Business Growth

The Salisbury Business and Export Centre (SBEC) continued to provide direct support to small business owners and individuals wishing to start a business in the Council area. More than 1,400 businesses made use of the services provided by the centre.

Business growth initiatives in the past year included the:

- Business Fundamentals program for business 'intenders'
- Fee-for-service Mentoring for Success Program; and
- Sundowners Club creating an engaging opportunity for local business owners to network and identify shared opportunities for growth.

The SBEC continued to encourage business owners to benefit from the digital economy. A high profile digital literacy event in May was well attended.

Staff members also worked with NBN Co on the roll-out of the National Broadband Network. Council received funding over two years to provide training and mentoring for business owners to capitalise on NBN infrastructure.

In conjunction with the City of Playford and Innovate SA, the City of Salisbury provided an opportunity for local firms to identify how they may benefit from the mining boom and associated developments. An Accessing Mining and Major Project event attracted almost 200 participants profiling businesses that had gained contracts in this competitive sector.

Investment Attraction and Corporate Support

Council has been active in working with enterprising business people seeking to invest in their future in Salisbury.

The Makes Good Business Sense campaign was acclaimed with a national marketing award on its achievements in building recognition of Salisbury as an attractive investment location.

Recognising the projected growth in business and residential investment in the region, the City of Salisbury teamed with the neighbouring City of Playford and City of Tea Tree Gully to present the Invest Northern Adelaide website. The website, launched in February by the Mayors of each Council and the Premier, was supported by Northern Connections.

The City of Salisbury continues to support the Northern Economic Leaders (NEL) program as a platform for the local corporate sector to help promote and encourage business activity. NEL members provided valued input into the Salisbury city centre project, and they played a pivotal role in informing Council's response to the South Australian Government's Manufacturing Green Paper.



Key Direction 1: Shaping the Future

Major Works Supporting Salisbury's Economic Infrastructure

Over the last 12 months Council has continued to deliver a large capital works program which has had a number of focuses:

- Burton West industrial drain is continuing with the section between Edinburgh and Diment Roads completed
- Hawker/Diment Road intersection has been completed with Helps/Hookina Road under construction
- The St Kilda Sea Wall has been completed to the Kiosk with further works to be undertaken as funding and materials become available; and
- The Walpole Road development, called Greentree Walk will be constructed over the next 12 months.

Revitalising Salisbury's City Centre

In 2011, Council embarked on an exciting project to renew the Salisbury city centre as a vibrant hub of our city.

The State Government's 30 Year Plan for Greater Adelaide and the City of Salisbury's City Plan, Sustainable Futures 2020, identified the Salisbury city centre as a transit-oriented development, or TOD. A TOD is defined as a place where housing, jobs, shopping, services and transport can all come together in one compact and progressive location.

The Salisbury city centre renewal project will fulfil this vision with actions to trigger redevelopment and stimulate investment.

The City of Salisbury is committed to ensuring the plan for our city centre also reflects community values and aspirations. This relies on extensive consultation with landholders, tenants, shoppers and the wider community.

The consultation process to date has involved a number of workshops, a further Street Talk event, public displays and stakeholder meetings. The result of this process is a focus on retaining and revitalising the civic square as the 'heart' of our city centre while extending Church Street to create a 'high street' feature.

John Street has also been earmarked for development as a 'main street' precinct combining shops and cafes at street level with additional levels of quality residential buildings. This option has been endorsed in principle by Council.

Promoting Innovation

The Polaris Centre – a partnership between the City of Salisbury, the University of South Australia, Innovate SA, the Northern Advanced Manufacturing Industry Group and Northern Futures – became operational in the past year.

Based at Mawson Lakes, the centre has rapidly become a central feature of the economic development momentum in northern Adelaide. It provides a streamlined approach for businesses to access support services, university research capabilities and programs to support their growth and prosperity. Other agencies and business support organisations are now seeking to embrace this momentum through the Polaris Centre to deliver targeted services and programs.

Supporting the Food Retailing Sector

The City of Salisbury has continued to implement the Food Safety Rating Program to recognise and reward businesses for food safety compliance and best practice. This program is promoted as Recognising Excellence in Food Safety.

There have been many positive outcomes including an increase in best practice protocols in food safety and enhanced consumer awareness.



Urban Development and Transport

Facilitation of more efficient transport modes and services are key initiatives of our City Plan. The focus is on improved integration of transport systems, land use development and employment growth hubs.

The redevelopment of Salisbury city centre as a transit-oriented development is a vital aspect of this process. Linking rail and bus transport with the retail and employment sectors of the city centre is a major priority.

Ongoing priorities include:

- Development of the Mawson Lakes town centre and other urban regeneration projects such as Ryans Road and the redevelopment of Lake Windemere
- A review of the City's Growth Action Plan that sets out policy responses and priority actions for urban growth; and
- Rezoning land for industrial use in close proximity to key road and rail transport facilities.

Key Direction 1: Shaping the Future

Workforce Development

The City of Salisbury is well positioned to benefit from economic transitions including a shift towards high value technology-based employment and an increasingly diverse skills base. The focus is on ensuring the local community benefits from job opportunities of the future.

Council is represented on the board of the Northern Advanced Manufacturing Industry Group (NAMIG) that supports the innovative Concept to Creation Schools/Industry program. The CEO also sits on the Northern Futures Board which aims to develop and progress State and Federal Government programs to advance education, training and workforce development. The City of Salisbury, City of Playford and the Town of Gawler work in collaboration with Northern Futures to offer services and establish relationships with local industry, schools, registered training organisations, community groups and providers of employment services.

To build our future workforce, selected Council staff members have been seconded to Northern Futures through the Regional Partnership Broker program to support young people and engage with industry. This has resulted in the development of what is called a Local Employment Pledge by the City of Salisbury, Northern Futures, DFEEST and the Local Employment Coordinator.

More than 20 local enterprises have signed the pledge. This acknowledges the importance of employing local people and actively developing relationships with schools to improve school-to-work transition and collaborating in the development of local pre-employment programs.

Working in Collaboration

The City of Salisbury works collaboratively to provide positive outcomes for businesses and the community in the northern region. The Northern Adelaide Regional Collaboration (NARC) Group is a voluntary collaboration of five Local Government entities (the City of Playford, City of Salisbury, Town of Gawler, Light Regional Council and District Council of Mallala), State and Federal Governments, community and business organisations.

The group shares a vision and commitment to a prosperous and sustainable future for the citizens and communities of northern Adelaide. The collaboration, an initiative of State and Local Government, is sponsored by Minister Ian Hunter through the Northern Connections Office and is a regional implementation group.

The Collaboration provides:

- A platform for the region to speak with one voice to all levels of Government
- A forum to discuss regional issues across interest groups and municipalities

- Better results through more effective coordination and integration of information, effort and resources
- Improved prioritisation and coordination of regional projects and initiatives
- The opportunity to align policy and planning of major regional organisations with regional plans and priorities; and
- A commitment between all partners to contribute and be accountable for improving outcomes in the region.

The areas of focus in the first instance are:

- Business and Economic Development
- Education, Skills and Workforce; and
- Planning and Infrastructure.

Mayors of the five participating Councils meet with Minister Hunter, who is responsible for the northern suburbs, three times a year. These meetings provide an opportunity for discussion regarding the Collaboration's progress and providing input into its priorities.

Future Urban Development Opportunities

In response to the 30 Year Plan for Adelaide along with the release of the Northern Connector Road project by the State Government, assessment of the strategic opportunities west of Port Wakefield Road have continued to be explored.

Discussions with the State Government have focused on the need for a whole of Government approach to the preparation of a feasibility study into the relocation of the Bolivar Waste Water Treatment Plant allowing for the development of the land west of Port Wakefield Road for urban development.





CITY OF
Salisbury



KEY DIRECTION 2:

Sustaining Our Environment

Objectives

- Conserve & promote biodiversity, natural habitats & open spaces
- Minimise waste generation & effectively manage the collection, recycling & disposal of public waste
- Develop opportunities for the sustainable use of resources
- Reduce greenhouse gas emissions
- Facilitate & encourage development that incorporates sustainability principles
- Enhance the amenity of the city through street & open space urban design & landscaping

Key Direction 2: Sustaining our Environment

Each of us has a responsibility to protect and preserve a healthy environment and ecosystem for current and future generations. The City of Salisbury has responded to this demand by incorporating sustainability policies and procedures into everything it does on behalf of the community.

It has established best practice benchmarks in areas of water conservation, waste management and preservation of open space and diversity. In doing so, it has created blueprints for environmentally responsible growth and quality of life for other communities in Australia and around the world.

Adelaide Solar Cities Program

Adelaide Solar Cities is a Federally-funded program that aims to monitor a range of energy saving initiatives available to Salisbury businesses and residents over a seven-year period.

In the past year, program initiatives included a number of solar PV offers, business energy audits and pricing tariffs that enabled energy customers to manage their usage, cut energy costs and help reduce demand on the network.

Biodiversity

The City of Salisbury, working with the State Government Department of Infrastructure Planning, Transport and Energy, produced a Biodiversity Corridors Management Plan. It has been acknowledged as the most advanced and comprehensive urban biodiversity plan of its type in South Australia.

Under the plan, a 10-hectare site between Martins and Kings Roads was prepared with new planting to reduce fire risk, improve and protect habitat, encourage the movement of fauna through the corridors, and sequester carbon.

An open planting day was well attended by the public with people offering enthusiastic support and historical knowledge about the area.

Remediation of Cobbler Creek Reserve between Bridge and Main North Roads has been completed with ongoing maintenance planting scheduled for spring 2012. Council has continued to work closely with volunteer groups in planting and maintenance programs in Cobbler Creek, as well as the Dry Creek and Upper Little Para River Reserves. Thanks to the efforts of local residents, there has been a significant reduction in vandalism in these areas.

More than 15,000 trees and shrubs have been planted in the city's biodiversity corridors. Meanwhile, the first harvest from Council's cutting edge natural seed production enterprise was completed. Direct seeding is scheduled to proceed along sections of the Little Para.

Council is finalising a comprehensive Water Course Management Plan that will enable better management and development of its waterways and wetlands. It includes a focus on natural creek design and biodiversity plantings for erosion protection.



Key Direction 2: Sustaining our Environment

High profile verges around Salisbury city centre, such as Cross Keys Road, were landscaped to enhance the overall aesthetics of key entry points into the city. Landscaping work has almost been completed along the Unity Park Main North Road site, including the installation of stormwater bio-filtering, a harvesting demonstration site, and a monument to the cattle and abattoir history of the site.

The following is a species inventory in the Council area:

- 269 native plant species and sub species
- 242 native bird species and nine introduced bird species
- 53 bird species breeding
- 39 migratory bird species visiting our coastline
- 20 native reptile species and one introduced tortoise species
- 11 native mammal species and eight introduced mammal species
- Five native fish and three introduced fish species; and
- Four native frog species.

Latest data shows no net loss of plant or animal species in the City of Salisbury.

Bushfire Management

The City of Salisbury undertook a complete review of bushfire management within its jurisdiction resulting in the development of a new Bushfire Management Plan.

The Plan identified a number of new bushfire prevention actions. This included new, pro-active vegetation management initiatives in reserves within the Para Escarpment with a scheduled three-year tree and shrub pruning program adjacent to property boundaries. The first stage of the three-year program was completed in 2011/12 with pruning works completed in Barker Gully, Castieau Reserve, Peppermint Gum Reserve and Yulinda Gully.



Central Irrigation Control System

Council has implemented a centralised irrigation control system to 32 of its highest water-reliant reserves. This system responds to climatic conditions to remotely program and control best practice irrigation and efficient utilisation of water resources.

Improvements to Water Infrastructure

The Water Business Unit has continued its improvements to the recycled water network throughout the city. It has also upgraded Unity Park, Whites Road Wetlands and is currently looking at further pipe network improvements to increase capacity to deliver to more customers in the city.

Council is developing a Water Course Management Plan, which will enable better planning around the management of the Council's water course corridors (Dry Creek, Little Para and Helps Road Systems) and the City's 50 wetlands.

The Biodiversity Corridors Plan has delivered a further 10ha of plantings particularly in the Edinburgh Corridors with further ongoing planting occurring along the Little Para between Burton and Port Wakefield Roads. Natural creek design will see additional planting immediately after the erosion control works currently underway in the Little Para and Dry Creek.

The Local Flooding Program has seen 50 projects identified and completed with around 30 to be undertaken in the next 12 months. Major projects have included the upgrade of Clifford Way and Nelson Road stormwater with Tamarix Avenue and Marquisite Drive in the design phase.

Council is completing stormwater management planning in the Para Escarpment area to ensure designs are correct to resolve the major flooding issues around the Kesters Road/Paddocks area. It is expected that this planning will be completed early 2013 and works can be conducted before the 2013 wet season.

Key Direction 2: Sustaining our Environment

Local Flooding Management Strategy

Council has developed and funded a program to mitigate local flooding problems in the city. Sixty-six local flooding projects were completed in the past 18 months with a further 40 projects identified for construction over the next two years.

Open Space

The City of Salisbury supports a diverse range of open spaces for residents totalling about 1,685 hectares. In the 2011/12 budget, Council allocated \$14 million for the maintenance and renewal of parks and landscape.

A large-scale irrigation upgrade was completed at Brahma Lodge oval with another system scheduled to be installed at the Salisbury Downs oval in late 2012.

Open space plays a vital role in the community and it is one of the City of Salisbury's most significant assets. In 2010, a survey of open space users was initiated enabling residents to provide critical feedback in relation to open spaces, including parks, playgrounds and reserves. The findings of this survey will be incorporated into future planning for reserves.

At the end of June 2012 the City of Salisbury's open space assets included:

- 236 hectares of wetlands
- 338 hectares of neighbourhood reserves
- 226 hectares of district reserves, including sporting areas
- 135 play spaces
- Nine dog parks; and
- 35 kilometres of trail network along Dry Creek and Little Para River.

These open spaces perform a range of functions including water catchment, drainage, conservation habitat for biodiversity, recreation, landscape buffers and corridor linkages. Many incorporate areas of environmental, cultural and heritage significance.

With population growth expected to continue in Salisbury, Council is working to maintain an optimum level of open space at a standard that encourages community use. It is also actively considering ways to better utilise the city's open space and create multifunctional areas.

Council began a Play Space/Playground Renewal Program with major projects at Harry Bowey Reserve and Creaser Park to be completed in late 2012.

A Sports Facilities Improvement Program has been continued embracing Rowe Park along with various oval lighting upgrades throughout the city.

Development of Pooraka Transfer Station as a Resource Recovery Facility

The Pooraka Transfer Station was constructed some years ago to provide a convenient location for residents to dispose of hard waste for transfer to landfill. However, from environmental and economic perspectives, it is no longer practical to deliver large quantities of waste material to landfill. Legislation also requires hard waste to be processed by a facility capable of recycling before residue waste can be delivered to a landfill site.

About 40 per cent of material received at the transfer station is recycled. However, of the remaining material, a further 40 per cent is suitable for recycling or reuse. In 2012/13, the pavement area will be extended to allow room for the provision of recycling bins. General waste bins will also be provided with overhead covering to meet EPA requirements.

Beyond 2012/13 further development is proposed to provide additional recycling and a storage area for reusable materials recovered from the waste stream. This should allow maximum recovery of materials from the site without the provision of high cost separation processes.

Salisbury Water

The City of Salisbury has continued to expand its world-renowned urban water recycling program known as Salisbury Water.

Our local community received over 1,600 million litres of Salisbury Water in the past year. This recycled water is available for all major community sporting facilities, schools and public landscaped areas in the city. Steady uptake by local businesses also continues.

Strong governance of the Salisbury Water business unit has continued with independent members Graham Dooley, who is Chairman of the Australian Water Association and Sean Keenihan of Norman Waterhouse Lawyers, joining Council's CEO, John Harry, Business Excellence General Manager, Peter Fairlie-Jones, and Council's General Manager City Projects, Colin Pitman, on the Management Advisory Board.



Key Direction 2: Sustaining our Environment

The business unit is focused on expanding the customer base both within the city and in neighbouring Council areas. The objective is to maximise financial return to Council while maintaining an excellent record of delivering community and environmental benefits.

A number of projects are underway including the Salisbury Stormwater Harvesting (SSH) Project 2009 to 2012. This project will ensure that a further 6.3GL of potentially polluted stormwater from the Little Para River will be cleansed in revamped wetlands at Globe Derby Park each year. This water in the Little Para River would otherwise discharge into Gulf St Vincent. As customer demand steadily increases, the captured and cleansed water will be stored in the natural underground aquifers and recovered when required for community use.

The Water for the Future (WFF) Project 2010 to 2013 involves re-designed wetlands and large-scale biofiltration at Unity Park, Pooraka. The project will harvest and distribute up to 1.3GL of stormwater each year. It features small footprint biofiltration technology that could pave the way for widespread application in urban areas across Australia, particularly in confined locations where large wetlands are not possible.

The WFF project won a State Stormwater Industry Association (SIA) Award and became South Australia's official entry in the Australian SIA Awards.

Water Industry Act

The City of Salisbury will work closely with the Local Government Association (LGA) and State Government departments to facilitate the implementation of the Water Industry Act.

The legislation combines and improves several acts of Parliament and will deliver a more efficient, competitive and innovative water industry in South Australia.

This legislation provides an independent umpire, giving the Essential Services Commission of South Australia the power to regulate pricing and standards for water and sewerage services.

The legislation has established a Water Industry Ombudsman, a Consumer Advisory Committee and a Consumer Advocacy and Research Fund to better protect the interests of South Australians.

The legislation also allows for the development of a third party access regime which will facilitate competition in the industry.

Salisbury's Green Trails Strategy

With significant funding support from the State Government, Salisbury's Green Trails Project is creating a network of paths to connect community assets, including the Salisbury city centre, schools, district and regional reserves, playgrounds, golf courses, the Salisbury Recreation Precinct (SRP), the Watershed and the Mawson Lakes town centre. This project has been under construction in the past year and is running ahead of schedule.

As part of the project, Council purchased four bicycles for use by Council staff for short trips between sites thereby replacing the need for motor vehicles. A study is underway to determine the effectiveness of this initiative as a way of reducing energy consumption and the number of cars on roads in Salisbury.

Streetscape Renewal

As part of our Streetscape Renewal Program, approximately 50 streets were subject to review and renewal. This process includes selection of street tree species and ongoing management of the large street tree assets across the city.

In doing so, Council has worked to minimise the impact of changing climatic conditions through:

- Provision of natural shade to reduce the amount of electricity required for cooling of built form
- Increasing habitat and movement corridors for birds and other animals across the city
- Improving environmental aesthetics of the city's streets
- Making the street environment more liveable and comfortable for the community; and
- Planting appropriate tree species to minimise impacts on Council infrastructure on streets.



Key Direction 2: Sustaining our Environment



Sustainable Energy

The City of Salisbury is committed to reducing overall greenhouse gas emissions by 40 per cent by 2015. Energy goals include reducing operating costs associated with electricity, gas, diesel, petrol and other fuels, and setting energy efficiency standards for new Council buildings and public lighting installations.

The proposed scope of works, directly associated with the Carbon Management Plan endorsed in 2010/11, are estimated to cost \$4,050,000 over a five-year implementation period. This will result in an annual operational saving of \$500,000.

The two major project areas that make up the core of the plan include energy efficiency works and solar power systems. In addition, the Biodiversity Corridors Project will reduce overall carbon emissions through bio-sequestration.

Stage one of the Carbon Management Plan has been completed. This included installation of:

- A 30kw solar panel system at Burton Park
- High efficiency boilers at the Salisbury Recreation Precinct; and
- High efficiency air conditioning systems at Salisbury Council offices, Operations Centre and a number of recreation centres.

The 2011/12 Energy Audit report identified a number of energy saving opportunities that will be incorporated into the capital works program over the coming years. They include:

- Installation of voltage optimisation equipment at six key sites. Two of the sites have been completed and the remainder are under construction; and

- 200kw of solar systems approved by Council for the Salisbury Council offices and the Operations Centre with plans for similar actions at other sites in the city.

Works to date have resulted in a nine per cent reduction in energy consumption. This is an excellent outcome recognising additional energy consumption associated with additional recycled water pumping stations.

Improvements to Roads and Public Safety

Council has delivered a \$6.5 million road resealing reconstruction program over more than 100 roads. It has also delivered a \$2 million footpath reconstruction program across the city. Major roads resealed included Shepherdson Road in Parafield Garden, Whites Road in Paralowie, Burton Road in Burton and St Kilda Road in St Kilda.

The Parafield Gardens Local Area Traffic Management (LATM) project has been completed, with a review currently underway of the project with Salisbury Downs identified as the next area for consideration.

Diment Road traffic control devices (between Bagster and Bolivar Roads) will be installed in conjunction with the residential development along the same corridor over the next 12 to 18 months.

Council in conjunction with the State Government has begun the installation of bus shelters throughout the city. The program is ongoing over the next two years.

Council has completed a number of Black Spot projects including the construction of major roundabouts on Mawson Lakes Boulevard and Bagster Road/Diment Road intersection and level crossing improvements.



CITY OF
Salisbury



KEY DIRECTION 3:

the **Living** city

Objectives

- Support the health & safety of the community
- Ensure services & infrastructure meet community needs
- Facilitate information & communication opportunities
- Ensure community resources are accessible
- Enhance housing availability in Salisbury
- Promote increased civic participation in community & Council activities
- Identify & actively support & promote the recreation & leisure needs of the community
- Facilitate the participation in & enjoyment of cultural & community achievements
- Enhance learning opportunities across our community
- Strengthen community life

Key Direction 3: The Living City

The Living City reflects the City of Salisbury's commitment to supporting the health, safety and general wellbeing of its residents, workers and visitors.

This Key Direction builds strategies and actions that ensure the needs and expectations of the community are met in a responsive, progressive, vibrant and creative city. It delivers positive outcomes in terms of economic, environmental and social development.

The Living City mantra generates community identity, pride and opportunity through equitable access to housing, education, skills development and employment while celebrating the strength of our cultural diversity, sporting and recreational assets and achievements, and a vast landscape of artistic endeavour and enjoyment.

Access and Inclusion

Council approved the 'Beyond the Ramp' Plan in response to community consultation undertaken in 2010/11. The Salisbury Inclusion and Access Sub-Committee advised access priorities resulting in a range of improvements including:

- Installation of automatic sliding doors at the Salisbury East Neighbourhood Centre
- Installation of 16 bus shelters with support from the State Government; and
- Kerb ramp replacement for wheelchair and scooter access on the Salisbury Highway.

Overall, there have been 13 access upgrades resulting from the 'Beyond the Ramp' Plan with 11 completed in 2011/12 at a cost of more than \$90,000. Two upgrades have been funded in the 2012/13 budget. Access works in Council-owned facilities will also continue through the building renewal program in 2012/13 and staff will undergo training about inclusion and access issues.

Cemetery Services

During the past year, the cemetery has been extended at Salisbury Memorial Park and a new section has been developed. This has provided an additional 600 burial sites. Future works will include refurbishment of the shrub garden and development of vacant land on Leslie McIntyre Road to provide further options for cremation burials.

Cultural Development

The City of Salisbury comprises residents of diverse cultural backgrounds. Council strives to showcase this diversity while fostering cultural development through many arts programs and activities.

In 2011/12, the City of Salisbury staged a calendar of highly successful cultural events including:

- The Salisbury Writers' Festival
- The Matsuri on Mobara Japanese Festival, which attracted over 2,000 people; and
- Ceremonies commemorating Vietnam Veterans' Day and asbestos victims.

Other significant cultural achievements during the year included:

- Installation of the Winds of Change public artwork by SA artist Annalise Rees commemorating the SAMCOR meatworks
- Development of concept designs for the Karna Historical Marker, which will be installed in 2012/13
- Design of the Para Hills commemorative artwork to celebrate the 50th anniversary of the suburb; and
- Staging of a highly successful exhibition program in the John Harvey Gallery, including the 2011 Watershed Art Prize, which attracted over 200 entries from across South Australia.



Key Direction 3: The Living City



Emergency Management Plan Revision

The Emergency Management Plan has been revised taking into account the Local Government Association's model plan to embrace a regional profile, preventative measures, responses and recovery matters. The plan is based on the All Hazards approach endorsed by the Emergency Management Council and Emergency Management Australia.

Emergency management information is featured on the City of Salisbury website and it will be updated on a continuing basis. In 2012/13, risk assessments will be prepared for potential emergencies.

The City of Salisbury – along with the cities of Port Adelaide Enfield, Tea Tree Gully and Playford – is a member of the Northern Adelaide Zone Emergency Management Committee (NAZEMC). This Committee is responsible for regional planning to support the State Emergency Management Plan. It takes into account regional issues, the nature and level of risk to the region and resources available to deal with risk.

Ensuring Responsible Pet Ownership

Council has introduced a new system of sending out dog registrations with renewal notices. This process is aimed at improving customer service while making it easier for people to renew registrations online.

Council undertook a series of information and education steps to ensure residents were aware of the new system before it was implemented. As a result, there has been an increase in online payments. The system has also generated an increase in dogs being returned to owners through improved identification and contact processes.

The Dog and Cat Management Plan has been prepared by the City of Salisbury in response to legislative requirements and responsibilities under the Dog and Cat Management Act. The Plan will guide dog and cat management activities over a five-year period from July 2012 to June 2017.

Dog and cat management strategies and actions have also been developed through consultation with the Salisbury community and operational activities by the Inspectorial Services Division. The mission is 'to promote and facilitate responsible ownership of dogs and cats, animal welfare and the benefits of animal companionship, focusing on the legitimate needs of pets and their owners while respecting the rights of other members of the community and protecting the environment'.

The Plan provides key objectives that will aim to:

- Encourage responsible dog and cat ownership
- Increase public safety, enhance amenity and environment
- Reduce public and environmental nuisances from dogs and cats
- Harness the benefits of dog and cat ownership; and
- Ensure Council delivers effective, efficient and innovative dog and cat management services.

This strategic approach will provide Council with a sound basis and direction to plan, coordinate and make future decisions on domestic pet management issues.

Home and Community Care Program

The HACC Program facilitates opportunities supporting wellbeing and social interaction for older people. It also provides 'in-home' and community initiatives to support independence and engagement.

In 2011/12, the program supported an average of 1,235 consumers each month, and this figure is expected to grow in line with an ageing population in Salisbury.

Immunisation Services

The City of Salisbury recognises the importance of protecting the community from preventable diseases. It is committed to ensuring residents have ongoing access to free childhood immunisation services.

Council has undertaken a comprehensive review of immunisation services in the past 12 months. The existing immunisation childhood clinics and school immunisation programs will continue with Council's new contractor, SA Health First Solutions.

Improvements to Sport and Recreation Facilities

Burton Park development has been completed and is now managed by the Football Federation South Australia.

A number of club rooms have had major renewal upgrade works completed including Ingle Farm Sporting Club and Salisbury Oval club rooms with Cockburn Green under construction.

Walkleys Park club rooms are in the final stage of design development ready for construction later this year.

Key Direction 3: The Living City



Over 10 sporting ovals have had their lighting upgraded to at least training standard. There has been minor, street and reserve lighting upgrades for 10 reserves and 10 streets, and two underpasses for the Little Para Linear Trail.

The Little Para Linear Trail project continues with assistance from the State Government. The trail has been completed between Salisbury Recreation Precinct (Happy Home) to Kings Road with construction of the next stage to Port Wakefield about to be undertaken.

Further funding has been granted which will enable the construction of an underpass on Commercial Road that will see the section between Commercial Road and the Recreation Precinct also completed.

The Dry Creek Trail Rail underpass is in the final design and negotiation phase and is expected to be constructed once the wet season is completed in September/October.

Six play spaces have been redeveloped or upgraded, including the Liberty Swing at St Kilda, fitness loop at Happy Home, Bentley Green and Pioneer Avenue Reserves have also been completed and major projects are about to commence at Harry Bowie and Carisbrook Parks.

Improvements to Council Facilities

The \$2 million Building Renewal Program has continued with minor upgrade works to over 50 sites.

Council has approved the installation of major 100kw solar systems at the Operations Centre and James Street offices to off-set the electricity consumption at these sites.

Major upgrades to Morella Community Centre and the Len Beadell Library are completed with the Paddocks Community Centre and the total Paddocks site currently under a long-term strategic planning review.

Springbank pedestrian crossing has been completed and the Davis Street pedestrian bridge is currently under construction.

Library Services

People who live, work and visit Salisbury, continue to make excellent use of Council-owned buildings, resources, services and programs. Library services are especially popular with more than 625,000 visits and over one million loans from the five Salisbury libraries in the past year.

Early literacy and children's programs have gathered momentum across all programs including Giggle Time for families with babies and ABC 30&3, a family literacy program. Families agree these programs encourage children to read at home on a regular basis.

Free wireless internet access at all libraries continued to be well utilised with membership increasing to 1,605, a rise of 13 per cent from the previous year.

The Salisbury Library was also one of the first to join in the new State-wide library management system that will connect libraries over the next three years. The One Card Network system allows customers to access participating libraries with one membership card.

Key Direction 3: The Living City

OPAL - Supporting the Salisbury Community to Eat Well and Be Active

The OPAL child obesity prevention program is jointly supported by the Australian and State Governments and the City of Salisbury. It is based on a successful French program called EPODE which is based on the premise that 'together we do more to prevent childhood obesity'. There are now 20 OPAL sites in South Australia, including a new study area in Salisbury.

OPAL Salisbury promotes healthy eating and physical activity in the Salisbury, Salisbury Downs and Parafield Gardens areas. It will progressively target families in the Burton, Paralowie and Salisbury North suburbs in coming years.

The OPAL Scientific Committee has established a number of interconnected goals to guide the work of all OPAL sites. They are to increase:

- Healthy food served at outlets such as school canteens, childcare centres, sport and recreation clubs
- Local food production and distribution through school and community gardens, fruit and vegetable swaps, food cooperatives and food redistribution services
- Healthy food prepared and produced at home covering areas such as breast feeding, introduction to solids, nutrition and cooking classes, budgeting and shopping, healthy snacks and lunches
- Active travel such as riding and walking to work and school, facilitation and promotion of bicycle lanes and bike cages/sheds and walking environments
- Active leisure including membership of sport and recreation clubs, active and imagination play at home and school, cycling and walking; and
- Use of parks and open spaces.

To achieve these goals, OPAL Salisbury is undertaking a range of operational and strategic initiatives including:

- Provision of healthy food at recreation and sport outlets
- Development of a Healthy Catering Policy for the City of Salisbury
- Action Plans for enhancing the local food system and increasing active travel through the 'Think Feet First' marketing campaign
- A local parks and places scoping paper; and
- Supporting community events to increase active leisure, including Midnight Basketball, Growing for Gold and the Salisbury Aquathlon.

In 2011/12, healthy food alternatives were introduced as a trial at the Parafield Gardens Recreation Centre canteen. This followed research showing that:

- 87 per cent of the food and drinks previously sold at the kiosk could be classified as 'unhealthy'; and
- Increasing healthy options would not adversely affect the financial viability of the recreation centre's kiosks.

The results have been promising and work will continue to expand this program.

Salisbury Healthy Communities Initiative (SHCI) – Living Well in the Living City

The Healthy Communities Initiative aims to reduce the prevalence of excess body weight and obesity by increasing the number of adults engaged in physical activity and healthy eating programs. It also aims to build on and enhance existing local programs as well as developing new initiatives identified through community engagement.



The SHCI primarily targets people who are not in the paid workforce, including older adults, unemployed, part-time or casual employees, individuals with a disability, new wave migrants and those at risk of weight-related chronic disease.

The 'Living Well in the Living City' project includes national programs such as BEAT IT, AustCycle, Heartmoves and Heart Foundation Walking.

These programs are complemented by local activities including Lifestyle Advisors, WiseMove, Lifeball, the Healthy Eating Lifestyle Program, Cheap Easy Eats, Life Exercise Program for Over 70's and Strength for Life Program for Over 50's. Funding is available for community members to gain or upgrade training qualifications in areas relating to physical activity and healthy eating.

Key Direction 3: The Living City

Since the SHCI project began in August 2011, a number of additional local initiatives have been delivered including a swimming program for older adults from various cultural backgrounds, fitness loop orientation sessions and shopping centre tours with a focus on how to read food labels.

SHCI staff members also worked with Rotary to include a healthy breakfast option at the 2012 Australia Day celebrations. A marketing campaign has been developed and integrated into Council's Living City Marketing Strategy, and an audit of existing healthy lifestyle programs and services has been conducted and included on the new Living Well in the Living City pages at www.salisbury.sa.gov.au/livingwell

In collaboration with the Northern Division of GP's, a referral pathway system has been established for health practitioners to link patients into healthy lifestyle programs in Salisbury.

Recreation and Sports

Planning and provision of community recreation facilities continues to be a Council priority. A preliminary business case has been developed to establish recreation facilities at Bridgestone Park.

Work continues on the implementation of the City of Salisbury's Sports Development Framework. This will promote Salisbury locally, nationally and globally as a supportive environment for physical activity and as a destination for sports events and recreation tourism.

Key sports development activities successfully undertaken in 2011/12 include:

- The Salisbury Midnight Basketball tournament
- Development of the Beyond the Basket program
- A netball review within Salisbury
- The coaches subsidy program
- Launch of the Salisbury Recreation and Sports Networking event; and
- Provision of opportunities for young people studying sport and recreation to participate as volunteers or paid employees in programs including Growing for Gold, Midnight Basketball and through casual employment at the City's recreation centres.

Recreation Services

During 2011/12, there were more than 375,000 visits to recreation centres at Parafield Gardens, Ingle Farm, St Jays and the Salisbury Recreation Precinct. A major focus has been on the development of initiatives that do not feature in mainstream recreation programs. Following is an overview of new programs and events developed at the sites:

Parafield Gardens Recreation Centre

- Strength for Life; and
- Active Kids.

Ingle Farm Recreation Centre

- Re-launch of the Kindigym program; and
- Learn to Skate.

Salisbury Recreation Precinct

- Multicultural swimming and tennis programs
- Filipino and Vietnamese swimming program
- Get Up, Get Active Vacation Care Program
- PE Week; and
- Rusty Racquets.

There were significant increases in participation in core programs and events such as swimming lessons, tennis coaching, roller-skating and the Salisbury Craft & Hobby Fair.

In the past year, Recreation Services formalised a number of partnerships with peak sporting bodies including Basketball SA, Netball SA, Futsal SA and Skate Australia. These partnerships led to the development of programs such as Beyond the Basket and From The Sideline, both of which have focused on improving the knowledge and skills of basketball coaches in the recreation centres.

Proposed new events include:

- The Para River Classic, a fun run held in September 2012 following the trails adjacent the Para River; and
- Net Set Go, a program designed in partnership with Netball SA to introduce children to netball.



Key Direction 3: The Living City

There will also be ongoing development of other programs and events including the Aquathlon – a run-swim-run event held at Salisbury Recreation Precinct – the AMT Tennis Tournament at Salisbury Recreation Precinct, and traditional court sports at all centres.

The Cycle Salisbury project will encourage residents to participate in cycling in and around the city.

Social Planning

Council strives to ensure that community life in Salisbury remains harmonious, inclusive and healthy.

In doing so, it seeks to identify current and future community needs and to develop appropriate and collaboratively planned outcomes that are embedded in Council policy and service delivery.

Particular advances in 2011/12 included:

- Implementation of the Council endorsed Drug and Alcohol Framework with provision of courses and training for young people and sporting clubs
- Drafting of the City of Salisbury's first Reconciliation Action Plan
- Further support of new arrival communities
- The SA Age Friendly Initiative involving planning for the needs of an ageing community; and
- Organisation of the Just Too Deadly Education Awards.

Volunteer Services

Volunteers play an integral role in the delivery of community services. Over the past year, 523 volunteers collectively contributed 76,056 hours of dedicated service primarily through involvement with seniors, young people, community centres and libraries.

In 2011/12, volunteers:

- Assisted with 7,530 transport trips, preparation of 35,130 meals and 82,900 hours of centre-based social activities for seniors
- Provided a range of support services to the Arabic, Bhutanese, Bosnian, Italian, Polish and Vietnamese senior social support programs including 717 hours of transport assistance, 1,713 hours of friendly visits and 35 outings
- Provided witnessing services for 20,265 people at four locations under the Justice of the Peace service
- Supported youth and community centre programs, services and events which had a total attendance of more than 200,000 people
- Guided 453 people through wetland trails
- Spent 463 hours pruning rose bushes at Salisbury Memorial Park
- Devoted 231 hours supporting the Over 50's Club at the Ingle Farm Recreation Centre
- Assisted the Northern Collaborative Project with 116 hours of promotion and communication support; and
- Removed graffiti from various sites around Salisbury.

In November 2011, Council endorsed the Volunteer Strategic Management Framework supporting sustainability, professional management and celebration of volunteering.



Key Direction 3: The Living City



Community Centres

The City of Salisbury's Youth and Neighbourhood Services Division is the principal provider of community adult education in Salisbury. In the past year, it delivered learning activities across six local community centres, the Mawson Centre and the Twelve25 Salisbury Youth Enterprise Centre, as well as through various outreach services. The Division also directly delivered more than 28,700 sessions of structured community adult education programs.

Visitors to the community centres participated in activities that foster individual wellbeing, promote health and fitness, enhance social connections, develop language and literacy skills, entertain and teach via school holiday programs, and provide pathways to further education and employment.

Strategic partnerships and collaborative arrangements continued to be a strong driver of successful, responsive and cost-effective service delivery.

Throughout 2011/12, the community centres continued to significantly raise the standard of educational and employment pathway programs through the Adult Community Education (ACE) Foundation Skills Program.

This program provides a diversity of learning options, including a wide range of language literacy and numeracy streams such as digital and financial literacy, preparation for work, introduction to office, recreation and sport, retail, children's services, career development, various hospitality, cafe and barista programs, blue collar trades, aged and disability care and volunteer development.

The Youth and Neighbourhood Services Division has secured an additional \$460,000 of State Government grant funding to maintain delivery of learning opportunities, many of which have an indirect employment outcome focus. Council has also invested in a Learning Development Coordinator position to promote and foster collaboration and cooperation across the Community Services Department in the delivery of the Learning Action Plan.

During the 2011/12 period, over 1,000 individuals participated in either accredited or non-accredited Adult Community Education (ACE) training. Of these, over 25 per cent went on to further training or education programs, and approximately 10 per cent moved into employment within six months.

Approximately 15,000 annual visits to community centres were made by new arrival and other multicultural residents to participate in a range of social, support and learning activities during the year.

In addition nearly 450 people from new arrival or non-English speaking backgrounds participated in structured Adult Community Education programs across the centres that provide pathways to further education or training, or to employment opportunities. Of these, 47 individuals went on to volunteering roles, 154 into further education or training and another 68 directly into paid employment.

The Mawson Centre is a learning, cultural and community hub that delivers a wide range of learning opportunities complemented by various community educational and information events. Mawson Week was celebrated in May with a public forum attended by residents, students from four local schools, university lecturers, university students, older residents from Trinity Green and the Over 50's group.

The forum also included an inspiring and motivating session with an international guest speaker and young people from Twelve25 Salisbury Youth Enterprise Centre and Foundation Skills participants from the Mawson Centre.

Meanwhile, the launch of the Pooraka Farm Men's Shed will add a further dimension to the delivery of support and learning programs for men in the Salisbury community.

During the reporting period, over 250 volunteers contributed in excess of 34,000 hours of their time and expertise in a range of roles across the centres, including administration and reception duties, facility support, program planning and facilitation, fundraising and centre management.

Key Direction 3: The Living City

Youth Council

The Salisbury Youth Council provides an opportunity for young people to be actively involved in planning, development and delivery of relevant services, policies and projects for the city. It enables Council to consult with, and benefit from, the expertise of young people.

Each year, the Youth Council forms project teams to address various issues impacting on young people in our city. In 2011/12 the teams tackled issues of youth homelessness, safe partying and cyber safety.

In the past year, Youth Council members gained personal experience by volunteering with Fred's Van, a local charity that provides meals to homeless people in Salisbury. This insight assisted in the development of the Council's book 'Homeless/ Ness – Changing Perceptions Of What It Means To Be Homeless'. The book particularly highlights issues of youth homelessness. It was produced with the support of Elizabeth Bluelight, Adelaide University, young people from Burlendi Youth Accommodation Service and Fred's Van.

The Youth Council's Cyber Safety initiative resulted in the development of a wallpaper featuring cyber safety messages targeted at young people. This resource was made available to youth agencies, libraries, recreation centres, community centres, youth centres and secondary schools. It was developed in consultation with SAPOL and the Australian Communications and Media Authority.

Project teams have received significant in-kind and financial support to enable real outcomes for the young people of Salisbury.

Youth Development

Based on the 2011 Census, the proportion of Salisbury's population aged between 12 and 25 is now 18.26 per cent, which is higher than Adelaide (17.32 per cent) and the national rate (17.18 per cent). Most young people in Salisbury enjoy a good quality of life and look forward to a positive future. However, a worrying proportion of young residents are not actively engaged in education or employment, and/or experience issues in relation to housing and accommodation.

Other concerns for young people include body image, stress, family conflict, bullying, personal safety and depression.

In August 2010, the City of Salisbury endorsed its Youth Action Plan. This has provided an ongoing focus on:

- A Learning and Development Framework
- Issues relating to youth housing
- Opportunities for young artists
- Improvements in the Salisbury CBD to make it more youth-friendly; and
- Marketing to and for young people.

Twelve25 Salisbury Youth Enterprise Centre is the City of Salisbury's principal youth facility. Youth development programs have continued to grow with a focus on employment, education and enterprise outcomes for people aged 12 to 25. Services for young people include Flexible Learning Opportunities (FLO) and Adult Community Education Transition Programs.





CITY OF
Salisbury



KEY DIRECTION 4:

Achieving **Excellence**

Objectives

- Achieve a financially sustainable organisation
- Develop & maintain an adaptable, skilled & satisfied workforce
- Provide a safe working environment
- Provide excellent customer service
- Ensure effective governance
- Apply appropriate technology & information systems that enhance service delivery
- Develop better planning, business & resource management processes to support excellent service delivery

Key Direction 4: Achieving Excellence

The City of Salisbury is a leader in Local Government through its continuous improvement processes to deliver positive and meaningful outcomes for its community.

It is driven by a commitment to excellence through standards, procedures and services that underpin an organisational culture of responsibility, accountability and achievement.

Business Planning

The City of Salisbury operates under a comprehensive strategic planning framework incorporating the City Plan, Key Direction Statements and Action Plans.

Action Plans provide detailed information on the steps required to achieve key directions and objectives. Business Plans are developed at a divisional level to guide delivery of strategies within an agreed and aligned framework for ongoing, day-to-day operations of Council.

Business Plans are embraced within the budget process with a two-year delivery horizon. This process is supported by the use of Covalent performance management software. A key feature of the business planning structure is the application of a risk assessment process along with performance measurement indicators.

Improving the Use of Information and Communication Technology (ICT)

A major achievement in the past year was the replacement of the old analogue PABX system with a new IP-based telephone network at the Council office in James Street, the Operations Centre and Len Beadell Library.

A new State-based library system was transitioned into our libraries. The information team upgraded integration between the new Council website, customer requests and the internal document management system to avoid double handling. A Microsoft System Centre Configuration Manager was also introduced to improve Council's ability to quickly deploy and monitor software over the network.

A number of new Konica multi-function devices were also commissioned across the organisation to replace photocopiers, printers and facsimile machines.

Marketing and Customer Relations

The City of Salisbury continues to promote the city as a 'great place to live, work and play'. The campaign presented as Makes Good Business Sense, launched in 2010, featured high profile local companies promoting Salisbury as a progressive, business friendly city. The Living City campaign generated positive messages through bus advertising to create recognition of and pride in the Salisbury lifestyle. Both campaigns were winners in the Government Communications Australia Awards.



Key Direction 4: Achieving Excellence

Council continued to expand its social media profile building a strong connection with the community through Facebook, Twitter and more recently Pinterest. Our website underwent further refinement to ensure residents have easy access to accurate, timely and comprehensive information and online services.

A full-time Community Engagement Officer commenced with Council in January 2012 to ensure that the views and aspirations of residents are consistently sought and factored into decision-making processes.

Salisbury Snapshot was introduced as a second community publication – alternating with Salisbury Aware – to keep residents and members of the local business sector informed about local developments and plans. Council also continued to work closely with the News Review Messenger to generate balanced and informative editorial coverage about local programs and initiatives.

Leadership

Council's leadership culture is the cornerstone of our commitment to being an organisation of excellence. This organisational focus is about improving business functions and efficiency. It recognises that each staff member is a leader in his or her particular field of work as we combine to drive strategic delivery of Council objectives.

The City of Salisbury has defined a leadership brand – Salisbury Leaders Create City Life - for development of leadership and management capabilities throughout the organisation. This leadership brand is built around the qualities of empathy, empowerment, innovation, achievement and recognition of strength in diversity. Supporting the brand is a framework to guide organisational behaviours, skills, knowledge, attributes and competencies.

In the reporting period, all members of Council's Divisional Management Group and Executive Management Group participated in the Leadership Skills Inventory (LSI), a powerful leadership evaluation, coaching, learning and development tool. Council is committed to ensuring the LSI process is available for team leaders and potential future leaders of the organisation.

Organisational Culture Inventory (OCI) and Australian Business Excellence Framework
Council have employed the use of the Australian Business Excellence Framework (ABEF) and Human Synergistic tools to measure its business performances, level of constructive culture and constructive management behaviours.

Council measures against the ABEF and OCI every three years and assesses the results to assist in planning strategic interventions to increase the constructive culture of the organisation, in turn increasing business performance.

Managers undergo a two year, 360 degree review and coaching to influence constructive behaviours, to improve business performance.

The City of Salisbury runs a number of different streams in learning and development. An annual training needs analysis and management assessment is undertaken to plan the training, learning and development programs for the organisation. The streams include:

- The corporate development program, focusing on professional and technical development of all employees
- Espresso shots program – providing short sessions on leadership topics and behaviours
- OHWS program – focusing on mandatory training required for all employees

- Qualification program – course offered to employees to upgrade and provide qualification in the Australian VET system
- Study assistance – provided to employees to complete personal qualifications related to their career and;
- Staff requested technical training – delivered as individual needs are identified by managers and their employees.

Training, learning and development needs are funded by an ongoing budget of 40 per cent of the total spend within the organisational development budget. Some qualification courses are supplemented through the Australian Apprenticeship Scheme and Skills for all Funding.

A Council team comprising six participants completed the LGMA Management Challenge, an internationally acclaimed professional and team development program that aims to bring the best out of present and potential Local Government leaders.

Our team received extensive development and support and achieved first place in the South Australian sector of the challenge. Team members went on to compete nationally in the Asia Pacific Challenge Competition. Again they gained the distinction of first place in Australia and second overall. Council is extremely proud of the team members, their mentors and the development program in which they participated.

Council's continued investment in leadership development and skills of our people has been maintained strongly this year. It is based on the knowledge that great service comes from excellent skills and competency. Council has run three leadership programs and three technical skills programs in the past year involving various levels of the organisation. Each of these programs allows participants to gain a recognised qualification with funding support from external training grants.

Key Direction 4: Achieving Excellence



Council Awards

The City of Salisbury was recognised in 2011/12 with a number of major industry awards which highlights the leadership of Council in many innovative projects.

2011/12 Awards:

- State Planning Excellence Award – Winner ‘From Plan to Place’ for the ‘Salisbury North Urban Improvement Project 1998-2010 Hawksbury Park’
- National Awards for Planning Excellence Awards – Commendation ‘From Plan to Place’ for the ‘Salisbury North Urban Improvement Project 1998-2010 Hawksbury Park’
- Australian Institute of Animal Management Awards - Winner in the Animal Management Team of the Year 2012 category, announced at the Authorised Persons Association State Conference
- Government Communications Australia Awards – Winner 2012 Best Communications Award (Over \$5,000 Category) for Council’s Living City marketing campaign and Makes Good Business Sense marketing strategy

- Parks and Leisure Australia Awards - Midnight Basketball Salisbury Tournament was announced as winner of the Regional Award for Inclusive and Connected Communities and also received the Recognition of Excellence for Inclusive and Connected Communities
- Local Government Managers Association (SA) - Kim Ritter, Manager Salisbury Recreation Precinct, was awarded the Emerging Leader of the Year 2012 by the LGMA
- G6 Award - City of Salisbury employee, Peter Levett, received the G6 Best Innovator for his ongoing dedication and collaborative work with EDI Downer for the development of road resurfacing initiatives, practices and efficiencies, and overall quality of service
- Institute of Public Works Engineering (SA) 2011 Excellence Awards - Unity Park Biofiltration Project was successful in the category of Design and/or Construction of a Public Works Project; and
- Stormwater Industry Association 2011 Excellence in Infrastructure Awards - Unity Park Biofiltration Wetland.

Occupational Health Safety and Welfare

It has been a year of achievement in the area of OHS&W for the City of Salisbury. Milestones included development of the Organisational Wellbeing Change Management Plan that builds a culture element into Council’s existing safety management system.

The project team worked tirelessly to develop a unique marketing and communications campaign with themed safety messages and programs under the banner of Salisbury Safe. Council staff members – including the Chief Executive Officer, ‘Captain’ John Harry – featured in a poster campaign.

The project was successfully launched in January 2012 with almost 200 staff members attending functions at the main James Street office and at the Operations Centre.

In December 2011, the City of Salisbury was involved in a WorkCover mid-term review. The results were pleasing with Salisbury recognised as one of the best performing Councils with significant improvements from previous audits.

An executive planning and review session in June 2012 further highlighted improvements identified in the WorkCover Review.

While there have been positive trends in our health and safety statistics over the past 12 months, there is still room for improvement. Council’s primary focus in this area is to ensure each employee goes home safe and well at the end of each working day. This is the basis of continuous improvement in Council’s safety management system and culture.

Major focus areas in 2011/12 included:

- Continued development of a competency framework to link into key processes
- Development of an E3 online learning system that will be launched in the new financial year
- Advancement of an internal audit framework, along with proactive risk management and injury prevention initiatives; and
- Improving incident and hazard investigation processes.

OHSW Statistics

	2010/11	2011/12
Lost Time Injury Frequency Rate	14.2	7.2
Incidents reported	148	117
Incidents with injury recorded	88	53
Lost time injuries	47	27

Key Direction 4: Achieving Excellence

Wellbeing

In January 2012, the Salisbury Vitality Program was launched as part of Salisbury Safe. This was based on a revitalised healthy lifestyles program.

The following programs were implemented in 2011/12 to underpin organisational wellbeing:

- Corporate Health Group (CHG) health assessments
- Local Super sessions
- CHG skin screenings
- CoS MasterChef
- Spinal health workshops
- Brian Gillies 10-week fitness program
- SAPOL Personal Safety Awareness sessions
- Corporate Cup
- Weight Watchers @ Work 13-week program
- 2012 CHG launch
- Healthy Heart information session
- Staff and volunteer influenza vaccinations; and
- SAPOL driver and alcohol awareness sessions.

Absenteeism

	2008/09	2009/10	2010/11	2011/12
Staff Turnover Rate	11.97%	9.7%	10.67%	12.42%
Absenteeism - Field				
Days per annum per FTE	9.07	8.22	9.01	8.08
Hours per FTE	98.97	62.44	74.43	68.23
Absenteeism - Inside				
Days per annum per FTE	6.02	6.32	5.97	6.34
Hours per FTE	45.79	48	45.35	48.15
Workers Compensation Claims				
Number of claims	30	36	44	41

Open and Transparent Decision-Making

The City of Salisbury continues to ensure its commitment to open and transparent decision-making through minimising the number of decisions it takes in confidence.

In 2011/12 a total of 601 items were considered by Council and Committees. Of these, 14 were confidential. Nine reports concerned personal affairs and five concerned commercial information.

	No. of items considered in confidence	Confidential items as a % of total no. of items considered
2006/07	1	0.2%
2007/08	6	1.0%
2008/09	4	0.8%
2009/10	5	1.19%
2010/11	12	2.15%
2011/12	14	2.33%

Of the 14 items where members of the public were excluded, all remained confidential after discussion in confidence had taken place.

Ten confidentiality orders were revoked or expired during 2011/12. Remaining orders will be reviewed internally twice per year and should it be deemed appropriate, the Chief Executive Officer has the delegation to revoke the orders.

Twenty-three orders remain operative at the end of 2011/12.

Procurement

The City of Salisbury undertakes a continuous improvement program in contract and procurement practices across the organisation to provide open and transparent purchasing, with a focus on value for money outcomes. Regular internal auditing monitors Council's adherence to process requirements to ensure a high level of compliance across the broader Council areas.

An external review has commenced, focusing on Council's contract and procurement processes and practices, which is expected to result in significant modification of processes and a greater understanding of roles and responsibilities. The review will not only streamline internal processes, but also enable broader access and tender opportunities for suppliers to Council business. Contract managers are actively involved with suppliers, to assist in product development initiatives and service improvement opportunities.

The City of Salisbury has continued its close involvement as a member Council of the G6 Purchasing Group (comprising Adelaide, Charles Sturt, Marion, Onkaparinga, Tea Tree Gully, and Salisbury Councils). G6 contracts have demonstrated the benefits of aggregated buying power, to deliver better outcomes and assist us in developing sound relationships with our supply markets. Council continues to access significant State Government, and Local Government Association procurement contracts to obtain further benefits from collaborative arrangements.

The City of Salisbury is actively represented on a number of focus/development groups throughout all areas of Local Government and industry procurement.

Key Direction 4: Achieving Excellence

Management and Governance

The City of Salisbury places particular emphasis on its commitment to democratic principles. These principles include fair representation, openness and transparency in all of its operations. The Local Government Act 1999 provides the legislative foundation for Council and contains a range of reporting and operating requirements that contribute toward good governance. As part of its compliance with the Local Government Act 1999, the City of Salisbury maintains the following registers, codes of conduct and policies:

Registers

Register of Interests of Elected Members
Register of Allowances and Benefits for Elected Members
Register of Salaries (Remuneration) for Staff
Register of Interests (Staff)
Register of Public Roads*
Register of By-laws*

Codes

Code of Conduct – Elected Members*
Code of Conduct – Employees*
Code of Practice for Access to Meetings and Documents*

Policies

Procurement Policy*
Rating Policy*
By-Laws and Order Making Policy*
Public Consultation Policy*
Internal Review of Council Decision-Making Procedures*

Other

Internal Audit Charter
Governance Framework and Statement
Risk Management Charter
Whistleblower Policy*

A comprehensive list of codes, documents, policies, registers and guidelines are available for public inspection either at the Council office, 12 James Street, Salisbury or at www.salisbury.sa.gov.au



Copies of most documents are available for purchase for a small fee. All of these documents are updated on a regular basis as required by the Act. Documents marked with * are also available at www.salisbury.sa.gov.au

Number of Requests for a Review of Council Decisions

During the 2011/12 financial year, the City of Salisbury received four requests for a review of a Council decision. The requests were asking for reviews of the following topics:

- 3 April 2012 – a request to review a Council decision to allow additional dogs to be housed in a residential property. After investigation, it was determined that the original decision to issue a permit to keep more than the prescribed number of dogs was a valid decision and should stand
- 11 June 2012 – a request for a review into a public submission in relation to amended Community Land Management Plans. Further information was sought from the applicant, prior to determining whether to proceed with the review. As at 30 June 2012 this request for review is yet to be finalised

- 27 June 2012 – a request for a review of a planning decision. As at 30 June 2012 this request for review is yet to be finalised; and
- 29 June 2012 – a request for a review into the public consultation for the Draft Annual Plan 2012/13. As at 30 June this request is yet to be finalised.

Internal Control Framework

The City of Salisbury has implemented an extensive internal control framework. The framework is designed to ensure processes, procedures, policies and systems are applied efficiently and effectively. Oversight of the internal control framework is provided by the Audit Committee of Council, through the Governance division. The Audit Committee employs a suite of reports to monitor the effectiveness of the framework. The effectiveness of all internal controls, monitored by the Audit Committee, were rated either four or five (out of five) during the 2011/12 financial year.

Key Direction 4: Achieving Excellence

Audit Committee of Council

As a critical component of the Council's governance framework, and in compliance with Section 126 of the Local Government Act 1999, the Audit Committee of Council provides an oversight function for the City's risk management and internal control frameworks.

The Committee reports to Council on a quarterly basis. It provides assurance to Council that the governance and control frameworks are in place and operating effectively. As part of its operational program the Audit Committee also provides assurance to Council regarding the efficiency and effectiveness of overall Council operations.

A number of explicit aspects were given close scrutiny during 2011/12 through specific internal audit and program review activity. These included:

- Compliance with Procurement Processes
- Petty Cash and Till Float Management
- Cash Handling and Receipting
- The St Kilda Adventure Playground
- Business Continuity Management
- Drug and Alcohol Testing
- Establishment of Property Values; and
- Contracted Services.

The Committee maintains a close working relationship with the City's external auditor, with a particular focus on the end of year financial statements and the external audit opinion on the statements. The Committee also provides oversight for the internal audit work program and receives regular reports from the City's internal auditor. On a quarterly basis outstanding recommendations and agreed actions resulting from internal audit activity are considered by the Committee.

Audit Committee Membership July 2011 – June 2012

- Mr Peter Brass (Chairman & Independent Member) – General Manager Operations, Water Quality Research Australia Limited. Attended four of four meetings
- Mr Allen Bolaffi (Independent Member) – Partner UHY Haines Norton Chartered Accountants. Attended two of four meetings
- Mr Mark McAllister (Independent Member) – Principal Southcott Advisory. Attended four of four meetings
- Cr Linda Caruso (Elected Member of Council). Attended four of four meetings; and
- Cr Shiralee Reardon (Elected Member of Council). Attended three of four meetings.

Freedom of Information

Nineteen Freedom of Information applications were received for the 2011/12 financial year. Sixteen were granted full release, two were denied in part and one was denied in full due to the ambit of requests containing personal information and were contrary to the Public Interest Test.

Of the 19 applications:

- 2 were in relation to dog attacks
- 2 were in relation to developments
- 2 were in relation to insurance claims
- 3 were in relation to personal complaints
- 5 were in relation to health issues
- 1 was in relation to a vehicle complaint
- 1 was in relation to a brothel complaint
- 1 was in relation to entertainment expenses
- 1 was in relation to stormwater harvesting; and
- 1 was in relation to rats and vermin in the area.

Ombudsman SA Investigations

During 2011/12, there were 38 complaints received by the SA Ombudsman requiring an investigation, in relation to the City of Salisbury.

Governance Practices

In support of good governance practices, Elected Members attended a workshop in March 2012 to contribute to the update of the City Plan. Prior to attending the workshop, Elected Members completed a survey addressing communication, information provision, Elected Member support/service provision, meeting processes and Elected Member training and development.

The survey results were discussed at the workshop and a subsequent program of work has been put in place to address areas highlighted in the survey results.



Key Direction 4: Achieving Excellence

Elected Member Training and Development

Below is a table showing the training undertaken by Elected Members during the past financial year:

Gillian Aldridge JP (Mayor)	Meeting Procedures Training, City Inspection Tour, Council Members Workshop, Local Government Association Annual General Meeting, Local Government Association General Meeting & Mayors' and Chairpersons' Seminar
Cr David Balaza	Meeting Procedures Training, City Inspection Tour & Council Members Workshop
Cr Sean Bedford	Meeting Procedures Training, City Inspection Tour, Council Members Workshop, LGMA National Congress & Business Expo - Perth
Cr Chad Buchanan JP	Meeting Procedures Training, Council Members Workshop, Event Sponsorship Contracts Seminar, Statutory and Legal Document Interpretation Seminar, Governance Breakfast Seminar, LGMA National Congress & Business Expo - Perth
Cr Giuseppe (Joe) Caruso	Meeting Procedures Training, City Inspection Tour & Council Members Workshop
Cr Linda Caruso	Meeting Procedures Training, City Inspection Tour & Council Members Workshop

Cr Alex Coates JP	Meeting Procedures Training, City Inspection Tour, Council Members Workshop, LGMA National Congress & Business Expo - Perth
Cr Elizabeth (Betty) Gill JP	Meeting Procedures Training, City Inspection Tour, Council Members Workshop, Child Friendly Cities Seminar, International Women's Day Breakfast 2012, LGMA National Congress & Business Expo - Perth
Cr Brian Goodall (Deputy Mayor)	Meeting Procedures Training, City Inspection Tour, Council Members Workshop, Event Sponsorship Contracts Seminar, Local Government Association General Meeting & Managing Conflict - Understanding Mediation Processes
Cr Mirella Honner	Meeting Procedures Training & Council Members Workshop
Cr Jana Isemonger JP	Meeting Procedures Training, City Inspection Tour, Council Members Workshop, Volunteering for a Sustainable Future Conference, The Science of Wellbeing Conference & Second National Settlement Conference 'Creating Our Future'
Cr Damien Pilkington	Meeting Procedures Training, City Inspection Tour & Council Members Workshop

Cr Donna Proleta	Meeting Procedures Training, City Inspection Tour & Local Government Association Annual General Meeting
Cr Shiralee Reardon JP	Meeting Procedures Training, City Inspection Tour, Council Members Workshop, Volunteering for a Sustainable Future Conference, IAP2 Public Participation / Community Engagement Certificate & Council Development Assessment Panel Member Fundamentals
Cr Brad Vermeer	Meeting Procedures Training, City Inspection Tour & Council Members Workshop
Cr Julie Woodman JP	Meeting Procedures Training, City Inspection Tour, Council Members Workshop & National General Assembly of Local Government - Canberra
Cr Riccardo Zahra	Meeting Procedures Training, City Inspection Tour & Council Members Workshop

Key Direction 4: Achieving Excellence

Elected Member Representation on External Bodies

Below is a table showing representation on external bodies by Elected Members during the past financial year:

Gillian Aldridge JP (Mayor)	Local Government Association (Voting Delegate) - from May 2011
	Local Government Association State Executive Committee (Member)
	Boundary Adjustment Facilitation Panel
Cr David Balaza	Northern Adelaide Waste Management Authority Board (Deputy to Cr Goodall)
	Salisbury Town Centre Association
	Salisbury Park Primary School Governing Council
	SA Fruit Fly Standing Committee
Cr Sean Bedford	Valley View Secondary High School Governing Council
Cr Chad Buchanan JP	Metropolitan Seaside Councils' Committee
	Local Government Association (Voting Delegate) - from November 2010 to May 2011
Cr Giuseppe (Joe) Caruso	Salisbury East High School Governing Council
Cr Linda Caruso	Northern Adelaide Waste Management Authority Board
	Local Government Association Finance Authority of SA (Voting Delegate)

Cr Alex Coates JP	Bagster Road Community Centre Management Committee
	Burton Park Community Centre Board
	Neighbourhood Watch
	Paralowie R-12 School Governing Council
	Salisbury High School Governing Council
Cr Elizabeth (Betty) Gill JP	Lake Windemere B-7 Governing Council
	Australian Local Government Women's Association – President SA Branch
	Northern Adelaide Waste Management Authority Board (Deputy to Cr L Caruso)
	Positive Ageing Service Advisory Committee (including the Jack Young Centre and Para Hills Centre) - Chair
	Salisbury Urban Horticultural Centre Steering Committee
Cr Brian Goodall (Deputy Mayor)	Northern Adelaide Waste Management Authority (NAWMA) – Chairman
	Northern Adelaide Waste Management Authority (NAWMA) Audit Committee
	Mawson Centre Board
	Parafield Airport Consultative Committee
Cr Mirella Honner	Nil
Cr Jana Isemonger JP	Transport Accessibility Advisory Group
	Counsellor Advisory Council – Lyell McEwin Hospital
	Paddocks Community Centre – Management Committee Member
	Para Hills Primary School Governing Council

Cr Damien Pilkington	Salisbury East Neighbourhood Centre
Cr Donna Proleta	Local Government Association (Deputy Voting Delegate to Mayor Aldridge) - from May 2011
	Metropolitan Seaside Councils' Committee
	Burton Community Centre
Cr Shiralee Reardon JP	Salisbury and Districts Historical Society
	Para Hills High School Governing Council
	Australia Day Council of SA
	Pooraka Farm Community Centre
Cr Brad Vermeer	Twelve25 Program Reference Group
	Parafield Airport Consultative Committee
Cr Julie Woodman JP	Valley View Secondary High School Governing Council
	Local Government National General Assembly (Voting Delegate)
Cr Riccardo Zahra	Local Government Association (Deputy Voting Delegate to Cr Buchanan) - from November 2010 to May 2011
	Local Government Association Finance Authority of SA (Deputy Voting Delegate to Cr L Caruso)
	Twelve25 Program Reference Group
	OPAL Salisbury Local Advisory Committee
	Morella Community Centre

Key Direction 4: Achieving Excellence

Executive Allowances

The Executive Management Structure is comprised of the Chief Executive Officer and five General Managers. Salary packages for these six executives are comprised of:

- A negotiated annual salary
- Statutory Superannuation; and
- Provision of a fully maintained Council vehicle or equivalent.

General Manager's Membership on External Boards and Committees

Below is a list of membership on external bodies by the City of Salisbury CEO and General Managers, during the past financial year:

Chief Executive Officer, John Harry

- Northern Economic Leaders Group
- UniSA/City of Salisbury Joint Management Group
- Wakefield Group
- Northern Futures Group
- Northern Adelaide Regional Collaboration Group
- Advisory Board Zero Waste – Centre for Sustainable Design and Behaviour
- Outer Council Forum
- Metropolitan CEO's Group
- G6 CEO's Group

General Manager City Development, Greg Waller

- Greater Edinburgh Parks Working Group
- Edinburgh Parks Strategic Planning Group
- Outer Metropolitan Councils Forum

General Manager Community Development, Jane Trotter

- Local Government Managers Australia SA Divisional Board Member and State President
- Local Government Managers Australia National Director
- Mawson Centre Board
- Northern Adelaide Solutions Group
- Northern Adelaide Regional Collaboration – Education, Skills and Workforce Task Group
- LGMA SA Women's Network

General Manager Business Excellence, Peter Fairlie-Jones

- G6 Purchasing Group
- Local Government Corporate Services
- SA Local Government Financial Management Group
- Waterproofing Northern Adelaide Regional Subsidiary
- Audit Committee of the District Council of Mallala
- Audit Committee of the Light Regional Council

General Manager City Projects, Colin Pitman

- Edinburgh Parks Working Group
- Local Government Association Public Lighting Standards Committee
- Local Government Association Stormwater Management Committee
- Mawson Lakes Project Liaison Committee
- Northern Adelaide Waste Management Authority (NAWMA) Board Member
- Public Lighting Steering Committee
- Stormwater Industry Association
- Stormwater Management Authority
- UDIA (SA) – Infrastructure Committee
- Managed Aquifer Recharge & Urban Stormwater Use Options Research Project (MARUSO) – CSIRO
- Urban Water Stakeholder Reference Panel (Federal Government)

General Manager Asset Services, Mark van der Pennen

- Northern Area Zone Emergency Management Committee
- Adelaide Mt Lofty Ranges Bushfire Management Committee

Workforce Information

Workforce Salaries 2011/12

From \$	To \$	No. of Staff
40,000	50,000	118
50,001	58,000	112
58,001	64,000	103
64,001	70,000	61
70,001	80,000	42
80,001	100,000	37
100,001	120,000	12
120,001	140,000	8
140,001	160,000	2
160,001+		4
Total		499

The total turnover rate for the City of Salisbury during the reporting period 1 July 2011 to 30 June 2012 was 62 employees (12.42%).

Payments to the Auditor

In 2011/12 a total of \$37,300 was paid to Council's auditor for work performed during the year.

Key Direction 4: Achieving Excellence

Financial Results 2011/12

Statement of Comprehensive Income

The Statement of Comprehensive Income shows an operating surplus before capital amounts and other comprehensive income of \$5.066 million. Impacting on this result is the timing of payments of the Commonwealth's Financial Assistance Grant, with one quarter of the 2011/12 grant being received in 2010/11 of \$2.34 million, and two quarters of the 2012/13 grant being received in 2011/12 of \$4.625 million. When adjusting for both of these early payments the Operating Surplus for 2011/12 would be \$2.840 million.

To maintain a financially sustainable position Council aims to achieve an Operating Surplus Ratio > 0%. In 2011/12 the ratio reached 4%.

Balance Sheet

The Balance Sheet shows that Net Assets (total assets less total liabilities) or 'Equity' has increased by 2.47% or \$29.8 million from \$1,204.949 million in 2010/11 to \$1,234.738 million in 2011/12. The increase in Infrastructure, Property, Plant and Equipment from \$1,211.747 million to \$1,230.615 million is the single most significant factor and is attributable largely to net asset revaluations of \$12.747 million (infrastructure \$27.973 million, buildings \$0.045 million and a decrease of \$15.271 million for land). Additions of \$21.286 million (being both constructed and donated assets) also contributed to the increase.

Net Financial Liabilities have decreased from \$31.15 million to \$23.82 million and has decreased as a proportion of total operating revenue (34% to 24%). Contributing to this is loan principal outstanding has decreased from \$32.73 million to \$29.26 million in 2011/12 and one additional quarter of financial assistance grant being received and invested at the end of financial year.

The Asset Sustainability ratio (refer to Note 15 within the Financial Statements) has trended back to 44% in the current year which is significantly lower than 125% for 2010/11, but in line with prior years. The Asset Consumption ratio has remained stable at 65% which reflects lower levels of addition of new assets to the portfolio, however it should be noted that this is no longer a ratio reported in the annual financial statements.

Community Land Management Plans

Council adopted Community Land Management Plans One and Two relating to community land held in its ownership and under its care, control and management at its meeting held in May 2012.

The plans are constructed as:

- Community Land Management Plan One – community land affected by leases, licences and permits; and
- Community Land Management Plan Two – community land; vacant and undeveloped land, and land specifically modified or adapted for the benefit or enjoyment of the community.

Copies of both Plans are available at www.salisbury.sa.gov.au

National Competition Policy

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

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

In 2011/12 there were no Category One business activities operated by the City of Salisbury (after eliminating internal revenues).

In 2011/12 the City of Salisbury had the following significant Category Two business activities:

- Ingle Farm Recreation Centre
- Parafield Gardens Recreation Centre
- Pooraka Waste Transfer Station; and
- Water Business Unit.

To its knowledge, no complaints were made to the State Competition Commissioner in regard to the City of Salisbury.

Financial Management

Achieve a Financially Sustainable Organisation

While seeking to achieve its corporate goals Council is mindful of its responsibilities to be financially sustainable. Being financially sustainable means having a financial position capable of meeting long-term service and infrastructure levels and standards, acceptable to the community, without substantial increases in rates or disruptive cuts to services.

It implies equity between generations. That is, each generation of ratepayers should pay for the services they consume. Future generations should not have to pay for the neglect of earlier generations to maintain and renew their assets appropriately.

A key aspect of being sustainable is to ensure operating income at least matches or exceeds operation expenditure as shown in the Council's income statement.

A Long-Term Financial Plan, reviewed each year, assists in guiding Council to achieve its targets to achieve financial sustainability.



CITY OF
Salisbury



Performance **Indicators**

Key Direction 1: Shaping the Future

Overall Directional Statement: 'To further develop our City as prosperous and progressive by attracting and sustaining increased business investment and by providing accessible learning opportunities to grow and support a skilled workforce'.

Objectives	City Indicators	Explanation of Indicator	Result
BUSINESS DEVELOPMENT AND EMPLOYMENT			
<ul style="list-style-type: none"> Enhance skills and workforce development opportunities Facilitate partnerships between education, research and industry Promote investment in research and development Attract and enhance business development 	Number of introductions between research and business	The newly established Polaris Centre helps to facilitate partnerships between education, research and industry, and promotes investment in research and development.	Centre has opened with increased client referral between the City of Salisbury, Innovate SA and UniSA
	Opportunities to support the growth of small enterprises through Salisbury Business & Export Centre (SBEC)	A range of these activities include business networking, advisory services, mentoring, coaching and educational workshops covering key business topics.	Regular contact with 3,500 businesses 1,425 individual businesses serviced 1,073 in-depth client sessions (target 300) 351 brief client sessions 973 telephone-based advisory events
	Number of learning opportunities provided to 'at risk' students	Identifies the number of learning opportunities (courses and programs) created via partnership between Council (Twelve25 Salisbury Youth Enterprise Centre) and DECS (Flexible Working Opportunities Program – FLO). FLO programs are designed to encourage young people at risk of disengaging from education in the traditional model in schools. The FLO program operates through the Twelve25 Salisbury Youth Enterprise Centre.	10 projects involving 220 students
	Number of initiatives to support employment and education strategies	Support provided to organisations such as Northern Futures to create local community benefits in relation to the types of jobs available locally.	9 projects involving 364 young people Employment Pledge implemented
LAND AND INFRASTRUCTURE SERVICES			
<ul style="list-style-type: none"> Encourage quality and appropriate development Facilitate the long-term supply of industrial and commercial land Ensure infrastructure supports development Facilitate the delivery of an integrated transport network 	Percentage of development applications refused	To ensure that development undertaken in Salisbury complies with the quantitative and qualitative provisions of the City's Development Plan ensuring that development that does not meet these provisions is refused.	2.33%
	Increase rateable values compared to State – metropolitan rates	This indicator reports the City of Salisbury rateable value in percentage terms compared to the State – metropolitan rates.	6.95%
	Percentage of appeals lodged and lost	To ensure that the determination of development applications, when tested in appeal, withstands the rigor of external scrutiny by minimising the number of decisions reversed.	3.23% (1 appeal lost of 2 lodged)
	Community Assets/Population	Community assets in the City of Salisbury total \$1,644 billion which serve a population of 130,000 residents.	\$12,672

Key Direction 2: Sustaining Our Environment

Overall Directional Statement: 'To become a sustainable city in which its residents and businesses embrace sustainability best practices as part of their day-to-day lives and activities'.

Objectives	City Indicators	Explanation of Indicator	Result
ENVIRONMENT			
<ul style="list-style-type: none"> • Conserve and promote biodiversity, natural habitats and open spaces • Reduce greenhouse gas emissions • Facilitate and encourage development that incorporates sustainability principles • Enhance the amenity of the city through street and open space urban design and landscaping 	Increase biodiversity land in area - habitat	This is being undertaken to reduce operating costs by using self-managing plants and to produce a calculated greenhouse carbon offset.	11.9 hectares (Upper Little Para – 1.5Ha, Edinburgh Corridor – 8.5Ha & planting for biodiversity corridors Little Para Stage 1a (Kings to Burton) – 1.9Ha)
	Increase biodiversity land in area – open space	The land available for biodiversity enhancement increases with designed variation in habitat.	8 hectares (Dry Creek Valley View – 0.4Ha, Mawson Lakes Railway Wetlands – 1.3Ha, Dry Creek Walkley Heights – 2.8Ha, Dry Creek Stage 3 – 3.7Ha & Cobblers Creek – 0.5Ha)
	Increase number of species per hectare	Differing designs in biodiversity enhancement increase bird and animal species.	7 species per hectare (Little Para Stage 1a – 9 species, Edinburgh Corridor – 4 species, Dry Creek Stage 3 – 11 species, Upper Little Para – 5 species, Dry Creek Valley View – 20 species, Mawson Lakes Railway Wetlands – 27 species, Dry Creek Walkley Heights – 3 species & Cobblers Creek – 2 species)
	Water quality through wetlands to Barker Inlet (average 12 months)	<p>The purpose of this measure is to determine effectiveness of wetland systems on reducing pollutant load being discharged to the Barker Inlet. Water quality is measured predominately using turbidity (ntu). Turbidity is a standard industry measurement of water clarity and provides a strong indication of water health. Turbidity can also be used to give a broad indication of the level of pollution in the water (ie. Suspended solids and heavy metals).</p> <p>The annual results for 2011/12 are an acceptable level for a wetland system. The wetlands significantly improves water quality being discharged to the Barker Inlet.</p>	5.8 ntu (measured at site 13 outlet connector)

Key Direction 2: Sustaining Our Environment

Overall Directional Statement: 'To become a sustainable city in which its residents and businesses embrace sustainability best practices as part of their day-to-day lives and activities'.

Objectives	City Indicators	Explanation of Indicator	Result
ENVIRONMENT			
<ul style="list-style-type: none"> Conserve and promote biodiversity, natural habitats and open spaces Reduce greenhouse gas emissions Facilitate and encourage development that incorporates sustainability principles Enhance the amenity of the city through street and open space urban design and landscaping 	Water quality through wetlands to Barker Inlet (peak loads)	<p>The purpose of this measure is to determine the peak turbidity load during a significant storm event. The wetlands reduce the amount of turbidity being discharged into Barker Inlet during a peak event. Water quality is measured predominately using turbidity (ntu). Turbidity is a standard industry measurement of water clarity and provides a strong indication of water health. Turbidity can also be used to give a broad indication of the level of pollution in the water (ie. Suspended solids and heavy metals).</p> <p>The result for the 2011/12 period is within the norm for such events. These peak results normally occur during the first flush of the drainage system in summer or after a particularly long dry period. The wetlands significantly improves water quality being discharged to the Barker Inlet.</p>	6.4 ntu (measured at site 13 outlet connector)
	Water quality through wetlands to Barker Inlet (number of storm events)	The number of storm events that the wetland systems capture has a significant impact on water quality that would have been discharged to the Barker Inlet. Significant storm events greater than 25mm/hour were used as a measure. There were no events in 2011/12.	0 events
	Quality of water we are harvesting	The quality of water harvested is measured by the number of instances where Environment Protection Authority (EPA) licenced parameters are exceeded. The results for 2011/12 is tolerable given the exceedences were associated with the turbidity parameter. High turbidity is experienced after rain events and results in several days delay of harvesting until the water has time to settle.	16 instances
	Carbon management reduction in CO2 emissions	To voluntarily report the City of Salisbury's annual corporate greenhouse gas emissions in accordance with the National Greenhouse and Energy Reporting Act 2007. In accordance with the Act, only emissions for direct sources (Scope 1) and electricity consumption (Scope 2) are reported. Emissions that are created due to Council activity, but occur off-site (Scope 3) are not reported here, but are detailed in the data source.	4,651 tonnes
SERVICE DELIVERY			
<ul style="list-style-type: none"> Minimise waste generation and effectively manage the collection, recycling and disposal of public waste Develop opportunities for the sustainable use of resources 	Waste diversion from landfill	Long-term trend for this data is 100% but that target is currently unachievable based on outside factors. Salisbury remains well ahead of the majority of Councils, including the other members of NAWMA	45%
	Waste – green waste participation	Whilst setting the target at 100% would be ideal, there are cost implications of that target that cannot currently be met. The take-up of the green waste participation continues to grow at a steady rate.	54.75%

Key Direction 2: Sustaining Our Environment

Overall Directional Statement: 'To become a sustainable city in which its residents and businesses embrace sustainability best practices as part of their day-to-day lives and activities'.

Objectives	City Indicators	Explanation of Indicator	Result
SERVICE DELIVERY			
<ul style="list-style-type: none"> Minimise waste generation and effectively manage the collection, recycling and disposal of public waste Develop opportunities for the sustainable use of resources 	Waste recycling per household per service	Residents continue to increase the amount of waste they recycle. Council's efforts to increase awareness over what can be recycled should ensure this figure continues to grow.	7.9kg
	Percentage of development applications with water sensitive urban design principles (WSUD)	Current environment legislation requires that stormwater pollution loads discharged from new development to downstream drainage systems be reduced to acceptable levels. All commercial and industrial building development applications have conditions requiring the application of WSUD principles to capture stormwater pollutants and treat storm run-off to improve water quality prior to discharge from the site. For residential development, conditions requiring WSUD principles are applied at the land division stage. Future legislation is proposed to specify targets to be achieved to reduce total suspended solids (TSS) and nutrient loads such as nitrogen and phosphorus.	100% (same as previous year)
	Metre of street renewed under Streetscape Renewal	Council continues to work in a pro-active manner to ensure its network of streets are renewed sustainably.	16,100 linear metres

Key Direction 3: The Living City

Overall Directional Statement: 'Maintain a strong and vibrant community by providing safe and supportive environments that promote opportunity, healthy and creative lifestyles'.

Objectives	City Indicators	Explanation of Indicator	Result
LIVEABILITY			
<ul style="list-style-type: none"> Support the health and safety of the community Enhance housing availability in Salisbury Strengthen community life 	Perceptions of community safety	Consistent with 2009 results. No significant difference between Wards.	6.7: Rating out of 10 with 10 being the highest rating
	Perceptions of quality of life	Higher than in 2009 and 2008. Para Ward rated highest at 8.2	7.7: Rating out of 10 with 10 being highest rating
	Housing affordability	Levels Ward reported lowest at 6.7 and West Ward reported highest at 7.8	7.2: Rating out of 10 with 10 being highest rating
	Perception of quality of open space	Satisfaction with parks and reserves has increased from previous years.	7.5: Rating out of 10 with 10 being highest rating
ENGAGEMENT AND PARTICIPATION			
<ul style="list-style-type: none"> Facilitate information and communication opportunities Promote increased civic participation in community and Council activities Facilitate the participation in and enjoyment of cultural and community achievements 	Number of volunteer hours	Council engaged 523 volunteers.	Hours contributed: 76,056 with an economic value based on \$23.08 per hour of \$1,679,316
	Voting in elections	This indicator is intended to measure the level of participation by electors in Local Government elections. The raw data result represents the total number of ballots returned for elections conducted within the City of Salisbury. Participation rates are generally reported as a percentage, based on the responses received from total ballots issued. Comparisons with other Councils and State-wide rates is also generally based on % results.	14,570 electors Participation rate of 23.01% (no election held in 2011/12)
	Participation in decision-making forums	This indicator is intended to measure the extent to which community members participate in the decision-making process of Council, via membership on Council Sub-Committees and Committees established in accordance with the requirements of Section 41 of the Local Government Act 1999.	69 members

Key Direction 3: The Living City

Overall Directional Statement: 'Maintain a strong and vibrant community by providing safe and supportive environments that promote opportunity, healthy and creative lifestyles'.

Objectives	City Indicators	Explanation of Indicator	Result
SERVICE DELIVERY			
<ul style="list-style-type: none"> • Ensure services and infrastructure meet community needs • Ensure community resources are accessible • Identify and actively support and promote the recreation and leisure needs of the community • Enhance learning opportunities across our community 	The level of satisfaction with services offered within the community	Satisfaction levels from 2009 community survey have all increased in satisfaction in 2011.	Library: 8.3 rating Leisure and sport: 7.6 rating Community Centres: 7.5 rating Senior services: 7.0 (All ratings are out of 10)
	Number of attendances for structured learning activities in Youth & Neighbourhood Services' community centres	Records the number of individual participation visits in courses and programs delivered across the community centres in the YNS Division.	28,700 – an increase from the previous year

Key Direction 4: Achieving Excellence

Overall Directional Statement: 'To remain a high performing and innovative organisation that strives to achieve excellence in every area'.

Objectives	City Indicators	Explanation of Indicator	Result
PEOPLE			
<ul style="list-style-type: none"> Develop and maintain an adaptable, skilled and satisfied workforce Provide a safe and healthy working environment 	Staff turnover	Number of staff leaving the organisation annually compared to growth. National turnover rates are 15.5% (2010 ABS figures).	10.67%
	Learning and Development Programs	A new program of learning and development has been introduced to the organisation with a view to getting more employees to participate in developmental opportunities.	From 65 different courses, 156 sessions were held with a total of 1,583 participants. A total of 5,018.9 hours was spent attending those sessions and a total of 49 qualifications were provided to staff through training programs or study leave assisted training
PROCESSES AND SYSTEMS			
<ul style="list-style-type: none"> Apply appropriate technology and information systems that enhance service delivery 	Number of internal controls (CAMS) rating of 4 or higher	<p>The Control Assessment Management System (CAMS) is a support tool for internal audit functions that provides a system based approach to monitoring compliance with the requirements of policies, procedures, systems, internal controls, risk management, financial land management reporting. The City of Salisbury currently utilises 346 controls within the CAMS across six classes: Assets, expenses, external services, liabilities, revenue and strategic financial planning.</p> <p>The CAMS uses a five point rating scale (1 = ineffective, 2 = requires significant improvement, 3 = partially effective, 4 = majority effective and 5 = effective). This indicator reports the number of controls assessed as 4 or higher of the total 346 controls utilised.</p>	84.68%
	High risk outcomes/findings from internal audit/program review	This indicator reports the number of internal audits/program reviews conducted and the nature of findings, within risk categories, from those internal audits/program reviews. Favourable results are reflected in findings that fall within the 'low' risk category as these generally indicate minor opportunities for improvement, rather than a failure of internal controls, processes or systems.	13.04%

Key Direction 4: Achieving Excellence

Overall Directional Statement: 'To remain a high performing and innovative organisation that strives to achieve excellence in every area'.

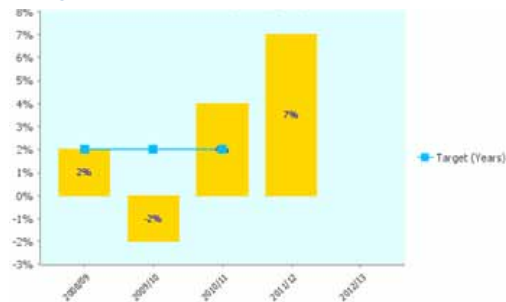
Objectives	City Indicators	Explanation of Indicator	Result
GOVERNANCE AND PLANNING			
<ul style="list-style-type: none"> • Ensure effective governance • Develop better planning, business and resource management processes to support excellent service delivery 	Approaches and complaints to Ombudsman	This indicator reports the number of approaches and complaints made to the Ombudsman in relation to the City of Salisbury. The figure is provided by the Ombudsmans Office and is reported in the Ombudsman SA Annual Report. In some instances a matter referred to the Ombudsman will be addressed through simple telephone contact with relevant City of Salisbury staff, or where the Ombudsman deems appropriate, a full investigation/review of the matter may be undertaken.	24
	% business plans set (2011/12)	This indicator reports the number of business plans developed and recorded in the corporate system.	71%
	Unqualified audit report	This indicator reports whether Council achieves an unqualified audit report each financial year. The result is reported as either yes or no.	Yes
CUSTOMERS AND COMMUNITY			
<ul style="list-style-type: none"> • Provide excellent customer service 	Overall level of satisfaction with Council's service delivery	Rating represents a slight increase from the 2009 research.	7.4: rating out of 10 with 10 being highest rating
	Number of requests for internal review of decisions	This indicator reports the number of requests received for a review of Council decisions in accordance with the requirements of Section 270 of the Local Government Act 1999.	Four requests for a review of a Council decision were received

Key Direction 4: Achieving Excellence

Overall Directional Statement: 'To remain a high performing and innovative organisation that strives to achieve excellence in every area'.

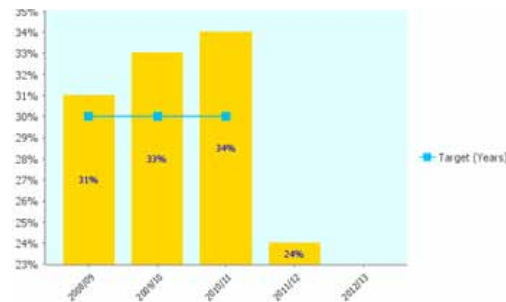
Objective: Achieve a financially sustainable organisation.

Operating surplus ratio



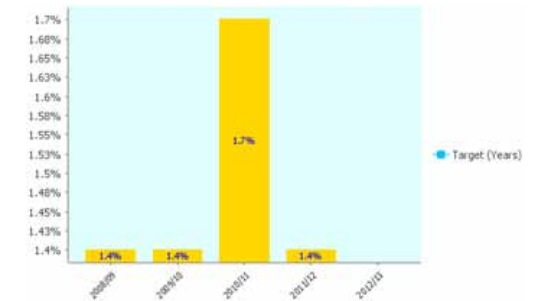
Operating Surplus (deficit) - the difference between income and expenditure. Council operating with a surplus means that current rate payers are meeting the costs of the services that they are consuming.

Net financial liabilities ratio



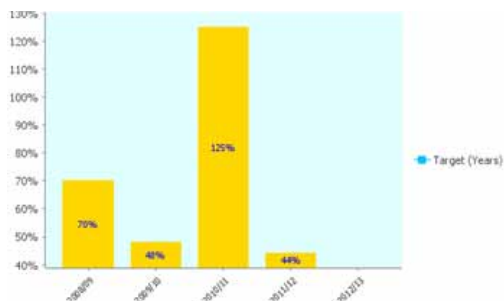
Net Financial Liabilities Ratio - indicates the extent that Council can meet its net financial liabilities out of operating revenue. Councils with a falling ratio over time are becoming stronger in their capacity to meet their financial obligations.

Interest cover ratio



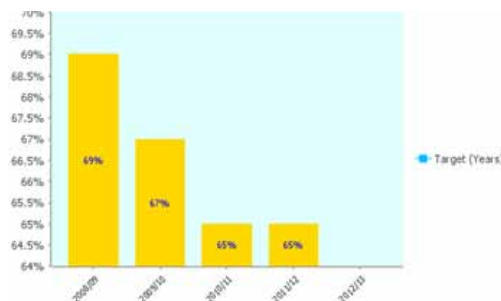
Interest Cover Ratio - indicates the amount of income committed to interest expense. Councils with a low ratio have low levels of interest expense relative to income.

Asset sustainability ratio



Asset Sustainability Ratio - indicates whether capital assets are being renewed or replaced at the same rate as these assets are wearing out. Councils with a high ratio are replacing and renewing capital assets at a rate comparable to depreciation/wear.

Asset consumption ratio



Asset Consumption Ratio - shows the written down current value of Council's physical assets, relative to their 'as new' value. Councils with a high ratio are maintaining and renewing assets responsibly, and are less likely to have significant asset replacement needs in the medium terms, than Councils with much lower ratios.



CITY OF
Salisbury



General Purpose **Financial Reports**

to 30 June 2012

General Purpose Financial Reports to 30 June 2012

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City of Salisbury

ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 June 2012

CERTIFICATION OF FINANCIAL STATEMENTS

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

- the accompanying financial statements comply with the *Local Government Act 1999, Local Government (Financial Management) Regulations 2011* and Australian Accounting Standards.
- the financial statements present a true and fair view of the Council's financial position at 30 June 2012 and the results of its operations and cash flows for the financial year.
- internal controls implemented by the Council provide a reasonable assurance that the Council's financial records are complete, accurate and reliable and were effective throughout the financial year.
- the financial statements accurately reflect the Council's accounting and other records.


.....
John Harry
CHIEF EXECUTIVE OFFICER


.....
Gillian Aldridge
MAYOR

Date:


17/10/2012

Statement of Comprehensive Income for the year ended 30 June 2012

		2012	2011
	Notes	\$'000	\$'000
INCOME			
Rates	2	71,498	66,945
Statutory charges	2	2,519	2,554
User charges	2	6,492	6,092
Grants, subsidies and contributions	2	17,687	15,102
Investment income	2	688	393
Reimbursements	2	631	369
Other income	2	933	1,277
Net gain - joint ventures and associates	19	602	218
Total Income		101,050	92,950

EXPENSES			
Employee costs	3	32,819	30,470
Materials, contracts and other expenses	3	41,381	39,719
Depreciation, amortisation and impairment	3	19,664	18,205
Finance costs	3	2,120	1,978
Total Expenses		95,984	90,372

OPERATING SURPLUS / (DEFICIT)		5,066	2,578
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		2012	2011
	Notes	\$'000	\$'000
Asset disposal and fair value adjustments	4	(287)	(64)
Amounts received specifically for new or upgraded assets	2	6,969	9,809
Physical resources received free of charge	2	5,294	2,637
NET SURPLUS / (DEFICIT) transferred to Equity Statement		17,042	14,960

Other Comprehensive Income			
Changes in revaluation surplus - infrastructure, property, plant & equipment	9	12,747	54,846
Total Other Comprehensive Income		12,747	54,846
TOTAL COMPREHENSIVE INCOME		29,789	69,806

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

Balance Sheet as at 30 June 2012

		2012	2011
ASSETS	Notes	\$'000	\$'000
Current Assets			
Cash and cash equivalents	5	14,717	11,347
Trade and other receivables	5	4,592	3,827
Inventories	5	514	625
Total Current Assets		19,823	15,799

Non-current Assets			
Financial Assets	6	859	901
Equity accounted	6	708	108
Infrastructure, Property, Plant and Equipment	7	1,230,615	1,211,747
Other Non-current Assets	6	26,720	23,617
Total Non-current Assets		1,258,902	1,236,373
Total Assets		1,278,725	1,252,172

LIABILITIES			
Current Liabilities			
Trade and Other Payables	8	10,763	10,900
Borrowings	8	3,704	3,468
Provisions	8	3,315	3,094
Total Current Liabilities		17,782	17,462

Non-current Liabilities			
Borrowings	8	25,555	29,259
Provisions	8	650	502
Total Non-current Liabilities		26,205	29,761
Total Liabilities		43,987	47,223
NET ASSETS		1,234,738	1,204,949

		2012	2011
EQUITY	Notes	\$'000	\$'000
Accumulated Surplus		238,883	227,333
Asset Revaluation Reserves	9	972,213	959,466
Other Reserves	9	23,642	18,150
TOTAL EQUITY		1,234,738	1,204,949

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

Statement of Changes in Equity for the year ended 30 June 2012

		Accumulated Surplus	Asset Revaluation Reserve	Other Reserves	TOTAL EQUITY
2012	Notes	\$'000	\$'000	\$'000	\$'000
Balance at end of previous reporting period		227,333	959,466	18,150	1,204,949
Net Surplus / (Deficit) for Year		17,042			17,042
Other Comprehensive Income					
Gain on revaluation of infrastructure, property, plant and equipment	7,9		12,747		12,747
Transfers between reserves	9	(5,492)		5,492	-
Balance at end of period		238,883	972,213	23,642	1,234,738
2011	Notes				
Balance at end of previous reporting period		212,910	904,620	17,613	1,135,143
Net Surplus / (Deficit) for Year		14,960			14,960
Other Comprehensive Income					
Changes in revaluation surplus - infrastructure, property, plant and equipment	7,9		54,846		54,846
Transfers between reserves	9	(537)		537	-
Balance at end of period		227,333	959,466	18,150	1,204,949

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

Cash Flow Statement for the year ended 30 June 2012

		2012	2011
CASH FLOWS FROM OPERATING ACTIVITIES	Notes	\$'000	\$'000
Receipts			
Rates - general and other		71,345	66,647
Fees and other charges		2,719	2,757
User charges		5,852	10,645
Investment receipts		606	400
Grants utilised for operating purposes		19,014	16,235
Reimbursements		694	406
Other revenues		5,780	6,983
Payments			
Employee Costs		(32,061)	(30,068)
Materials, contracts and other expenses		(47,801)	(47,503)
Finance payments		(2,121)	(1,893)
Net Cash provided by (or used in) Operating Activities		24,027	24,609

CASH FLOWS FROM INVESTING ACTIVITIES			
Receipts			
Amounts specifically for new or upgraded assets		6,969	9,809
Sale of replaced assets		201	289
Sale of surplus assets		239	1,605
Net disposal of investment securities		141	-
Repayments of loans by community groups		2	2
Payments			
Expenditure on renewal/replacement of assets		(8,838)	(22,975)
Expenditure on new/upgraded assets		(15,903)	(14,066)
Net Cash provided by (or used in) Investing Activities		(17,189)	(25,336)

CASH FLOWS FROM FINANCING ACTIVITIES			
Receipts			
Proceeds from Borrowings		-	5,889
Payments			
Repayments of Borrowings		(3,468)	(3,025)
Net Cash provided by (or used in) Financing Activities		(3,468)	2,864
Net Increase (Decrease) in cash held		3,370	2,137
Cash & cash equivalents at beginning of period	5,11	11,347	9,210
Cash & cash equivalents at end of period	5,11	14,717	11,347

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

Notes

Notes to, and Forming Part of, the Financial Statements for the Year ended 30 June 2012

Note 1: Significant Accounting Policies

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

1. Basis of Preparation

1.1 Compliance with Australian Accounting Standards

This general purpose financial report has been prepared in accordance with Australian Accounting Standards as they apply to not-for-profit entities, other authoritative pronouncements of the Australian Accounting Standards Board, interpretations and relevant South Australian legislation.

The financial report was authorised for issue by certificate under regulation 14 of the *Local Government (Financial Management) Regulations 2011* dated 17/10/2012.

1.2 Historical Cost Convention

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

1.3 Critical Accounting Estimates

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

1.4 Rounding

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

2. The Local Government Reporting Entity

The City of Salisbury is incorporated under the SA Local Government Act 1999 and has its principal place of business at 12 James Street, Salisbury. These financial statements include the Council's direct operations and all entities through which Council controls resources to carry on its functions. In the process of reporting on the Council as a single unit, all transactions and balances between activity areas and controlled entities have been eliminated.

Trust monies and property held by Council but subject to the control of other persons have been excluded from these reports.

3. Income recognition

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

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

In June 2012 the City of Salisbury received \$4,624,996 (in 2011 \$2,399,148) being an advance payment towards the 2012/13 Financial Assistance Grant. This amount has been classified as income for the 2011/12 financial year in accordance with the Local Government Association's recommendation.

4. Cash, Cash Equivalents and other Financial Instruments

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

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

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

All financial instruments are recognised at fair value at the date of recognition. A detailed statement of the accounting policies applied to financial instruments forms part of Note 13.

Notes

Notes to, and Forming Part of, the Financial Statements for the Year ended 30 June 2012

Note 1: Significant Accounting Policies (continued)

5. Inventories

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

5.1 Real Estate Assets Developments

Real Estate Assets Developments have been classified as inventory in accordance with AASB 102 and are valued at the lower of cost or net realisable value. Cost includes the costs of acquisition, development, borrowing and other costs incurred on financing of that acquisition and up to the time of sale. Any amount by which cost exceeds the net realisable value has been recognised as an expense.

Revenues arising from the sale of property are recognised in the operating statement when settlement is completed.

5.2 Other Real Estate Held for Re-sale

Properties not acquired for development, but which Council has decided to sell as surplus to requirements, are recognised at the carrying value at the time of that decision.

Certain properties, auctioned for non-payment of rates in accordance with the Local Government Act but which failed to meet the reserve set by Council and are available for sale by private treaty, are recorded at the lower of the unpaid rates and charges at the time of auction or the reserve set by Council. Holding costs in relation to these properties are recognised as an expense when incurred.

6. Infrastructure, Property, Plant & Equipment

6.1 Initial Recognition

All assets are initially recognised at cost.

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

Capital works still in progress at balance date are recognised as other non-current assets and transferred to *Infrastructure, Property, Plant & Equipment* when completed ready for use.

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

6.2 Materiality

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

Plant, Equipment, Furniture & Fittings	\$5,000
Buildings - new construction/extensions	\$10,000
Land Improvements	\$10,000
Road Infrastructure	\$10,000
Stormwater Drainage Infrastructure	\$10,000

6.3 Subsequent Recognition

All material asset classes are revalued on a regular basis such that the carrying values are not materially different from fair value. For infrastructure and other asset classes where no active market exists, fair value is determined to be the current replacement cost of an asset less, where applicable, accumulated depreciation calculated on the basis of such cost to reflect the already consumed or expired future economic benefits of the asset.

Further detail of existing valuations, methods and valuers are provided at Note 7.

Notes

Notes to, and Forming Part of, the Financial Statements for the Year ended 30 June 2012

Note 1: Significant Accounting Policies (continued)

6.4 Depreciation of Non-Current Assets

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

Major depreciation periods for each class of asset are shown below. Depreciation periods for infrastructure assets have been estimated based on the best information available to Council, but appropriate records covering the entire life cycle of these assets are not available, and extreme care should be used in interpreting financial information based on these estimates.

Buildings	(Components ranging from 15 to 150 years)
Infrastructure	12 to 100 years
Land Improvements	5 to 50 years
Plant, Equipment, Furniture & Fittings	3 to 12 years
Library Materials	3 to 7 years

6.5 Impairment

Assets that have an indefinite useful life are not subject to depreciation and are reviewed annually for impairment. Assets that are subject to depreciation are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount (which is the higher of the present value of future cash outflows or value in use).

For assets whose future economic benefits are not dependent on the ability to generate cash flows, and where the future economic benefits would be replaced if Council were deprived thereof, the value in use is the depreciated replacement cost. In assessing impairment for these assets, a rebuttable assumption is made that the current replacement cost exceeds the original cost of acquisition.

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

6.6 Borrowing Costs

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

7. Payables

7.1 Goods & Services

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

7.2 Payments Received in Advance & Deposits

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

8. Borrowings

Loans are carried at their principal amounts which represent the present value of future cash flows associated with servicing the debt. Interest is accrued over the period to which it relates, and is recorded as part of 'Payables'. Interest free loans are carried at their nominal amounts; interest revenues foregone by the lender effectively being a reduction of interest expense in the period to which it relates.

Notes

Notes to, and Forming Part of, the Financial Statements for the Year ended 30 June 2012

Note 1: Significant Accounting Policies (continued)

9. Employee Benefits

9.1 Salaries, Wages & Compensated Absences

Liabilities for employees' entitlements to salaries, wages and compensated absences expected to be paid or settled within 12 months of reporting date are accrued at nominal amounts (including payroll based oncosts) measured in accordance with AASB 119 Employee Benefits.

Liabilities for employee benefits not expected to be paid or settled within 12 months are measured as the present value of the estimated future cash outflows (including payroll based oncosts) to be made in respect of services provided by employees up to the reporting date. Present values are calculated using Government guaranteed security rates with similar maturity terms.

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

9.2 Superannuation

The Council makes employer superannuation contributions in respect of its employees to the Local Government Superannuation Scheme. The Scheme has two types of membership, each of which is funded differently. Council also makes contributions to other superannuation schemes selected by employees under the 'choice of fund' legislation. No changes in accounting policy have occurred during either the current or previous reporting periods. Details of the accounting policies applied and Council's involvement with the schemes are reported in Note 18.

10. Construction Contracts

Construction works undertaken by Council for third parties are generally on an agency basis where the third party reimburses Council for actual costs incurred, and usually do not extend beyond the reporting period. As there is no profit component, such works are treated as 100 per cent completed. Reimbursements not received are recognised as receivables and reimbursements received in advance are recognised as 'payments received in advance'.

11. Joint Ventures and Associated Entities

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

12. Leases

Lease arrangements have been accounted for in accordance with AASB 117 Leases.

In respect of finance leases, where Council substantially carries all of the risks incident to ownership, the leased items are initially recognised as assets and liabilities equal in amount to the present value of the minimum lease payments. The assets are disclosed within the appropriate asset class, and are amortised to expense over the period during which the Council is expected to benefit from the use of the leased assets. Lease payments are allocated between interest expense and reduction of the lease liability, according to the interest rate implicit in the lease.

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

13. GST Implications

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

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

Notes

Notes to, and Forming Part of, the Financial Statements for the Year ended 30 June 2012

Note 1: Significant Accounting Policies (continued)

14. Pending Accounting Standards

Certain new accounting standards and UIG interpretations have been published that are not mandatory for the 30 June 2012 reporting period and have not been used in preparing these reports.

AASB 9	Financial Instruments
AASB 10	Consolidated Financial Statements
AASB 11	Joint Arrangements
AASB 12	Disclosure of Interests in Other Entities
AASB 13	Fair Value Measurement
AASB 119	Employee Benefits
AASB 127	Separate Financial Statements
AASB 128	Investments in Associates and Joint Ventures
AASB 2010-6	Amendments to Australian Accounting Standards [AASBs 1 & 7]
AASB 2010-7	Amendments to Australian Accounting Standards arising from AASB 9 [AASBs 1, 3, 4, 5, 7, 101, 102, 108, 112, 118, 120, 121, 127, 128, 131, 132, 136, 137, 139, 1023, & 1038 and Interpretations 2, 5, 10, 12, 19, & 127]

AASB 2011-1	Amendments to Australian Accounting Standards arising from the Trans-Tasman Convergence Project [AASB 1, AASB 5, AASB 101, AASB 107, AASB 108, AASB 121, AASB 128, AASB 132 & AASB 134 and Interpretations 2, 112 & 113]
AASB 2011-5	Amendments to Australian Accounting Standards – Extending Relief from Consolidation, the Equity Method and Proportionate Consolidation [AASB 127, AASB 128 & AASB 131]
AASB 2011-7	Amendments to Australian Accounting Standards arising from the Consolidation and Joint Arrangements Standards [AASB 1, 2, 3, 5, 7, 9, 2009-11, 101, 107, 112, 118, 121, 124, 132, 133, 136, 138, 139, 1023 & 1038 and Interpretations 5, 9, 16 & 17]
AASB 2011-8	Amendments to Australian Accounting Standards arising from AASB 13 [AASB 1, 2, 3, 4, 5, 7, 9, 2009-11, 2010-7, 101, 102, 108, 110, 116, 117, 118, 119, 120, 121, 128, 131, 132, 133, 134, 136, 138, 139, 140, 141, 1004, 1023 & 1038 and Interpretations 2, 4, 12, 13, 14, 17, 19, 131 & 132]
AASB 2011-9	Amendments to Australian Accounting Standards – Presentation of Items of Other Comprehensive Income [AASB 1, 5, 7, 101, 112, 120, 121, 132, 133, 134, 1039 & 1049]

AASB 2011-10	Amendments to Australian Accounting Standards arising from AASB 119 (September 2011) [AASB 1, AASB 8, AASB 101, AASB 124, AASB 134, AASB 1049 & AASB 2011-8 and Interpretation 14]
AASB 2011-12	Amendments to Australian Accounting Standards arising from Interpretation 20 [AASB 1]

(Standards not affecting Local Government have been excluded from the above list).

Council is of the view that none of the above new standards or interpretations will affect any of the amounts recognised in the financial statements, but that they may impact certain information otherwise disclosed.

The Australian Accounting Standards Board is currently reviewing AASB 1004 Contributions. It is anticipated that the changes resulting from this review may have a material effect on the timing of the recognition of grants and contributions, but the financial consequences cannot be estimated until a revised accounting standard is issued.

Notes

Notes to, and Forming Part of, the Financial Statements for the Year ended 30 June 2012

Note 2: Income

	2012	2011
	\$'000	\$'000
RATES REVENUES		
<u>General Rates</u>	70,601	66,068
Less: Mandatory rebates	(653)	(477)
Less: Discretionary rebates, remissions and write offs	(332)	(323)
	69,616	65,268
<u>Other Rates</u>		
Natural Resource Management Levy	1,517	1,349
Salisbury Town Centre Separate Rate	149	147
Globe Derby Separate Rate	5	5
Mawson Centre Carparking Separate Rate	16	13
	1,687	1,514
<u>Other Charges</u>		
Penalties for late payment	195	163
	71,498	66,945
STATUTORY CHARGES		
Development Act fees	575	625
Town planning fees	380	451
Animal registration fees and fines	1,126	1,075
Parking fines / expiation fees	294	237
Other licences, fees and fines	144	166
	2,519	2,554

	2012	2011
	\$'000	\$'000
USER CHARGES		
Cemetery fees	354	474
Waste disposal fees	1,285	1,288
Property rentals	605	601
Recreation Centres and Swimming Pool	1,943	1,948
Water Supply	1,260	895
External Sales - Nursery	69	35
Aged and Disability Services	369	313
Sundry	607	538
	6,492	6,092

INVESTMENT INCOME		
Interest on investments		
Local Government Finance Authority	663	373
Banks and other	22	17
Loans to Community Groups	3	3
	688	393

REIMBURSEMENTS		
Other	631	369
	631	369

OTHER INCOME		
Insurance and other recoupments - infrastructure, property, plant and equipment	1	26
Rebates received	457	566
Sundry	475	685
	933	1,277

Notes

Notes to, and Forming Part of, the Financial Statements for the Year ended 30 June 2012

Note 2: Income (continued)

	2012	2011
	\$'000	\$'000
GRANTS, SUBSIDIES, CONTRIBUTIONS		
Amounts received specifically for new or upgraded assets	6,969	9,809
Other grants, subsidies and contributions	13,062	12,703
Individually significant item - additional Grants Commission payment	4,625	2,399
	24,656	24,911

The functions to which these grants relate are shown in Note 2.

Sources of grants		
Commonwealth Government	6,977	15,333
State Government	16,442	7,934
Other	1,237	1,644
	24,656	24,911

	2012	2011
	\$'000	\$'000
Individually Significant Item		
On 27 June 2011, Council received payment of the first instalment of the 2011/12 Financial Assistance Grant. Similarly, on 14 June 2012 Council received payment of the first two instalments of the 2012/13 Financial Assistance Grant.	4,625	2,399
This has materially increased Council's operating results in the current year, as these amounts are recognised as income upon receipt.		
Similarly material <u>adverse</u> effects will be experienced when the timing of these grant payments is restored to normal schedule. It is not known when this will occur.		

Notes

Notes to, and Forming Part of, the Financial Statements for the Year ended 30 June 2012

Note 2: Income (continued)

	2012	2011
	\$'000	\$'000
Conditions over Grants and Contributions		
<i>Grants and Contributions which were obtained on the condition that they be expended for specified purposes or in a future period, but which are not yet expended in accordance with those conditions, are as follows:</i>		
Unexpended at the close of the previous reporting period	2,688	5,476
Less: expended during the current period from revenues recognised in previous reporting periods		
Salisbury Town Centre Revitalisation	(103)	-
Aged Care Policy Principles in Practice	(104)	-
Mawson Lakes Maintenance	(488)	-
Rowe Park Sports Facility Upgrade	(204)	-
Walpole Road Redevelopment	(93)	-
Bridgestone Drain Stage 2	(121)	-
Salisbury North Redevelopment	-	(244)
Salisbury Stormwater Harvesting	-	(603)
City Wide Trails Program	-	(120)
Adams Oval & Burton Reserve	-	(2,915)
Sporting Fields Lighting Upgrades	-	(472)
Other	(230)	(572)
Subtotal	(1,343)	(4,926)

	2012	2011
	\$'000	\$'000
<i>Plus: amounts recognised as revenues in this reporting period but not yet expended in accordance with the conditions</i>		
Digital Hubs Program	136	-
Walpole Road Redevelopment	850	-
Healthy Communities Initiative	209	-
Small Business Contact Service	100	-
Digital Enterprise Program	219	-
Creaser Park Playspace	100	-
Walkleys Park Clubroom Upgrade	360	-
Salisbury Town Centre Playspace	400	-
Bus Shelter Program	106	-
City Wide Trails Program	-	317
Walpole Road Redevelopment	-	534
Rowe Park Sports Facility Upgrade	-	204
Mawson Lakes Maintenance	-	488
Aged Care Policy Principles in Practice	-	118
Salisbury Town Centre Revitalisation	-	41
Other	256	436
Subtotal	2,736	2,138
Unexpended at the close of this reporting period	4,081	2,688

Net increase (decrease) in assets subject to conditions in the current reporting period	1,393	(2,788)
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PHYSICAL RESOURCES RECEIVED FREE OF CHARGE		
Land and Improvements	4,141	835
Roads, Bridges and Footpaths	1,153	1,802
TOTAL PHYSICAL RESOURCES RECEIVED	5,294	2,637

Notes

Notes to, and Forming Part of, the Financial Statements for the Year ended 30 June 2012

Note 3: Expenses

		2012	2011
	Notes	\$'000	\$'000
EMPLOYEE COSTS			
Salaries and Wages		26,246	24,189
Employee leave expense		4,386	3,997
Superannuation - defined contribution plan contributions	18	1,249	1,293
Superannuation - defined benefit plan contributions	18	1,427	1,205
Workers' Compensation Insurance		1,223	1,280
Less: Capitalised and distributed costs		(1,712)	(1,494)
Total Operating Employee Costs		32,819	30,470

Total Number of Employees		437	440
<i>(Full time equivalent at end of reporting period)</i>			

MATERIALS, CONTRACTS and OTHER EXPENSES

Prescribed Expenses

Auditor's Remuneration			
- Auditing the financial reports		37	23
Bad and Doubtful Debts		33	8
Elected members' expenses		376	338
Election expenses		31	258
Operating Lease Rentals - cancellable leases		1,399	1,513
Subtotal - Prescribed Expenses		1,876	2,140

	Notes	2012 \$'000	2011 \$'000
Other Materials, Contracts and Expenses			
Contractors		26,517	25,230
Energy		3,495	3,112
Legal Expenses		317	271
Levies paid to Government - NRM Levy		1,518	1,337
- Other Levies		230	197
Parts, accessories and consumables		3,412	4,175
Professional services		892	591
Water Rates		521	625
Insurance		984	889
Contributions		377	422
Sundry		1,242	730
Subtotal - Other Materials, Contracts and Expenses		39,505	37,579
		41,381	39,719

DEPRECIATION, AMORTISATION and IMPAIRMENT

Depreciation

Land Improvements		3,466	2,979
Buildings & Other Structures		997	952
Infrastructure		13,800	13,084
Plant & Equipment		1,229	1,064
Library Books		172	126
		19,664	18,205

FINANCE COSTS

Interest on Overdraft and Short-term Drawdown		-	30
Interest on Loans		2,120	1,948
		2,120	1,978

Notes

Notes to, and Forming Part of, the Financial Statements for the Year ended 30 June 2012

Note 4: Asset Disposal and Fair Value Adjustments

	Notes	2012 \$'000	2011 \$'000
INFRASTRUCTURE, PROPERTY, PLANT and EQUIPMENT			
Assets renewed or directly replaced			
Proceeds from disposal		201	289
Less: Carrying amount of assets sold		105	120
Gain (Loss) on disposal		96	169
Assets surplus to requirements			
Proceeds from disposal		238	1,415
Less: Carrying amount of assets sold		710	1,648
Gain (Loss) on disposal		(472)	(233)
AVAILABLE-FOR-SALE FINANCIAL ASSETS			
Proceeds from disposal		141	-
Less: Carrying amount of assets sold		52	-
Gain (Loss) on disposal		89	-
NET GAIN (LOSS) ON DISPOSAL OR REVALUATION OF ASSETS		(287)	(64)

Note 5: Current Assets

	Notes	2012 \$'000	2011 \$'000
CASH and EQUIVALENT ASSETS			
Cash on Hand and at Bank		9,817	6,347
Short Term Deposits and Bills, etc		4,900	5,000
		14,717	11,347
TRADE and OTHER RECEIVABLES			
Rates - General and Other		1,733	1,520
Accrued Revenues		121	39
Debtors - general		2,396	1,447
GST Recoupment		238	553
Prepayments		101	265
Loans to community organisations		3	3
		4,592	3,827
INVENTORIES			
Stores & Materials		497	613
Trading Stock		17	12
		514	625

Notes

Notes to, and Forming Part of, the Financial Statements for the Year ended 30 June 2012

Note 6: Non-Current Assets

		2012	2011
FINANCIAL ASSETS	Notes	\$'000	\$'000
Receivables			
Council Rates Postponement Scheme		12	-
Loans to Community Organisations		32	34
		44	34
Other Financial Assets			
Mortgage over Property		-	52
Mortgage over Property - Affordable Housing		815	815
TOTAL FINANCIAL ASSETS		859	901

EQUITY ACCOUNTED INVESTMENTS IN COUNCIL BUSINESSES			
Waterproofing Northern Adelaide Regional Subsidiary	19	3	6
Northern Adelaide Waste Management Authority	19	705	102
		708	108

OTHER NON-CURRENT ASSETS

Inventories			
Real Estate Developments		7,997	4,901
Capital Works-in-Progress		18,723	18,716
		26,720	23,617

Real Estate Developments - Current and Non-Current

(Valued at the lower of cost and net realisable value)

Residential		7,997	4,901
Total Real Estate for Resale		7,997	4,901

Represented by:

Acquisition Costs		7,991	4,895
Development Costs		6	6
Total Real Estate for Resale		7,997	4,901

Notes

Notes to, and Forming Part of, the Financial Statements for the Year ended 30 June 2012

Note 7: Infrastructure, Property, Plant and Equipment

	2011				2012			
	\$'000				\$'000			
	AT FAIR VALUE	AT COST	ACCUM DEP'N	CARRYING AMOUNT	AT FAIR VALUE	AT COST	ACCUM DEP'N	CARRYING AMOUNT
Land	395,231	-	-	395,231	381,369	-	-	381,369
Land Improvements	104,132	3,126	(39,730)	67,528	119,501	-	(44,271)	75,230
Buildings & Other Structures	93,519	-	(21,690)	71,829	96,099	-	(23,189)	72,910
Infrastructure	1,024,703	4,580	(359,545)	669,738	1,082,494	-	(388,798)	693,696
Plant & Equipment	-	15,003	(9,123)	5,880	-	15,804	(9,896)	5,908
Library books	-	1,541	-	1,541	-	1,502	-	1,502
TOTAL PROPERTY, PLANT & EQUIPMENT	1,617,585	24,250	(430,088)	1,211,747	1,679,463	17,306	(466,154)	1,230,615
<i>Comparatives</i>	<i>1,530,473</i>	<i>24,147</i>	<i>(400,383)</i>	<i>1,154,237</i>	<i>1,617,585</i>	<i>24,250</i>	<i>(430,088)</i>	<i>1,211,747</i>

	2011	CARRYING AMOUNT MOVEMENTS DURING YEAR							2012
	\$'000	\$'000							\$'000
	CARRYING AMOUNT	Additions		Disposals	Depreciation	Impairment	Transfers	Net Revaluation	CARRYING AMOUNT
		New/Upgrade	Renewals						
Land	395,231	4,506	-	(1)	-	-	(3,096)	(15,271)	381,369
Land Improvements	67,528	9,665	1,041	(138)	(3,466)	-	-	600	75,230
Buildings & Other Structures	71,829	632	1,401	-	(997)	-	-	45	72,910
Infrastructure	669,738	4,988	5,969	(572)	(13,800)	-	-	27,373	693,696
Plant & Equipment	5,880	1,362	-	(105)	(1,229)	-	-	-	5,908
Library books	1,541	133	-	-	(172)	-	-	-	1,502
TOTAL INFRASTRUCTURE, PROPERTY, PLANT & EQUIPMENT	1,211,747	21,286	8,411	(816)	(19,664)	-	(3,096)	12,747	1,230,615
<i>Comparatives</i>	<i>1,154,237</i>	<i>16,702</i>	<i>9,354</i>	<i>(1,767)</i>	<i>(18,205)</i>	<i>-</i>	<i>(3,420)</i>	<i>54,846</i>	<i>1,211,747</i>

Notes

Notes to, and Forming Part of, the Financial Statements for the Year ended 30 June 2012

Note 7: Infrastructure, Property, Plant & Equipment (Continued)

At 1 July 2004 upon the transition to AIFRS, Council elected pursuant to AASB 1.19 to retain a previously established deemed cost under GAAP as its deemed cost for the purposes of AIFRS.

Land Under Roads - Council being of the opinion that it is not possible to attribute a value sufficiently reliably to qualify for recognition; land under roads has not been recognised in these reports. Land acquired for road purposes during the year is initially recognised at cost, but transferred to fair value at reporting date, effectively writing off the expenditure.

Plant, Equipment, Furniture and Fittings - These assets are recognised on the cost basis.

Land - Land valuations, with the exception of land under roads, are based on site valuations provided by the Valuer-General as at 30 June 2012. No capitalisation threshold is applied to the acquisition of land or interests in land.

Land Improvements - Footpaths, car park seal, car park pavement and car park kerbing located on Council's reserves were revalued by Council's Asset Management Unit at written down replacement cost as at 30 June 2012 using unit rates provided by Tonkin Consulting.

Playground equipment, sports courts/facilities, fencing on reserves, reserve furniture, irrigation equipment reserves, landscaping reserves and other structures were revalued by Council's Asset Management Unit at written down replacement cost as at 30 June 2012 using the Local Government Price Index for Capital Expenditure for June 2012.

Water recycling assets (pumps, bores, reticulation network etc) were revalued by Council's Asset Management Unit at written down replacement cost as at 30 June 2012 using unit rates provided by Tonkin Consulting.

Buildings - Buildings were revalued by APV Valuers and Asset Management as at 30 June 2012 using written down replacement cost.

Infrastructure - Roads, footpaths and kerbing were revalued by Council's Asset Management Unit at written down replacement cost as at 30 June 2012 using unit rates provided by Tonkin Consulting.

Road bridges, street furniture, landscapes, irrigation and other structures were revalued by Council's Asset Management Unit at written down replacement cost as at 30 June 2012 using the Local Government Price Index for Capital Expenditure for June 2012.

Stormwater pipes, pits, culverts and junction boxes were revalued by Council's Asset Management Unit at written down replacement cost as at 30 June 2012 using unit rates provided by Tonkin Consulting.

Dams and open drainage systems were revalued by Council's Asset Management Unit at written down replacement cost as at 30 June 2012 using the Local Government Price Index for Capital Expenditure for June 2012.

Library Books - Library books are accounted for under the replacement method. Library stock at 30 June 2012 is valued using nominal values recommended by PLAIN (Public Libraries Automated Information Network). All new purchases are treated as replacement items and the expense is classified as depreciation. This expense is then adjusted by the movement in the calculated value of the library stock.

Notes

Notes to, and Forming Part of, the Financial Statements for the Year ended 30 June 2012

Note 8: Liabilities

		2012		2011	
		\$'000		\$'000	
TRADE and OTHER PAYABLES	Notes	Current	Non-current	Current	Non-current
Goods and Services		6,386		6,632	
Payments received in advance		646	-	833	-
Accrued expenses - employee entitlements		3,315	-	2,951	-
Accrued expenses - other		264	-	261	-
Deposits, Retentions and Bonds		152	-	223	-
		10,763	-	10,900	-

BORROWINGS

Loans		3,704	25,555	3,468	29,259
		3,704	25,555	3,468	29,259

All interest bearing liabilities are secured over the future revenues of the Council.

PROVISIONS

Employee entitlements (including oncosts)		3,315	604	3,094	467
Salisbury Memorial Park Maintenance Provision		-	10	-	-
Mortgage Loss Provision		-	36	-	35
		3,315	650	3,094	502

Movements in Provisions - 2012 year only (current & non-current)	Salisbury Memorial Park Maintenance Provision	Mortgage Loss Provision
Opening Balance	-	35
Additional amounts recognised	10	1
Closing Balance	10	36

Notes

Notes to, and Forming Part of, the Financial Statements for the Year ended 30 June 2012

Note 9: Reserves

ASSET REVALUATION RESERVE		1/7/2011	Net Increments (Decrements)	Transfers, Impairments	30/6/2012
	Notes	\$'000	\$'000	\$'000	\$'000
Land		309,423	(15,271)	-	294,152
Land Improvements		19,513	600	-	20,113
Buildings & Other Structures		35,038	45	-	35,083
Infrastructure		591,973	27,373	-	619,346
Library Books		2,338	-	-	2,338
Joint Ventures - Other Comprehensive Income		1,181		-	1,181
TOTAL		959,466	12,747		972,213
Comparatives		904,620	54,846		959,466

OTHER RESERVES		1/7/2011	Transfers to Reserve	Transfers from Reserve	30/6/2012
Plant Replacement Reserve		206	1,062	(191)	1,077
Subdivision Works Reserve		1,655	646	(566)	1,735
Open Space Reserve		6	354	-	360
Car Parking Reserve		729	30	-	759
Property Disposal Reserve		648	239	(5)	882
Mausoleum Perpetual Care Reserve		496	40	-	536
Salisbury Memorial Park Reserve		611	39	-	650
Carried Forward Funds Reserve		13,730	17,556	(13,730)	17,556
Business Unit Reserve		69	18	-	87
TOTAL OTHER RESERVES		18,150	19,984	(14,492)	23,642
Comparatives		17,613	16,982	(16,445)	18,150

Purposes of Reserves

Asset Revaluation Reserve - Is used to record increments and decrements arising from changes in fair value of non-current assets and available-for-sale financial assets.

Plant Replacement Reserve - Is used to fund the purchase of items of major plant.

Sub-division Works Reserve - For developer contributions towards future drainage, footpaths, street signs and street trees.

Open Space Reserve - For developer contributions towards the future acquisition of open space areas.

Car Parking Reserve - For the provision of car parking areas within the Salisbury town centre, Ingle Farm town centre and the Mawson Lakes town centre.

Property Disposal Reserve - To retain the proceeds of all property sales, and to be utilised as resolved by the Council.

Mausoleum Perpetual Care Reserve - To provide maintenance for the Mausoleum at Salisbury Memorial Park.

Salisbury Memorial Park Reserve - To fund future development work at the Salisbury Memorial Park.

Carried Forward Funds Reserve - Is used for unspent budget funds at the end of financial year that are to be carried forward for use in the following year.

Business Unit Reserve - Funded from surpluses generated by the Water Business Unit and the Nursery. Allocations are only to be made following a special resolution of Council and can only be utilised to fund either business development or asset renewal and replacement or to offset losses.

Notes

Notes to, and Forming Part of, the Financial Statements for the Year ended 30 June 2012

Note 10: Assets Subject to Restrictions

The uses of the following assets are restricted, wholly or partially, by legislation or other externally imposed requirements. The assets are required to be utilised for the purposes for which control was transferred to Council, or for which the revenues were originally obtained.

	2012	2011
CASH & FINANCIAL ASSETS	\$'000	\$'000
Developer Contributions	2,854	2,390
Unexpended Grants and Subsidy Funds	4,081	2,688
	6,935	5,078

Developer contributions are received primarily to fund Infrastructure Works in new sub-divisions. These funds are held in Reserves until required and as such are regarded as restricted.

Grant and subsidy funds received but not yet expended are regarded as restricted.

Notes

Notes to, and Forming Part of, the Financial Statements for the Year ended 30 June 2012

Note 11: Reconciliation to Cash Flow Statement

(a) Reconciliation of Cash

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

		2012	2011
	Notes	\$'000	\$'000
Total cash and equivalent assets	5	14,717	11,347
Balances per Cash Flow Statement		14,717	11,347

(b) Reconciliation of Change in Net Assets to Cash from Operating Activities

Net Surplus (Deficit)		17,042	14,960
Non-cash items in Income Statement			
Depreciation, amortisation & impairment		19,664	18,205
Equity movements in equity accounted investments		(600)	(218)
(increase) decrease			
Net increase (decrease) in unpaid employee benefits		722	271
Non-cash asset acquisitions		(5,294)	(2,637)
Grants for capital acquisitions treated as Investing Activity		(6,969)	(9,809)
Net (Gain) Loss on Disposals		287	64
		24,852	20,836
Add (Less): Changes in Net Current Assets			
Net (increase) decrease in receivables		(777)	4,343
Net (increase) decrease in inventories		111	(99)
Net increase (decrease) in trade & other payables		(170)	(473)
Net increase (decrease) in other provisions		11	2
Net Cash provided by (or used in) operations		24,027	24,609

(c) Non-Cash Financing and Investing Activities

Acquisition of assets by means of:			
- Physical resources received free of charge	2	5,294	2,637
		5,294	2,637

(d) Financing Arrangements

Unrestricted access was available at balance date to the following lines of credit:

Bank Overdrafts		500	500
Corporate Credit Cards		200	200
LGFA Cash Advance Debenture facility		26,151	29,451

The bank overdraft facilities may be drawn at any time and may be terminated by the bank without notice. Council also has immediate access to a short-term drawdown facility, and variable interest rate borrowings under a cash advance facility, both from the Local Government Finance Authority of SA

Notes

Notes to, and Forming Part of, the Financial Statements for the Year ended 30 June 2012

Note 12: Functions

Incomes, expenses and assets have been directly attributed to the following functions & activities:

	INCOME		EXPENSES		OPERATING SURPLUS (DEFICIT)		GRANTS INCLUDED IN INCOME		TOTAL ASSETS HELD (CURRENT & NON-CURRENT)	
	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL				
	2012	2011	2012	2011	2012	2011	2012	2011	2012	2011
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Public Order and Safety	2,603	2,699	3,337	3,845	(734)	(1,146)	-	41	316	336
Health	180	182	1,479	1,999	(1,299)	(1,817)	27	13	114	170
Social Security and Welfare	3,175	2,665	5,463	4,824	(2,288)	(2,159)	2,613	2,137	21,167	22,308
Housing and Community Services	3,462	3,103	21,779	29,594	(18,317)	(26,491)	364	285	394,212	383,369
Recreation and Culture	2,970	3,342	20,671	16,828	(17,701)	(13,486)	748	1,142	795,924	783,844
Transport and Communication	3,602	2,955	7,944	15,729	(4,342)	(12,774)	3,586	2,953	6,651	6,751
Economic Affairs	917	544	4,745	4,864	(3,828)	(4,320)	584	397	-	6
Other, Not Attributed and Administration	84,141	77,460	30,566	12,689	53,575	64,771	9,765	8,134	60,341	55,388
TOTALS	101,050	92,950	95,984	90,372	5,066	2,578	17,687	15,102	1,278,725	1,252,172

Components of Functions

The activities relating to Council functions are as follows:

Public Order & Safety - Supervision of various laws, fire prevention, crime prevention and repair, road safety and dog control.

Health - Health Act administration, immunisation services and pest and pest plant control.

Social Security and Welfare - Operation of senior citizens centre, aged care services, youth services and community information.

Housing & Community Services - Town planning, community development planning, road sweeping, roadside rubbish collection, domestic refuse collection, operation of waste transfer station and rubbish tips, stormwater drainage, operation of the St Kilda Mangrove Trail, street signs, landscape design, tree management and operation of cemetery.

Recreation & Culture - Maintenance and operation of libraries, recreation centres, swimming pool, community centre, parks, gardens and reserves, neighbourhood houses, clubrooms, playgrounds, sports grounds, halls and plant nursery.

Transport & Communication - Construction and maintenance of roads, footpaths, bridges, parking facilities and bus shelters.

Economic Affairs - Building Act administration, economic initiatives and tourism.

Other, Not Attributed & Administration - Rates, public debt transactions, administration costs, capital works in progress and costs which relate to multiple functions but cannot accurately be split between these functions.

Notes

Notes to, and Forming Part of, the Financial Statements for the Year ended 30 June 2012

Note 13: Financial Instruments

Recognised Financial Instruments

Bank, Deposits at Call, Short Term Deposits

Accounting Policy: Carried at lower of cost and net realisable value; Interest is recognised when earned.

Terms & Conditions: Deposits are returning fixed interest rates between 3.5% and 4.75% (2011: 3.4% and 4.75%). Short term deposits have an average maturity of 42 days and an average interest rates of 4.82% (2011: 57 days, 5.1%).

Carrying Amount: Approximates fair value due to the short term to maturity.

Receivables - Rates & Associated Charges (including legals & penalties for late payment) Note: These receivables do not meet the definition of 'financial instruments' and have been excluded from the following disclosures.

Accounting Policy: Carried at nominal values less any allowance for doubtful debts. An allowance for doubtful debts is recognised (and re-assessed annually) when collection in full is no longer probable.

Terms & Conditions: Secured over the subject land, arrears attract interest of 2% (2011: 2%). Although Council is not materially exposed to any individual debtor, credit risk exposure is concentrated within the Council's boundaries in the State.

Carrying Amount: Approximates fair value (after deduction of any allowance).

Receivables - Fees & other charges

Accounting Policy: Carried at nominal values less any allowance for doubtful debts. An allowance for doubtful debts is recognised (and re-assessed annually) when collection in full is no longer probable.

Terms & Conditions: Unsecured, and do not bear interest. Although Council is not materially exposed to any individual debtor, credit risk exposure is concentrated within the Council's boundaries.

Carrying Amount: Approximates fair value (after deduction of any allowance).

Receivables - Other levels of Government

Accounting Policy: Carried at nominal value.

Terms & Conditions: Amounts due have been calculated in accordance with the terms and conditions of the respective programs following advice of approvals, and do not bear interest. All amounts are due by Departments and agencies of the Governments of the Commonwealth and State.

Carrying Amount: Approximates fair value.

Liabilities - Creditors and Accruals

Accounting Policy: Liabilities are recognised for amounts to be paid in the future for goods and services received, whether or not billed to the Council.

Terms & Conditions: Liabilities are normally settled on 30 day terms.

Carrying Amount: Approximates fair value.

Liabilities - Interest Bearing Borrowings

Accounting Policy: Carried at the principal amounts. Interest is charged as an expense as it accrues.

Terms & Conditions: secured over future revenues, borrowings are repayable by six monthly installments of principal and interest; interest is charged at fixed rates between 5.6% and 7.52% (2011: 5.6% and 7.52%)

Carrying Amount: Approximates fair value.

Liquidity Analysis						
2012	Due < 1 year	Due > 1 year; ≤ 5 years	Due > 5 years	Total Contractual Cash Flows	Non-interest Bearing	Carrying Values
Financial Assets	\$'000	\$'000	\$'000	\$'000		\$'000
Cash and Equivalents	14,717			14,717	46	14,717
Receivables	2,520	32	-	2,552	2,517	2,552
Other Financial Assets	-	-	815	815	815	815
Total	17,237	32	815	18,084	3,378	18,084
Financial Liabilities						
Payables	13,432	650	-	14,082	14,082	14,082
Current Borrowings	5,600	-	-	5,600	-	3,704
Non-Current Borrowings	-	16,435	18,525	34,960	-	25,555
Total	19,032	17,085	18,525	54,642	14,082	43,341

Notes

Notes to, and Forming Part of, the Financial Statements for the Year ended 30 June 2012

Note 13: Financial Instruments (continued)

2011	Due < 1 year	Due > 1 year; ≤ 5 years	Due > 5 years	Total Contractual Cash Flows	Non-interest Bearing	Carrying Values
Financial Assets	\$'000	\$'000	\$'000	\$'000		\$'000
Cash & Equivalents	11,262			11,262	85	11,347
Receivables	3	34	-	37	2,000	2,037
Other Financial Assets	-	-	-	-	867	867
Total	11,265	34	-	11,299	2,952	14,251
Financial Liabilities						
Payables	7,688	-	-	7,688	7,688	7,688
Current Borrowings	5,560	-	-	5,560	-	3,468
Non-Current Borrowings	-	18,374	22,186	40,560	-	29,259
Total	13,248	18,374	22,186	53,808	7,688	40,415

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

	30 June 2012		30 June 2011	
	Weighted Average Interest Rate	Carrying Value	Weighted Average Interest Rate	Carrying Value
	%	\$'000	%	\$'000
Overdraft	10.74	-	10.74	-
Other Variable Rates	0	14,082	0	7,688
Fixed Interest Rates	6.75	29,259	7.34	32,727
		43,341		40,415

Net Fair Value

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

Risk Exposures

Credit Risk represents the loss that would be recognised if counterparties fail to perform as contracted. The maximum credit risk on financial assets of the Council is the carrying amount, net of any allowance for doubtful debts. All Council investments are made with the SA Local Government Finance Authority and are guaranteed by the SA Government, and also with the Commonwealth Bank of Australia. Except as detailed in Notes 5 & 6 in relation to individual classes of receivables, exposure is concentrated within the Council's boundaries, and there is no material exposure to any individual debtor.

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

Liquidity Risk is the risk that Council will encounter difficulty in meeting obligations with financial liabilities. In accordance with the model Treasury Management Policy (LGA Information Paper 15), liabilities have a range of maturity dates. Council also has available a range of bank overdraft and standby borrowing facilities that it can access.

Interest Rate Risk is the risk that future cash flows will fluctuate because of changes in market interest rates. Council has a balance of both fixed and variable interest rate borrowings and investments. Cash flow fluctuations are managed holistically in seeking to minimise interest costs over the longer term in a risk averse manner.

Notes

Notes to, and Forming Part of, the Financial Statements for the Year ended 30 June 2012

Note 14: Commitments for Expenditure

	2012	2011
	\$'000	\$'000

Capital Commitments

Capital expenditure committed for at the reporting date but not recognised in the financial statements as liabilities:

Infrastructure	5,385	4,614
	5,385	4,614

These expenditures are payable:

Not later than one year	5,385	4,614
	5,385	4,614

Other Expenditure Commitments

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

Audit Services	47	-
	47	-

These expenditures are payable:

Not later than one year	47	-
	47	-

Note 15: Financial Indicators

These financial indicators have been calculated in accordance with *Information Paper 9 - Local Government Financial Indicators* prepared as part of the LGA Financial Sustainability Program for the Local Government Association of South Australia. Detailed methods of calculation are set out in the SA Model Statements.

	2012	2011	2010
Operating Surplus Ratio			
<u>Operating Surplus</u>	7%	4%	(2%)
Rates - general & other less NRM levy			

This ratio expresses the operating surplus as a percentage of general and other rates, net of NRM Levy.

Adjusted Operating Surplus Ratio	4%	4%	(2%)
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In each of June 2009, 2010 and 2011 the Commonwealth Government again made an advance of one quarterly payment of the Financial Assistance Grant. In June 2012 an advance of two quarterly payments was made (see Note 2). Accordingly there were four 'quarterly' payments in 2010 and 2011, and five payments in 2012. The *Adjusted Operating Surplus* and *Adjusted Operating Surplus Ratio* adjusts for this distortion.

Net Financial Liabilities Ratio			
<u>Net Financial Liabilities</u>	24%	34%	33%
Total Operating Revenue less NRM levy			

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

Asset Sustainability Ratio			
<u>Net Asset Renewals</u>	44%	125%	48%
Infrastructure & Asset Management Plan required expenditure	*	*	*

Net asset renewals expenditure is defined as net capital expenditure on the renewal and replacement of existing assets, and excludes new capital expenditure on the acquisition of additional assets.

Amounts shown above an asterisk (*) indicate that depreciation expense has been used as a proxy, pending finalisation of the Infrastructure & Asset Management Plan.

Notes

Notes to, and Forming Part of, the Financial Statements for the Year ended 30 June 2012

Note 16: Uniform Presentation of Finances

The following is a high level summary of both operating and capital investment activities of the Council prepared on a simplified Uniform Presentation Framework basis.

All Councils in South Australia have agreed to summarise annual budgets and long-term financial plans on the same basis.

The arrangements ensure that all Councils provide a common 'core' of financial information, which enables meaningful comparisons of each Council's finances

	2012	2011
	\$'000	\$'000
Income	101,050	92,950
less Expenses	95,984	90,372
Operating Surplus / (Deficit)	5,066	2,578

less Net Outlays on Existing Assets		
Capital Expenditure on renewal and replacement of Existing Assets	8,838	22,975
less Depreciation, Amortisation and Impairment	19,664	18,205
less Proceeds from Sale of Replaced Assets	201	289
	(11,027)	4,481

less Net Outlays on New and Upgraded Assets		
Capital Expenditure on New and Upgraded Assets (including investment property and real estate developments)	15,903	14,066
less Amounts received specifically for New and Upgraded Assets	6,969	9,809
less Proceeds from Sale of Surplus Assets (including investment property and real estate developments)	239	1,605
	8,695	2,652

Net Lending / (Borrowing) for Financial Year	7,398	(4,555)
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Note 17: Uniform Presentation of Finances

Leases providing revenue to the Council

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

Investment Property

Rentals received, and outgoings reimbursed, in relation to Investment Property are also disclosed in Note 2. These lease agreements, all of which are classified as operating leases, are made on a non-cancellable basis wherever practicable.

Lessees commitments under all non-cancellable lease agreements, including those relating to Investment Property, are as follows:

	2012	2011
	\$'000	\$'000
Not later than one year	566	471
Later than one year and not later than 5 years	1,324	1,774
Later than 5 years	1,640	1,602
	3,530	3,847

Lease payment commitments of Council

Council has entered into non-cancellable operating leases for various items of computer and other plant and equipment.

No lease imposes any additional restrictions on Council in relation to additional debt or further leasing.

Leases in relation to computer and office equipment permit Council, at expiry of the lease, to elect to re-lease, return or acquire the equipment leased.

No lease contains any escalation clause.

Commitments under non-cancellable operating leases that have not been recognised in the financial statements are as follows:

	2012	2011
	\$'000	\$'000
Not later than one year	1,658	1,173
Later than one year and not later than 5 years	1,882	699
Later than 5 years	-	-
	3,540	1,872

Notes

Notes to, and Forming Part of, the Financial Statements for the Year ended 30 June 2012

Note 18: Superannuation

The Council makes employer superannuation contributions in respect of its employees to the Local Government Superannuation Scheme. The Scheme has two types of membership, each of which is funded differently. Permanent and contract employees of the South Australian Local Government sector have the option to contribute to Marketlink and/or Salarylink. All other employees (including casuals) have all contributions allocated to Marketlink.

Marketlink (Accumulation Fund) Members

Marketlink receives both employer and employee contributions on a progressive basis. Employer contributions are based on a fixed percentage of employee earnings in accordance with superannuation guarantee legislation (9 per cent in 2011/12; 9 per cent in 2010/11). No further liability accrues to the Council as the superannuation benefits accruing to employees are represented by their share of the net assets of the fund.

Salarylink (Defined Benefit) Members

Salarylink is a defined benefit scheme where the benefit payable is based on a formula determined by the member's contribution rate, number of years and level of contribution and final average salary. Council makes employer contributions to Salarylink as determined by the Scheme's Trustee based on advice from the Scheme's Actuary. The rate is currently 6.3 per cent (6.3 per cent in 2010/11) of 'superannuation' salary.

In addition, Council makes a separate contribution of 3 per cent of salary for Salarylink members to their Marketlink account. Employees also make member contributions to the fund. As such, assets accumulate in the fund to meet the member's benefits, as defined in the Trust Deed, as they accrue.

The Salarylink Fund is a multi-employer sponsored plan. As the fund's assets and liabilities are pooled and are not allocated by each employer, the Actuary is unable to allocate benefit liabilities, assets and costs between employers. As provided by AASB 119.32(b), Council does not use defined benefit accounting for these contributions.

The most recent actuarial investigation was conducted by the Scheme's actuary, A C Miller, FIAA, of Russell Employee Benefits Pty Ltd as at 30 June 2011. The Trustee has determined that the current funding arrangements are adequate for the expected Salarylink liabilities. However, future financial and economic circumstances may require changes to Council's contribution rates at some future time.

Contributions to Other Superannuation Schemes

Council also makes contributions to other superannuation schemes selected by employees under the 'choice of fund' legislation. All such schemes are of the accumulation type, where the superannuation benefits accruing to the employee are represented by their share of the net assets of the scheme, and no further liability attaches to the Council.

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

Notes

Notes to, and Forming Part of, the Financial Statements for the Year ended 30 June 2012

Note 19: Joint Ventures and Associated Entities

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

Waterproofing Northern Adelaide Regional Subsidiary

Established by the Cities of Salisbury, Playford and Tea Tree Gully in October 2006, this regional subsidiary is responsible for receiving and disbursing the Commonwealth funding granted towards Waterproofing Northern Adelaide, an initiative to provide infrastructure to integrate stormwater, wastewater and drinking water systems in the Northern Adelaide region.

	2012	2011
Waterproofing Northern Adelaide Regional Subsidiary	\$'000	\$'000
Council's respective interests are:		
- interest in outputs of the joint operation	33%	33%
- ownership interest in the joint operation	33%	33%
- the proportion of voting power in the joint operation	33%	33%

Movements in Investment in Joint Operation	\$'000	\$'000
Opening Balance	6	2
Share in Operating Result	(3)	4
Share in Equity of Joint Operation	3	6

Expenditure Commitments

There is no expenditure committed at the reporting date that is not recognised in the financial statements as liabilities

Contingent Liabilities

There are no contingent liabilities

Events Occurring After Reporting Date in the Balance Sheet

The Waterproofing Northern Adelaide Regional Subsidiary has applied to the Minister for this entity to be wound up early in the new financial year. It is expected that any remaining funds after the entity has paid all of its outstanding accounts, will be distributed evenly between the three councils (Cities of Tea Tree Gully, Playford and Salisbury)

Northern Adelaide Waste Management Authority

Manages the waste collection, recycling and waste disposal for the Cities of Salisbury and Playford and the Town of Gawler.

	2012	2011
Northern Adelaide Waste Management Authority	\$'000	\$'000
Council's respective interests are:		
- interest in outputs of the joint operation	59%	60%
- ownership interest in the joint operation	59%	60%
- the proportion of voting power in the joint operation	33%	33%

Movements in Investment in Joint Operation	\$'000	\$'000
Opening Balance	102	(112)
Share in Operating Result	605	214
Adjustment to Equity Share	(2)	
Share in Equity of Joint Operation	705	102

Expenditure Commitments

The below amounts represent 100% of the Northern Adelaide Waste Management Authority's expenditure (of which the City of Salisbury's interest is 59%) committed for (excluding inventories) at the reporting date but not recognised in the financial statements as liabilities:

Capital Commitments		
Waste Transfer Station	695	-
	695	-
These expenditures are payable:		
Not later than one year	695	-
Later than one year and not later than 5 years	-	-
Later than 5 years	-	-
	695	-

Operating Expenditure Commitments		
Audit Services	16	-
Waste Collection Contract	33,867	35,991
Waste Processing	16,602	17,383
Supply Mobile Garbage Bins	1,430	1,588
	51,915	54,962
These expenditures are payable:		
Not later than one year	10,651	9,985
Later than one year and not later than 5 years	41,264	39,978
Later than 5 years	-	4,999
	51,915	54,962

Notes

Notes to, and Forming Part of, the Financial Statements for the Year ended 30 June 2012

Note 19: Joint Ventures and Associated Entities (continued)

Lease payment commitments of the authority

The Authority has entered into non-cancellable operating leases for the office building it presently occupies. No contingent rentals were paid during the current or previous reporting periods. No lease imposes any additional restrictions on the Authority in relation to additional debt or further leasing. No lease contains any escalation clause.

Commitments under non-cancellable operating leases that have not been recognised in the financial statements are as follows:

	2012	2011
	\$'000	\$'000
Not later than one year	336	330
Later than one year and not later than 5 years	1,643	1,320
Later than 5 years	-	290
	1,979	1,940

Potential Insurance Losses

The Authority insures against all know insurable risks using a range of insurance policies, each of which is subject to a deductible 'insurance excess', the amount of which varies according to the class of insurance.

The Authority has recognised the potential losses arising from claims known at the reporting date based on average historical net cost (including insurance excess) of similar types of claims. Other potential claims not reported to the Authority may have existed at reporting date.

Legal Expenses

All known costs have been recognised

Note 20: Contingencies and Assets & Liabilities Not Recognised in the Balance Sheet

The following assets and liabilities do not qualify for recognition in the Balance Sheet but knowledge of those items is considered relevant to user of the financial report in making and evaluating decisions about the allocation of scarce resources.

LAND UNDER ROADS

As reported elsewhere in these Statements, Council is of the opinion that it is not possible to attribute a value sufficiently reliably for these assets to qualify for recognition, and accordingly land under roads has not been recognised in these reports. Land acquired for road purposes during the year is initially recognised at cost, but transferred to fair value at reporting date, effectively writing off the expenditure.

BANK GUARANTEES

Council has guaranteed certain loans and other banking facilities advanced to community organisations and sporting bodies, amounting to \$68,390 (2011: \$83,000) at reporting date. Council does not expect to incur any loss arising from these guarantees.

Bank Guarantees amounting to \$3,020,000 have been issued in favour of the Commonwealth Government Department of Families, Housing, Community Services and Indigenous Affairs as security for equivalent grants under the Housing Affordability Fund. Council does not expect to incur any loss arising from these guarantees.

CEMETERY

Council operates a Cemetery Facility - Salisbury Memorial Park. A Contingent Liability exists for the ongoing maintenance of this Cemetery. This liability remains until all existing site leases have expired.

In addition, Council is negotiating a new 10 year lease of the Mausoleum, requiring the facility to be maintained by the lessee. The lessee will continue to contribute to the Perpetual Care Fund to ensure that maintenance of the facility for the next 100 years is funded. The contribution value will be assessed twice during the proposed lease period for adjustment purposes to ensure the Fund will be sufficient to provide for the ongoing maintenance of the Mausoleum.

Certificates, Statements & Reports

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Independent Auditor's Report to the Members of the City of Salisbury

We have audited the accompanying financial report of the City of Salisbury, which comprises the balance sheet as at 30 June 2012, the statement of comprehensive income, the cash flow statement and the statement of changes in equity for the year then ended, notes comprising a summary of significant accounting policies and other explanatory information, and the Certification of the Financial statements as set out on pages 1 to 40.

Chief Executive Officer's Responsibility for the Financial Report

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

Auditor's Responsibility

Our responsibility is to express an opinion on the financial report based on our audit. We conducted our audit in accordance with Australian Auditing Standards. Those standards require that we comply with relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance whether the financial report is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial report. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial report, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial report in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by Chief Executive Officer, as well as evaluating the overall presentation of the financial report.

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

Liability limited by a scheme approved under Professional Standards Legislation.
Member of Deloitte Touche Tohmatsu Limited


City of Salisbury


ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 June 2012

CERTIFICATION OF AUDITOR INDEPENDENCE

To the best of our knowledge and belief, we confirm that, for the purpose of the audit of the City of Salisbury for the year ended 30 June 2012, the Council's Auditor, Deloitte Touche Tohmatsu, has maintained its independence in accordance with the requirements of the *Local Government Act 1999* and the *Local Government (Financial Management) Regulations 2011* made under that Act.

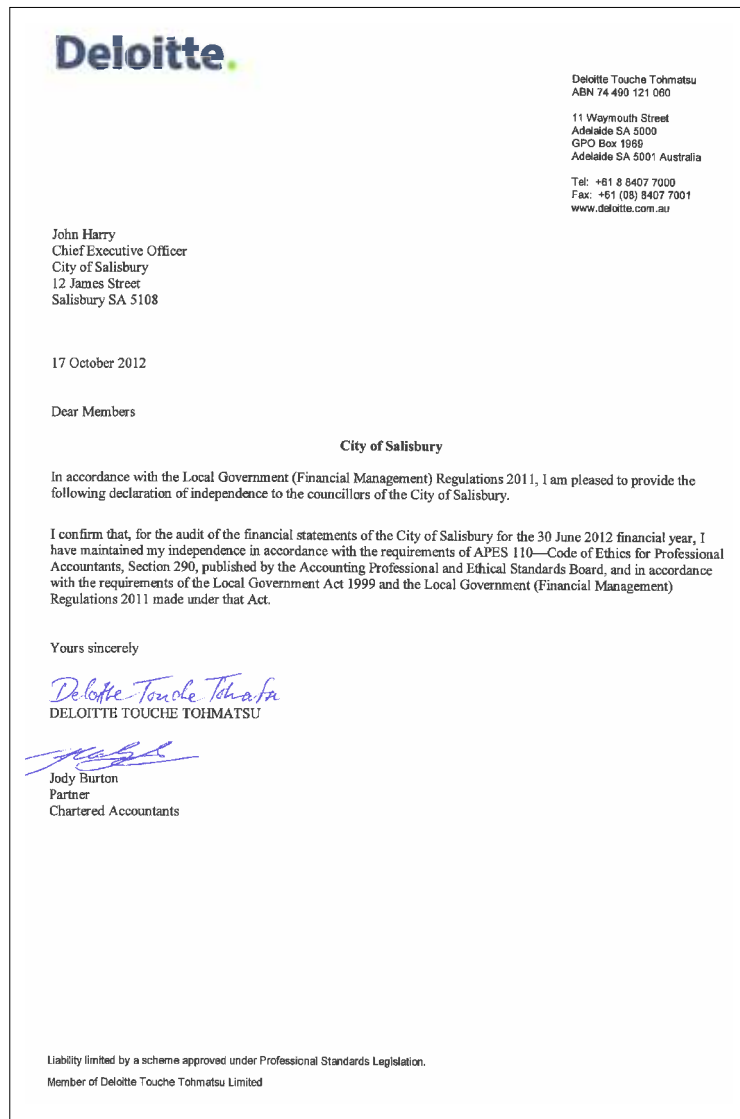
This statement is prepared in accordance with the requirements of Regulation 22(3) *Local Government (Financial Management) Regulations 2011*.


John Harry
CHIEF EXECUTIVE OFFICER


Peter Brass
PRESIDING MEMBER
AUDIT COMMITTEE

Date: 16/10/2012

Certificates, Statements & Reports





CITY OF
Salisbury



Regional Subsidiary Report Summmaries

- Waterproofing Northern Adelaide (WNA)
- Northern Adelaide Waste Management Authority (NAWMA)

WATERPROOFING NORTHERN ADELAIDE REGIONAL SUBSIDIARY

ANNUAL REPORT 2011 - 2012



STATEMENTS

CHAIRMAN'S REPORT

2011/12 has been a year in which the Regional Subsidiary has operated in a care and maintenance mode.

The Waterproofing Northern Adelaide project was successfully completed in June 2010 creating an integrated system of wetlands, pumping stations, bores, reticulation networks and other infrastructure to provide a sustainable water supply for the region. These schemes have benefited from good rainfall events throughout the year providing continued wetland establishment and provided good stormwater harvesting opportunities for the schemes.

The closure of the Subsidiary will be finalised in early 2012/13.

P. Fairlie-Jones
Chairman

EXECUTIVE OFFICERS REPORT

2011/12 has been a year of finalisation with Subsidiary applying to the Minister for the entity to be wound up and has received confirmation that the entity can be wound up in the new financial year. The closure has been advertised in the Gazette however the accounts are to be finalised with any remaining funds distributed equally between the three constituent Councils.

The accounts will be finalised in the early part of 2012/13.

C Kaufmann
Executive Officer

OVERVIEW AND OPERATION

The Waterproofing Northern Adelaide Regional Subsidiary (WNARS) was formed by the Cities of Playford, Salisbury and Tea Tree Gully to secure and manage funding for the implementation of the Waterproofing Northern Adelaide Project.

The project has provided a sustainable non-potable urban water resource for the region while enhancing flood protection, the condition of water dependant ecosystems, reducing ocean outfall and improving urban amenity.

WNARS has operated in a care and maintenance mode for the 2011/12 year while seeking the Ministers approval to close the subsidiary. This approval was received and the Minister authorised the closure on 14 December 2011. The residual obligations of the Subsidiary in finalising the accounts were delayed due to administrative issues which were resolved in 2011/12. This has resulted in the final audited accounts being completed in early 2012/13. No further delays are anticipated

The WNARS Structure at 30th June 2012 was as follows:

BOARD

P Fairlie-Jones	Chair
B Curtis	
S. Kennedy	
(Observers from the Commonwealth (Department of Environment, Water, Heritage and the Arts) and Adelaide Mount Lofty Ranges Natural Resource Management Board attend Board meetings).	

TECHNICAL GROUP

Nil

COMMUNICATIONS GROUP

Nil

WNARS ADMINISTRATION

C Kaufmann	Executive Officer
R Irvine	Project Administrator

FINANCE & REPORTING GROUP

P Fairlie-Jones	Chair
M Coldwell	
J Jones	
C Senanayake	
J Crook	

ANNUAL FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2012

ADOPTION STATEMENTS

I have been authorised by Waterproofing Northern Adelaide Regional Subsidiary to certify the financial statements in their final form. In our opinion:

- the accompanying financial statements comply with the *Local Government Act 1999, Local Government (Financial Management) Regulations 2011* and Australian Accounting Standards.
- the financial statements present a true and fair view of the Subsidiary's financial position at 30 June 2012 and the results of its operations and cash flows for the financial year.
- internal controls implemented by the Subsidiary provide a reasonable assurance that the Subsidiary's financial records are complete, accurate and reliable and were effective throughout the financial year.
- the financial statements accurately reflect the Subsidiary's accounting and other records.


Chris Kaufmann
CHIEF EXECUTIVE OFFICER


Peter Fairlie Jones
CHAIR PERSON

Date: 27-09-2012

INDEPENDENT AUDITORS REPORT

FOR THE YEAR ENDED 30 JUNE 2012



ABN 30 164 512 890

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE WATERPROOFING NORTHERN ADELAIDE REGIONAL SUBSIDIARY

Report on the Financial Report

We have audited the accompanying financial report of the Waterproofing Northern Adelaide Regional Subsidiary which comprises the balance sheet as at 30 June 2012, the statement of comprehensive income, statement of changes in equity and a cash flow statement for the year ended on that date, a summary of significant accounting policies, other explanatory notes and the Certification of Financial Statements statement.

Chief Executive Officer's Responsibility for the Financial Report

The Chief Executive Officer of the Waterproofing Northern Adelaide Regional Subsidiary is responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards (including the Australian Accounting Interpretations) and the Local Government Act 1999 and Local Government (Financial Management) Regulations 2011. This responsibility includes designing, implementing and maintaining internal control relevant to the preparation and fair presentation of the financial report that is free from material misstatement, whether due to fraud or error, selecting and applying appropriate accounting policies, and making accounting estimates that are reasonable in the circumstances.

Auditor's responsibility

Our responsibility is to express an opinion on the financial report based on our audit. We conducted our audit in accordance with Australian Auditing Standards. These Auditing Standards require that we comply with relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance whether the financial report is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the report. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial report, whether due to fraud and error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial report in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the Chief Executive Officer, as well as evaluating the overall presentation of the financial report.

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

Independence

In conducting our audit, we have complied with the independence requirements of the Local Government Act 1999 and Local Government (Financial Management) Regulations 2011.

Auditor's Opinion

In our opinion:

- The financial report of the Waterproofing Northern Adelaide Regional Subsidiary is in accordance with the Local Government Act 1999 and Local Government (Financial Management) Regulations 2011 including:
- (a) giving a true and fair view of the Waterproofing Northern Adelaide Regional Subsidiary financial position as at 30 June 2012 and of its performance for the year ended on that date; and
 - (b) complying with Australian Accounting Standards (including the Australian Accounting Interpretations); and
 - (c) complying with Local Government Act 1999 and the Local Government (Financial Management) Regulations 2011; and
 - (d) where applicable, in accordance with the provisions relating to subsidiaries (and regional subsidiaries) of the Local Government Act 1999 and the Local Government (Financial Management) Regulations 2011.

DEAN NEWBERY & PARTNERS
CHARTERED ACCOUNTANTS


SAMANTHA ALLARD
PARTNER

Signed on the 24th day of October 2012,
at 214 Melbourne Street, North Adelaide, South Australia 5006.

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FINANCIAL CONTENT

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INCOME STATEMENT FOR THE YEAR ENDED 30 JUNE 2012

	2012 Notes \$'000	2011 \$'000
INCOME		
Grants, subsidies and contributions	2 -	907
Investment income	2 4	52
Total Income	4	959
EXPENSES		
Materials, contracts & other expenses	3 15	946
Finance costs	3 -	-
Total Expenses	15	946
OPERATING SURPLUS / (DEFICIT)	(11)	13
NET SURPLUS / (DEFICIT)	(11)	13
transferred to Equity Statement		
Total Other Comprehensive Income	-	-
TOTAL COMPREHENSIVE INCOME	(11)	13

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

BALANCE SHEET FOR THE YEAR ENDED 30 JUNE 2012

	2012 Notes \$'000	2011 \$'000
ASSETS		
Current Assets		
Cash and cash equivalents	4 22	14
Trade & other receivables	4 2	10
Total Current Assets	24	24
Non-current Assets		
Total Non-current Assets	-	-
Total Assets	24	24
LIABILITIES		
Current Liabilities		
Trade & Other Payables	5 16	5
Total Current Liabilities	16	5
Non-current Liabilities		
Total Non-current Liabilities	-	-
Total Liabilities	16	5
NET ASSETS	8	19
EQUITY		
Accumulated Surplus	8	19
TOTAL EQUITY	8	19

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

STATEMENT OF CHANGES IN EQUITY

FOR THE YEAR ENDED 30 JUNE 2012

	Accumulated Surplus	Asset Revaluation Reserve	Available for sale Financial Assets	Other Reserves	TOTAL EQUITY
2012	Notes	\$'000	\$'000	\$'000	\$'000
Balance at end of previous reporting period					
Net Surplus / (Deficit) for Year	19	-	-	-	19
	(11)				(11)
Balance at end of period	8	-	-	-	8
2011					

Balance at end of previous reporting period	6	-	6
Net Surplus / (Deficit) for Year	13		13
Balance at end of period	19	-	19

CASH FLOW STATEMENT

FOR THE YEAR ENDED 30 JUNE 2012

CASH FLOWS FROM OPERATING ACTIVITIES	Notes	2012 \$'000	2011 \$'000
<u>Receipts</u>			
Investment receipts		12	44
Other revenues		1	2,994
<u>Payments</u>			
Materials, contracts & other expenses		(5)	(3,673)
Net Cash provided by (or used in) Operating Activities		8	(635)
CASH FLOWS FROM INVESTING ACTIVITIES			
Net Cash provided by (or used in) Investing Activities		-	-
CASH FLOWS FROM FINANCING ACTIVITIES			
Net Cash provided by (or used in) Financing Activities		-	-
Net Increase (Decrease) in cash held		8	(635)
Cash & cash equivalents at beginning of period	6	14	649
Cash & cash equivalents at end of period	6	22	14

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

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2012

NOTE 1 – SIGNIFICANT ACCOUNTING POLICIES

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

1 Basis of Preparation

1.1 Compliance with Australian Accounting Standards

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

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

1.2 Historical Cost Convention

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

1.3 Critical Accounting Estimates

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

1.4 Rounding

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

2 The Local Government Reporting Entity

Waterproofing Northern Adelaide Regional Subsidiary is incorporated under the SA Local Government Act 1999 by the Cities of Playford, Salisbury and Tea Tree Gully. These financial statements include the Council's direct operations and all entities through which the Council controls resources to carry on its functions. In the process of reporting on the Council as a single unit, all transactions and balances between activity areas and controlled entities have been eliminated.

3 Income recognition

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

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

4 Cash, Cash Equivalents and other Financial Instruments

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

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

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

All financial instruments are recognised at fair value at the date of recognition. A detailed statement of the accounting policies applied to financial instruments forms part of Note 8.

5 Payables

5.1 Goods & Services

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

5.2 Payments Received in Advance & Deposits

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

6 GST Implications

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

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

7 Pending Accounting Standards

Certain new accounting standards and UIG interpretations have been published that are not mandatory for the 30 June 2012 reporting period and have not been used in preparing these reports.

- AASB 9 *Financial Instruments*
- AASB 10 *Consolidated Financial Statements*
- AASB 11 *Joint Arrangements*
- AASB 12 *Disclosure of Interests in Other Entities*
- AASB 13 *Fair Value Measurement*
- AASB 119 *Employee Benefits*
- AASB 127 *Separate Financial Statements*
- AASB 128 *Investments in Associates and Joint Ventures*
- AASB 2010-6 *Amendments to Australian Accounting Standards [AASBs 1 & 7]*
- AASB 2010-7 *Amendments to Australian Accounting Standards arising from AASB 9 [AASBs 1, 3, 4, 5, 7, 101, 102, 108, 112, 118, 120, 121, 127, 128, 131, 132, 136, 137, 139, 1023, & 1038 and Interpretations 2, 5, 10, 12, 19, & 127]*

- AASB 2011-1 Amendments to Australian Accounting Standards arising from the Trans-Tasman Convergence Project [AASB 1, AASB 5, AASB 101, AASB 107, AASB 108, AASB 121, AASB 128, AASB 132 & AASB 134 and Interpretations 2, 112 & 113]
 - AASB 2011-5 Amendments to Australian Accounting Standards – Extending Relief from Consolidation, the Equity Method and Proportionate Consolidation [AASB 127, AASB 128 & AASB 131]
 - AASB 2011-7 Amendments to Australian Accounting Standards arising from the Consolidation and Joint Arrangements Standards [AASB 1, 2, 3, 5, 7, 9, 2009-11, 101, 107, 112, 118, 121, 124, 132, 133, 136, 138, 139, 1023 & 1038 and Interpretations 5, 9, 16 & 17]
 - AASB 2011-8 Amendments to Australian Accounting Standards arising from AASB 13 [AASB 1, 2, 3, 4, 5, 7, 9, 2009-11, 2010-7, 101, 102, 108, 110, 116, 117, 118, 119, 120, 121, 128, 131, 132, 133, 134, 136, 138, 139, 140, 141, 1004, 1023 & 1038 and Interpretations 2, 4, 12, 13, 14, 17, 19, 131 & 132]
 - AASB 2011-9 Amendments to Australian Accounting Standards – Presentation of Items of Other Comprehensive Income [AASB 1, 5, 7, 101, 112, 120, 121, 132, 133, 134, 1039 & 1049]
 - AASB 2011-10 Amendments to Australian Accounting Standards arising from AASB 119 (September 2011) [AASB 1, AASB 8, AASB 101, AASB 124, AASB 134, AASB 1049 & AASB 2011-8 and Interpretation 14]
 - AASB 2011-12 Amendments to Australian Accounting Standards arising from Interpretation 20 [AASB 1]
- (Standards not affecting local government have been excluded from the above list.)

Council is of the view that none of the above new standards or interpretations will affect any of the amounts recognised in the financial statements, but that they may impact certain information otherwise disclosed.

The Australian Accounting Standards Board is currently reviewing AASB 1004 *Contributions*. It is anticipated that the changes resulting from this review may have a material effect on the timing of the recognition of grants and contributions, but the financial consequences cannot be estimated until a revised accounting standard is issued.

NOTE 2 – INCOME

	2012	2011
	Notes	\$'000
INVESTMENT INCOME		
Interest on investments		48
Local Government Finance Authority	3	4
Banks & other	1	
	<u>4</u>	<u>52</u>
GRANTS, SUBSIDIES, CONTRIBUTIONS		
Other grants, subsidies and contributions	-	907
	<u>-</u>	<u>907</u>
<i>The functions to which these grants relate are shown in Note 2.</i>		
Sources of grants		
Other	-	907
	<u>-</u>	<u>907</u>

NOTE 3 – EXPENSES

	2012	2011
	Notes	\$'000
MATERIALS, CONTRACTS & OTHER EXPENSES		
<u>Prescribed Expenses</u>		
Auditor's Remuneration		
- Auditing the financial reports		
Subtotal - Prescribed Expenses	<u>4</u>	<u>5</u>
<u>Other Materials, Contracts & Expenses</u>		
City of Salisbury	-	810
Hydrological Modeling	-	70
Sundry	11	61
Subtotal - Other Materials, Contracts & Expenses	<u>11</u>	<u>941</u>
	<u>15</u>	<u>946</u>

NOTE 4 – CURRENT ASSETS

Note 4 - CURRENT ASSETS			
	2012	2011	
	Notes	\$'000	\$'000
CASH & EQUIVALENT ASSETS			
Cash on Hand and at Bank	22	14	
Deposits at Call	-	-	
	<u>22</u>	<u>14</u>	
TRADE & OTHER RECEIVABLES			
Accrued Revenues	-	8	
GST Recoupment	<u>2</u>	<u>2</u>	
	<u>2</u>	<u>10</u>	

NOTE 5 - LIABILITIES

Note 5 - LIABILITIES			
	2012	2011	
	Notes	\$'000	\$'000
TRADE & OTHER PAYABLES			
Goods & Services	16	5	
	<u>16</u>	<u>5</u>	
	<u>16</u>	<u>5</u>	

NOTE 6 – RECONCILIATION TO CASH FLOW STATEMENT

(a) Reconciliation of Cash

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

	2012	2011
	Notes	\$'000
Total cash & equivalent assets	4	<u>22</u>
Balances per Cash Flow Statement	<u>22</u>	<u>14</u>

(b) Reconciliation of Change in Net Assets to Cash from Operating Activities

Net Surplus (Deficit)	(11)	13
Non-cash items in Income Statement	<u>(11)</u>	<u>13</u>
Add (Less): Changes in Net Current Assets		
Net (increase) decrease in receivables	8	2,080
Net increase (decrease) in trade & other payables	<u>11</u>	<u>(2,728)</u>
Net Cash provided by (or used in) operations	<u>8</u>	<u>(635)</u>

(c) Non-Cash Financing and Investing Activities

	-	-
	<u>-</u>	<u>-</u>

NOTE 7 – FUNCTIONS

INCOMES, EXPENSES AND ASSETS HAVE BEEN DIRECTLY ATTRIBUTED TO THE FOLLOWING FUNCTIONS & ACTIVITIES										
	INCOME		EXPENSES		OPERATING SURPLUS (DEFICIT)		GRANTS INCLUDED IN INCOME		TOTAL ASSETS HELD (CURRENT & NON-CURRENT)	
	ACTUAL		ACTUAL		ACTUAL					
	2012	2011	2012	2011	2012	2011	2012	2011	2012	2011
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Sub-Projects	Torrens	-	-	-	-	-	-	-	-	-
	Upper Dry Creek	-	-	-	-	-	-	-	-	-
	Integrated Distribution	-	-	-	-	-	-	-	-	-
	Lower Dry Creek	-	161	-	161	-	-	161	-	-
	ASTR	-	88	-	88	-	-	88	-	-
	Controllable Detentions	-	16	-	16	-	-	16	-	-
	Upper Little Para	-	-	-	-	-	-	-	-	-
	Lower Little Para	-	-	-	-	-	-	-	-	-
	Helps Road	-	545	-	545	-	-	545	-	-
	Playford Community Bores	-	-	-	-	-	-	-	-	-
	Smith Creek	-	-	-	-	-	-	-	-	-
	Executive	4	97	15	66	(11)	31	97	22	21
	Hydrological Modelling	-	52	-	70	-	(18)	-	-	-
	Corporate (Interest Income)	-	-	-	-	-	-	-	-	-
	TOTALS	4	959	15	946	(11)	13	-	907	22

NOTE 8 – FINANCIAL INSTRUMENTS

Recognised Financial Instruments	
Bank, Deposits at Call, Short Term Deposits	<p>Accounting Policy: Carried at lower of cost and net realisable value; Interest is recognised when earned.</p> <p>Terms & conditions: Deposits are returning fixed interest rates between 3.5% and 4.75% (2011: 2.75% and 4.75%).</p> <p>Carrying amount: approximates fair value due to the short term to maturity.</p>
Receivables - Fees & other charges	<p>Accounting Policy: Carried at nominal values less any allowance for doubtful debts. An allowance for doubtful debts is recognised (and re-assessed annually) when collection in full is no longer probable.</p> <p>Terms & conditions: Unsecured, and do not bear interest. Although Council is not materially exposed to any individual debtor, credit risk exposure is concentrated within the Council's boundaries.</p> <p>Carrying amount: approximates fair value (after deduction of any allowance).</p>
Receivables - other levels of government	<p>Accounting Policy: Carried at nominal value.</p> <p>Terms & conditions: Amounts due have been calculated in accordance with the</p> <p>Carrying amount: approximates fair value.</p>
Liabilities - Creditors and Accruals	<p>Accounting Policy: Liabilities are recognised for amounts to be paid in the future for goods and services received, whether or not billed to the Council.</p> <p>Terms & conditions: Liabilities are normally settled on 30 day terms.</p> <p>Carrying amount: approximates fair value.</p>
Liabilities - Interest Bearing Borrowings	<p>Accounting Policy: Carried at the principal amounts. Interest is charged as an expense as it accrues.</p> <p>Terms & conditions: no interest bearing loans</p> <p>Carrying amount: approximates fair value.</p>

Note 8 (cont) - FINANCIAL INSTRUMENTS

Liquidity Analysis

2012	Due < 1 year	Due > 1 year; ≤ 5 years	Due > 5 years	Total Contractual Cash Flows	Carrying Values
Financial Assets					
Cash & Equivalents	\$'000	\$'000	\$'000	\$'000	\$'000
Receivables	22			22	22
	2			2	2
Total	24	-	-	24	24
Financial Liabilities					
Payables	16			16	16
Total	16	-	-	16	16

2011	Due < 1 year	Due > 1 year; ≤ 5 years	Due > 5 years	Total Contractual Cash Flows	Carrying Values
Financial Assets					
Cash & Equivalents	\$'000	\$'000	\$'000	\$'000	\$'000
Receivables	13			13	14
	9			9	10
Total	22	-	-	22	24
Financial Liabilities					
Payables	5			5	5
Total	5	-	-	5	5

Net Fair Value

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

Risk Exposures

Credit Risk represents the loss that would be recognised if counterparties fail to perform as contracted. The maximum credit risk on financial assets of the Council is the carrying amount, net of any allowance for doubtful debts. All Council investments are made with the SA Local Government Finance Authority and are guaranteed by the SA Government. Except as detailed in Notes 5 & 6 in relation to individual classes of receivables, exposure is concentrated within the Council's boundaries, and there is no material exposure to any individual debtor.

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

Liquidity Risk is the risk that Council will encounter difficulty in meeting obligations with financial liabilities. In accordance with the model Treasury Management Policy (LGA Information Paper 15), liabilities have a range of maturity dates. Council also has available a range of bank overdraft and standby borrowing facilities that it can access.

Interest Rate Risk is the risk that future cash flows will fluctuate because of changes in market interest rates. Council has a balance of both fixed and variable interest rate borrowings and investments. Cash flow fluctuations are managed holistically in seeking to minimise interest costs over the longer term in a risk averse manner.

NOTE 9 – COMMITMENTS FOR EXPENDITURE

Capital Commitments

There are no capital expenditure committed at the reporting date that is not recognised in the financial statements as liabilities.

Other Expenditure Commitments

There are no other expenditure committed at the reporting date that is not recognised in the financial statements as liabilities.

NOTE 10 – UNIFORM PRESENTATION OF FINANCES

The following is a high level summary of both operating and capital investment activities of the Council prepared on a simplified Uniform Presentation Framework basis.

All Councils in South Australia have agreed to summarise annual budgets and long-term financial plans on the same basis.

The arrangements ensure that all Councils provide a common 'core' of financial information, which enables meaningful comparisons of each Council's finances

	2012 \$'000	2011 \$'000
Income	4	959
/less Expenses	15	946
Operating Surplus / (Deficit)	(11)	13
Net Lending / (Borrowing) for Financial Year	(11)	13

NOTE 11 – CONTINGENCIES & ASSETS & LIABILITIES NOT RECOGNISED IN THE STATEMENT OF FINANCIAL POSITION

There are no contingent assets or liabilities to be recorded.

There is no outstanding or pending legal issue which needs to be disclosed.

NOTE 12 – EVENTS OCCURRING AFTER BALANCE DATE IN THE STATEMENT OF FINANCIAL POSITION

The Waterproofing Northern Adelaide Regional subsidiary applied to the Minister for this entity to be wound up and has received confirmation that the entity can be wound up in the new financial year. The closure has been advertised in the Gazette however the accounts are to be finalised. It's expected that any remaining funds after the entity has paid all of it's outstanding accounts, will be distributed evenly between three councils (TTG, Playford and Salisbury).

Annual Report 2011 - 12

Responsible Waste Management

NAWMA (a local Government Regional Subsidiary)

Member Councils: Gawler, Playford and Salisbury

Client Councils: Adelaide Hills, Barossa, Barunga West, Clare/Gilbert Valley, Copper Coast, Goyder Regional, Light Regional, Mallala, Yorke Peninsula and Wakefield Regional

MISSION STATEMENTS

Operations

To work together with the Constituent Councils to facilitate responsible waste management within the Northern Adelaide Region of Local Government.

Education

To help communities understand the importance of responsible waste management.

FRONT COVER: Inside the Uleybury landfill gas flare chimney



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REPORT FROM THE CHAIR

Throughout 2011-2012, NAWMMA has continued to provide financially sound and responsible waste management to the communities of its member Councils.

Community engagement has become increasingly demanding and it requires a positive commitment to customer service, education and promotional activities. This has been achieved, and is evidenced by the following in the past financial year:

- NAWMMA received more than 40,000 calls from residents;
- overall service complaints averaged around five per day, representing 0.016 per cent of daily services;
- 150 education sessions involved 3,667 children and 978 adults (up 28 per cent on 2010-11); and
- 2,794 visitors participated in escorted tours of the Uleybury Landfill (up 134 per cent on the previous year).



NAWMMA is always highly focused on responsible environmental management, and it is well placed to respond to carbon tax implications. In the future, the Authority will implement strategies identified to mitigate any potential financial liability associated with the carbon tax.

The NAWMMA Board has overseen three major tender processes during the reporting period, and it awarded contracts to SITA Australia Pty Ltd for the provision of a household hard waste collection service and L. R. & M. Construction Pty Ltd for transportation of baled waste and continued operation of the Uleybury Landfill.

In addition, the Board was actively involved in planning and approval processes associated with the new Resource Recovery Centre, and it is pleased that construction has now commenced. The opening of the facility to the public, scheduled for October 2012, will be the fulfilment of a major strategic goal for NAWMMA.

The regional percentage (42 per cent) of waste diverted or recovered from landfill is slightly down from last year. However, Gawler and Salisbury Councils are to be commended on their maintenance of around a 45 per cent recovery rate from landfill.

NAWMMA is highly aware of the significance of technology in the management of resource and waste streams. This is a significant area in which NAWMMA must continuously and strategically evaluate emerging technology opportunities. The alternatives to landfill may well involve waste-to-energy concepts, and affect methods for the kerbside collection of the three waste streams. These issues will be given due consideration by the Board to ensure that members and staff are knowledgeable and well equipped for future management of regional waste.

The NAWMMA Board, while not being at its full complement during the reporting period, has ensured that policy and strategy is well governed in line with responsibilities of Local Government Regional Subsidiaries.

Councillor Brian Goodall

A blue ink signature, appearing to be 'B. Goodall', written in a cursive style.

REPORT FROM THE EXECUTIVE OFFICER

NAWMMA's financial performance over the reporting period was better than anticipated. Although the market price for recycled paper and cardboard started to taper-off in the latter part of the financial year, this was compensated by an unexpected windfall in receipt of excess soil (around 50,000 tonnes) from surrounding residential developments.

Two factors impacted on the region and the budgets of member Councils. Firstly, the growth factor through new housing was below forecast levels for Salisbury and Gawler and slightly higher for Playford. Secondly, a relatively dry year resulted in less garden organics being collected for processing. Playford was the only Council to exceed budget forecasts – by around 1.4 per cent. Overall, however, the Authority's budget for member Councils was well managed.

The audited financial accounts indicate an operating surplus in 2011-12 of \$766,000 compared with \$356,000 in the previous year. A major capital expenditure of \$120,000 for the construction of a third leachate pond has been delayed due to lengthy approval processes, and it will be carried forward into the new year.

Considerable time and effort was spent obtaining relevant planning authorisations and member Council approvals to proceed with Stage 3 of the Edinburgh North site to further develop the Resource Recovery Centre as a Waste Transfer Station and Salvage and Save operation. The facility is now under construction and it is expected to be a valuable asset for the Authority and Councils by providing a necessary service for residents. The Resource Recovery Centre will incorporate innovative technology for the handling and management of waste streams, and also provide potential employment opportunities for disadvantaged job seekers.

NAWMMA engaged expert consultants to provide advice on the impact of the carbon pricing mechanism on the regional waste industry and the Uleybury landfill. The consultants completed a National Greenhouse and Energy Reporting Scheme (NGERS) assessment with a subsequent presentation to the NAWMMA Board. A number of strategies have been devised to mitigate NAWMMA's potential future liabilities. At this stage, the modelling shows that Uleybury landfill emissions are below the reportable threshold with no projected financial impost in 2012-2013 for the member Councils.

The content of the Annual Report summarises the achievements of the Authority and its service delivery programs. Through customer satisfaction surveys and reports from member Councils, residents are receiving a high level of service in all aspects of NAWMMA's operations. This is substantiated through the key performance indicators established with the collection and processing contractors. The challenge for the new financial year will be to maintain the budget within forecast levels taking into account the restrained commodities market and successful commissioning of the Resource Recovery Centre.

Brian King



WASTE PROCESSING FACILITY

Baling Operation

The waste tonnage received in the reporting period was 72,642 tonnes, which was slightly more than the previous year. Of this tonnage, 70,292 was baled and transported to landfill. The remainder was diverted under an arrangement with SITA ResourceCo for residual waste from recycling activities and bulky wastes to be redirected to its Wirginfield operation. The benefits of this arrangement to NAWMA include:

- a reduction in the State Waste Levy liability. SITA ResourceCo does not pay the levy as the dry waste is processed into a fuel source for Adelaide Brighton Cement;
- budget savings. The gate rate at SITA ResourceCo is less than the landfill cost as no levy is applicable. This includes the transport component;
- a reduction in potential carbon tax liabilities; and
- less hours of operation for the baling plant, improved bale production rates, and less consumables resulting overall in improved operating costs.

NAWMA plans to increase the diversion of residual waste received in the baling plant to at least 15 per cent in the new financial year.

An additional avenue for recovery of material, including cardboard and timber, will be available to NAWMA by utilising the new Resource Recovery Centre and labour from contracted operators of this facility.

The tender for the transportation of waste bales to the Uleybury Landfill was awarded to L. R. & M. Constructions Pty Ltd. This will commence on 1 October 2012.



Material Recovery Facility (MRF)

Visy installed a new "ballistic separator" in the MRF during the plant shut down in December 2011. The separator cleans up the mixed paper line to achieve better market pricing. Since installation, around 17,000 tonnes of this material, with a value to NAWMA in excess of \$0.5 million, was either exported or forwarded to Visy's mills for processing.

A total of 20,866 tonnes of recyclables were received from NAWMA's Member Councils, with an additional 7,653 tonnes sourced from client or rural Councils in 2011-12.

This is around 1,200 tonnes less than the previous year due in part to seasonal factors and an increase in money paid for returned bottles and cans as part of the container deposit legislation.

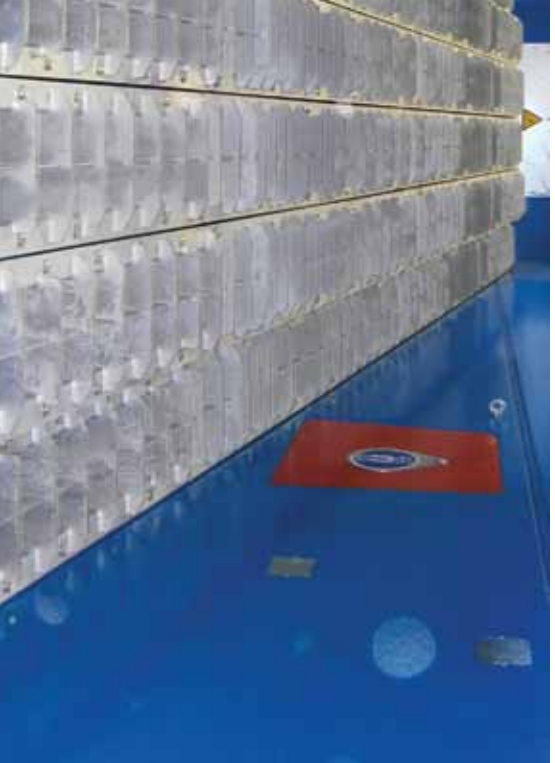
Contamination in kerbside recycling is an issue of increasing concern around South Australia. Within the local region, two suburbs were identified as requiring attention based on a range of indicators, including tipping at the MRF.

As a result, a consultant was engaged to carry out kerbside audits on recycling collection days in June and July 2011. The results were disappointing with key issues being:

- lower presentation rates after being notified that an audit was taking place (70 per cent compared to 85 per cent); and
- a high percentage of bins containing clothing, plastic bags and cling wrap, garden and food organics. This non-recyclable material is discarded to landfill which is an additional cost to Councils.

These outcomes provide further evidence that community education and awareness is a continuing priority for NAWMA.

Ballistic separator improves efficiency and productivity of recyclates



ADMINISTRATION/CUSTOMER SERVICE/FINANCIAL CONTROLS

In 2011-12, the NAWMA Board approved the extension of the 1800 free-call number to mobile telephone users. This has resulted in an 11 per cent increase in free calls (40,648 in total) for the period equating to 111 calls per day over the whole year. The cost to maintain this service is around \$7,100 per annum.

The majority of telephone contacts related to:

- hardware service and bookings (about 45 per cent);
- purchase of Mobile Garbage Bins (MGBs) for the garden organics collection service (5 per cent);
- information/bookings for educational activities (10 per cent);
- garden organics service payments for Playford residents (10 per cent);
- general enquiries (26.5 per cent) a high percentage related to MGB enquiries; and
- service complaints (3.5 per cent).

Year	Waste	Recycling	Garden Organics
07-08	1,084	248	418
08-09	1,083	376	395
09-10	761	450	406
10-11	737	322	262
11-12	698	407	230

Complaints relating to the weekly kerbside waste collection averaged 2.7 per day. Complaints relating to recycling collection averaged 1.6 per day, while fortnightly garden organics concerns averaged one per day.

In excess of 33,000 bins are emptied daily (Monday to Friday).

Mobile Garbage Bins (MGBs)

The level of activity associated with managing MGBs is high with 8,170 requests actioned by office staff. This includes:

- arrangements for the delivery of 4,690 waste and recycling MGBs to new residents;
- 2,611 replacements for stolen or damaged bins; and
- 868 repairs carried out in the field.



Financial Advisers

The firm Dean Newbury & Partners was engaged by NAWMMA to provide accounting services in 2007. For the purpose of good governance, arrangements with the accountants are subject to review on a three yearly basis.

NAWMMA's financial position has improved considerably with sound financial advice being received from the accountants. On this basis, the accountants were re-engaged to provide external accounting services to NAWMMA for the ensuing three financial years 2011/12 to 2013/14.

External Auditors

In accordance with the Local Government Act 1999, the term of appointment of an auditor is five years. For the last term, concluding in 2010-2011, Galpins has been NAWMMA's Auditors. The NAWMMA Board, on advice from the Audit Committee, determined to test the marketplace through an Expression of Interest process. Subsequently, H. L. B. Mann Judd was successful and the firm was appointed as external auditors to NAWMMA for a period of two years, with an option for a further three years.

Rapid technology shows mobile garbage bins that have been serviced in real time on office computer screens. This assists in quick responses to resident enquiries.



EDUCATION AND PROMOTION

Activity levels in the Environment Education Centre (EEC) and at the Uleybury landfill informative viewing platform continue to grow as schools and community groups are becoming more aware of the importance of responsible waste management.

Over the reporting period, our roving ambassador Nawma, with assistance from Authority staff members, conducted a range of promotional/educational activities including the following:

- visitors from within the region to the Authority's EEC at Edinburgh North included 1,783 children (79 groups) and 261 adults;
- visits to schools and community groups within the region involved 28 sessions for 1,213 children and 260 adults;
- thirty nine sessions were presented in the EEC for interested groups from outside the region, comprising 581 children and 375 adults.

In addition, four sessions were held in the Barossa Valley for 90 children and 82 adults. In total, 1,50 sessions were held for 3,667 children and 978 adults. This is an increase of 28 per cent on the previous year's activity levels.

More interestingly, 2,794 visitors participated in escorted tours of the Uleybury landfill, especially utilising the informative viewing platform at the location. This is an increase of 134 per cent (1,602 visitors) above the previous reporting period.

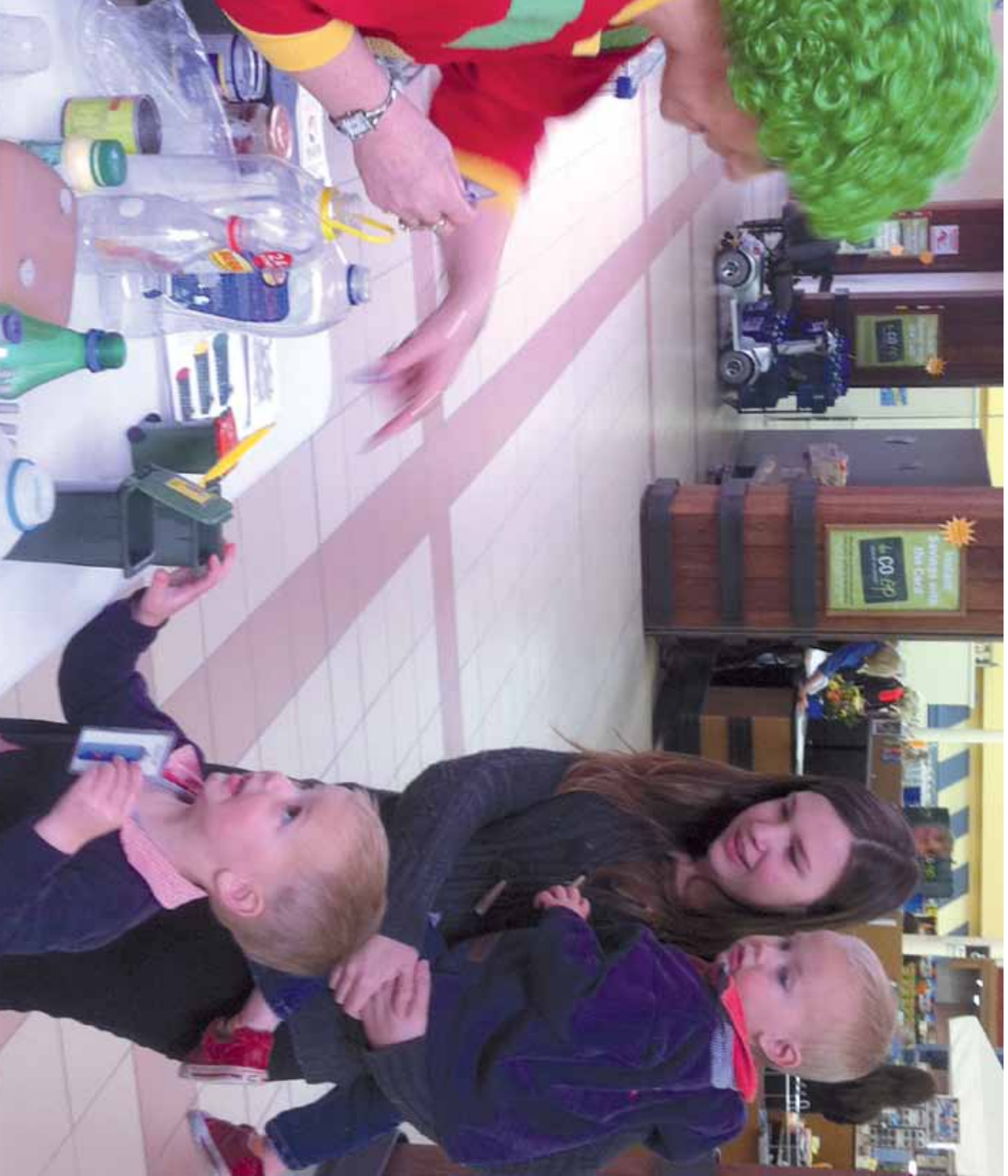
To assist schools, in the lower demographic areas within the region, the Board approved funding to provide free transport using VIN's Bus Company. This service was utilised by nine school groups that otherwise would not have been able to attend the EEC facility.

Annual expenditure on education has remained around \$120,000. This is sourced primarily from the collection contractor.

A business plan on education and promotional activities is produced and reviewed annually to evaluate programs.



Roaming ambassador Nawma meets a family in a local shopping centre to help promote responsible waste management



GARDEN AND FOOD ORGANICS COLLECTION AND PROCESSING

This kerbside collection service has assumed a much higher degree of importance with the introduction of the carbon pricing mechanism.

Both garden and food organics contain significant fractions of biodegradable carbon. Reducing the quantity of this material going to landfill is a major strategy to be pursued by NAWMA.

The number of residents participating in garden and food organics collection service has increased – Salisbury up 1.5 per cent to 54.75 per cent, and Gawler up 3.4 per cent to 38.20 per cent. In Playford, participation has decreased by 2.1 per cent to 12.15 per cent.

The Playford service is a user pays system, and the decrease can largely be attributed to residents not renewing their annual fee.

A significant strategy for NAWMA and the region is to increase participation levels in this collection service.

In the year to 30 June 2012, 37,028 residents (38.36 per cent of the region's population) had placed out 15,950 tonnes of organics for kerbside collection. In addition, 6,950 tonnes of organics, comprising street sweepings, stormwater silt and bulk garden organics collected at the Salisbury and Gawler Waste Transfer Stations, was delivered to Jeffries for processing.

During the year, the Authority sold (at cost) 240 litre bins to 2,019 residents equating to \$75,100 for use in the kerbside garden and food organics collection service.

To complement the kerbside service, 1,240 Jeffries food organics baskets were provided to residents. Since being introduced, about 8,000 of the food baskets have been distributed to residents.

A Jeffries food organics basket





Reducing the quantity of garden and food organics going to landfill is a major strategy for NAWMA



HOUSEHOLD HARD WASTE COLLECTION SERVICE

Salisbury and Playford Councils elected to introduce household hard waste collection in January 2008. The initial contract with Anglicare terminated in December 2011, and a new contract commenced with SITA in January 2012.

The level of participation changed slightly for both Councils compared with the 2010-11 financial year. Playford showed a 4.5 per cent increase while Salisbury recorded a 2.9 per cent decrease.

Hard Waste	Salisbury	Playford
Residual Waste (tonnes)	335.44	576.34
Steel (tonnes)	75.48	114.4
Mattresses	1008	1548
E Waste TVs	1627	2767
Monitors	347	745
Towers	174	265
Other	586	778

A total of 3,468 Salisbury residents, or 6.29 per cent of its population, took up the option of household collection, which incurs a cost of \$10 per household to be contributed by the resident. A total of 7,152 Salisbury residents (12.9 per cent of the population) elected to use the voucher system. Playford had 7,861 participants, or 23 per cent of its population, use the service.

The average weight of hard waste collected is expected to be about 100kg per collection. Playford achieved close to the average with 87kg plus mattresses (one per five collections) plus E-Waste (one per two collections).

Salisbury was above the average at 118kg plus mattresses (one per three collections) plus E-Waste (one per 1.3 collections). The table summarises the collection results:

The figures are similar to the previous financial year except for E-Waste, which has increased by 7 per cent across the region.

Complaint Statistics

On each occasion, a NAWMA operator ascertains the nature of a complaint. This may be as simple as the wrong material put out for collection, excess material put out, or concern about completion of collections. As there were two different contractors, the statistics have been split as follows:

- July to December 2011 (Anglicare)
- Playford Council – the average is 16.5 complaints per month;
 - Salisbury Council – average of five registered complaints per month.

January to June 2012 (SITA)

- Playford Council – the average is 1.8 complaints per month;
- Salisbury Council – average of 1.3 registered complaints per month.

With Playford collections averaging 655 per month and Salisbury at 289 per month, the complaint level is relatively low.

Overwhelmingly, the service is well received by residents and favoured by member Councils.

NAWMA is responsible for contract management of the collection service. It has direct responsibility to provide the total administration and promotion on behalf of the member Councils.

In terms of budget performance for collection and disposal of hardwaste in the reporting period, the following result was achieved:

- Salisbury – 89 per cent of budget forecast expended. However, this does not include the cost impact of the voucher system on the waste transfer station.
- Playford – 117 per cent of budget forecast expended. In part, this is due to the tender price being greater than forecast, expanded participation, and an increase in materials collected from the kerbside.

More than 11,000 households were serviced in the reporting period. A total of 1,101 tonnes of material, plus 2,500 mattresses and 6,511 E-Waste items, were collected. Overall, service issues have been minimal.

The average weight of hard waste collected is expected to be about 100kg per collection



ULEYBURY LANDFILL

Carbon Pricing Mechanism (CPM)

The CPM requires liable entities to pay for each tonne of carbon pollution that they emit from facilities that exceed prescribed thresholds. For landfills, this is 25kt CO₂-e (carbon dioxide equivalent). The CPM uses existing legislation – the National Greenhouse and Energy Reporting Scheme (NGERS) – as a mechanism for liable entities to report their emissions from relevant facilities. A report was commissioned to assess the current and future emissions profiles.

Current emissions profile

The focus was to determine whether emissions from the facility were expected to exceed the NGERS threshold for the 2012 financial year. The assessment indicated that the facility was expected to have NGERS Method 1 emissions of approximately 17kt CO₂-e in the period. It was not expected to trigger the 25kt CO₂-e NGERS reporting threshold. This indicates there is not a requirement to report greenhouse emissions from the Uleybury landfill in the 2011-12 financial year.

Future emissions profile

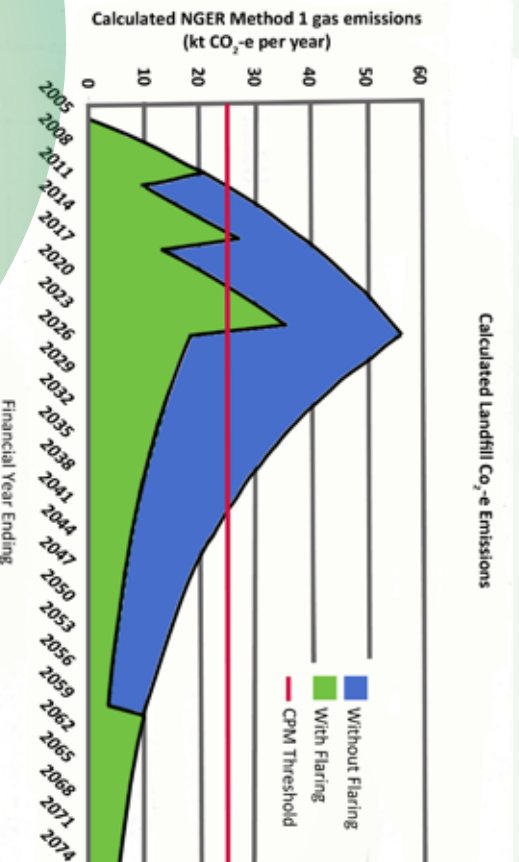
The Method 1 NGERS assessment indicates that there is potential for the facility to trigger the 25kt CO₂-e per year CPM threshold in future years.

Regular assessment of future emissions profiles will be carried out, particularly if site conditions change (for example, waste disposal rate, waste composition or gas collection rate).

Third leachate pond

Planning approval is being sought for the construction of a third leachate pond to be constructed on the top of Stage One of the landfill. This will provide a contingency when excess leachate is generated. It will also save the expense of transporting this material off-site.

As with any authorisation required from the State Government, it is an extremely lengthy process. Although NAWMA planned and budgeted for the additional pond to be in place for the 2012 winter season, we are setting our sights for construction to be complete prior to next winter.



The chart shows the years in which potential emissions exceed the threshold - shown where the green peaks in 2017 and 2022-2025. A number of strategies identified by NAWMA will be put in place to mitigate the potential for triggering this threshold.

Airspace Consumption			
Period	Airspace Consumed (m ³)	Tonnage during same period (t)	Compaction Ratio (tonnes WASTE Per m ³)
2005-06 (including material 11 May from 05 to 30 June 05)	103,395	74,873	0.72
2006-2007	108,630	94,612	0.87
2007-2008	96,600	98,895	1.02
2008-2009	97,740	87,974	0.9
2009-2010	74,560	76,949	1.03
2010-2011	94,520	76,946	0.81
2011 - 2012	85,980	74,400	0.87
TOTAL	661,425	584,649	0.88 (=overall average)

2011-2012 airspace consumption

The annual volumetric survey to measure airspace consumed at the landfill (required as part of an annual return to the EPA) was completed at the end of the financial year. The airspace consumed since commencement of operations is as follows:

The placement of all waste during the 2011-12 financial year has been into the Stage Two cell of the landfill. The airspace consumed within Stage Two during this period is 105,580 m³.

Over the same period, there has been settlement of the Stage One cell resulting in "new" airspace of 19,600 m³. The net airspace consumed in the 2011-12 period is 105,580 – 19,600 = 85,980 m³. This figure is reflected in the table above.

A landfill gas extraction well connected to a gas flaring system



Waste fill

In the reporting period, almost 50,000 tonnes of excess soil was received from major sub-divisions and civil projects in the vicinity of the landfill. A nominal charge was placed on this material at the beginning of the financial year to cover handling costs and administration charges. The benefits of receiving this material are:

- an income source of around \$200,000 per annum;
- material is stockpiled for future capping works; and
- material is available if required for use as daily cover.

Landfill operators

Following a comprehensive tender process, which concluded in March 2012, the Board awarded the contract for the operation and maintenance of Uleybury landfill to L. R. & M. Constructions Pty Ltd for a further five-year period commencing October 2012. The company has established an excellent track record as a landfill operator since commencement of operations in May 2005.



The Wleybury landfill Stage Two



RESOURCE RECOVERY CENTRE (RRC)

The 2010-11 Annual Report outlined proposals for the RRC. NAWMA has since proceeded to the next stage securing all required authorisations and approvals. Building has commenced and, subject to an incident free construction program, it is planned to commence operation during October 2012. The RRC, being Stage Three of the Edinburgh North site, will comprise a waste transfer station for the general public and small business operators, and a salvage and save operation.

NAWMA has committed to provide an experienced plant operator/supervisor to manage and coordinate all bulk material movements off the premises for marketing, processing or disposal. Basically NAWMA will manage and operate the back end of the facility while FWS will be responsible for the gatehouse, customer service and salvage and save operation, which includes resource recovery programs.

Through an expression of interest process conducted in August 2011, Finding Workable Solutions (FWS) – a social enterprise organisation – was awarded the contract for operation of the RRC. After extensive consultation between the two parties, a services agreement has been raised.



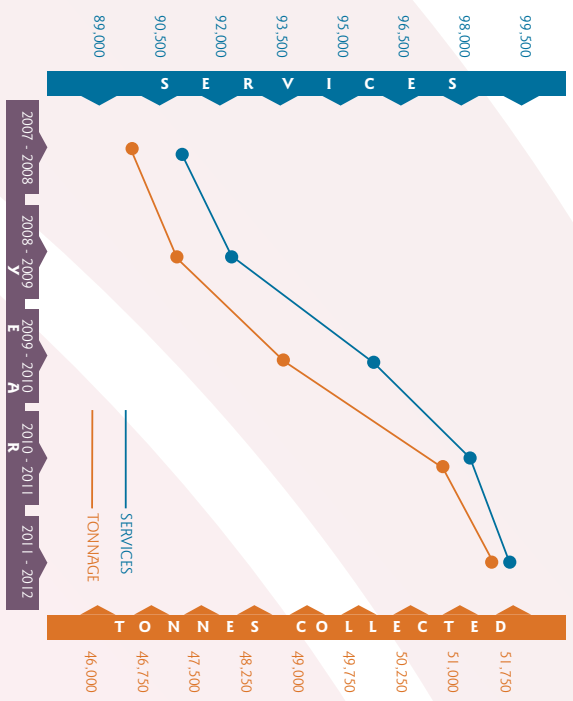
Up to \$700,000 expenditure has been approved for equipment purchase and safety/security systems. The in-floor steel belt conveyor system is an innovation specially designed to assist residents in the unloading process and to reduce the potential hazards associated with the standard practice of throwing waste into large bins. The residual waste on the conveyor will empty into purpose built containers to be towed by a tractor to the baling plant for disposal.

NAWMA has received \$300,000 in funds from the ZeroWaste SA Metropolitan Infrastructure Grant. This has reduced the money to be spent by the Authority on CAPEX items to \$400,000.

The Resource Recovery Centre under construction



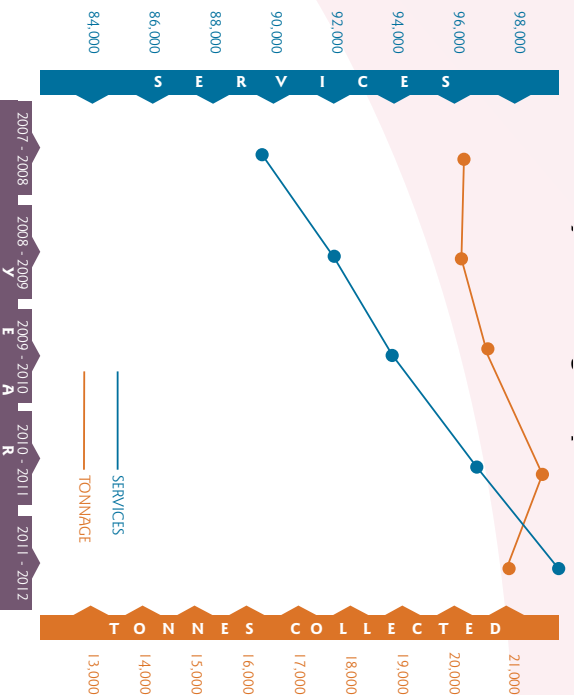
PERFORMANCE SUMMARY 2011 - 2012



Waste Tonnage comparisons 2011 - 2012

Year	Services	Tonnes Collected
07-08	90,879	46,279
08-09	92,104	47,143
09-10	95,959	48,589
10-11	98,459	50,906
11-12	100,764	51,592

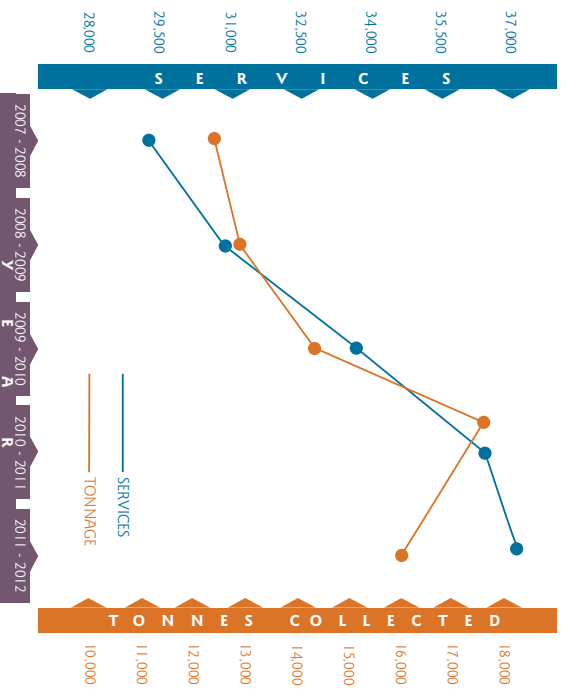
The number of households has increased by 2,322 during the reporting period. Waste collected per household per week is 9.8kg which is similar to the previous year. The maintenance of waste collected at less than 10kg per household per week is a good result.



Recycling Tonnage comparisons

Year	Services	Tonnes Collected
07-08	89,559	20,269
08-09	91,732	20,101
09-10	93,772	20,744
10-11	96,555	21,517
11-12	98,849	20,866

The collection yield from the kerbside system is 4.1kg per household per week, which is similar to the previous year. This indicates that the kerbside collection service is being well utilised. Contamination (excessive unwanted material) is an issue with this service which is constantly under review.

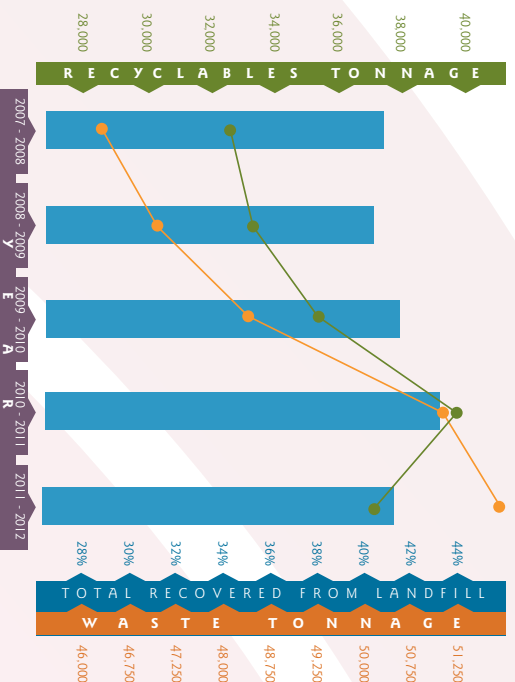


Garden Organics Tonnage comparisons

Year	Services	Tonnes Collected
07-08	28,834	12,244
08-09	30,866	12,892
09-10	33,265	14,385
10-11	35,993	17,692
11-12	37,028	15,950

The average yield of 8.3kgs per household per week is a good result considering the relatively dry year. This organics material contributes significantly to the percentage of material recovered from landfill. 38.36% of the Regions households participate in this voluntary collection where residents elect/ register for the service and provide their own MGB. There is a substantial decrease in tonnes collected which is due primarily to seasonal factors.

PERFORMANCE SUMMARY 2011 – 2012

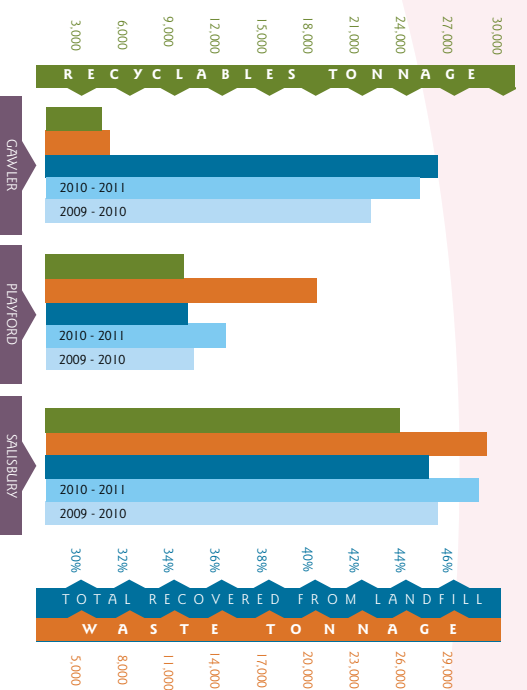


Regional performance comparison with previous years

Year	Recyclables (tonnages)	Waste (tonnages)	Percentage Recovered from landfill
07-08	32,513	46,279	41.30%
08-09	32,993	47,143	40.57%
09-10	35,129	48,589	41.96%
10-11	39,210	50,903	43.51%
11-12	36,816	51,592	41.64%

The regional percentage recovered from landfill is less than the previous reporting period and is due primarily to a very dry summer. Garden organics collections are only available to residents who elect/register for the service. Member Council participation levels in the garden organics collection service are:

Gawler	3,426 households (38.20%)
Playford	4,090 households (12.15%)
Salisbury	29,512 households (54.75%)



Member Councils performance 2011 – 2012

	Recyclables (tonnages)	Waste (tonnages)	Percentage Recovered from landfill	Compared to 2009-10 and 2008-09
Gawler	3,579	4,322	45.3%	44.7% 42.4%
Playford	9,434	18,054	34.3%	36.1% 34.9%
Salisbury	23,802	29,216	44.9%	47% 45.4%

Note:

1. The City of Playford's garden organics collection service is user-pays, and it has been in place for the whole of the reporting period.
2. The percentages recovered shown above are based on the kerbside collection service only. They do not include recycling/resource recovery initiatives in place at member Councils Waste Transfer Stations, through the hard waste collection program or via the Container Deposit Legislation (CDL) depots where steel, aluminium or plastic drink containers are returned for cash payment.



**NORTHERN ADELAIDE WASTE MANAGEMENT AUTHORITY
INDEPENDENT AUDITOR'S REPORT
To the constituent councils of the Northern Adelaide Waste Management Authority:**

We have audited the accompanying financial report, being a special purpose financial report, of the Northern Adelaide Waste Management Authority, which comprises the balance sheet as at 30 June 2012, and the income statement, statement of changes in equity and cash flow statement for the year then ended, a summary of changes in accounting policies and other explanatory notes, and the Executive Officer's Statement as set out on pages 1 to 7.

Board's Responsibility of for the Financial Report

The Northern Adelaide Waste Management Authority's Board is responsible for the preparation and fair presentation of the financial report and has determined that the accounting policies described in Note 1 to the financial statements, which form part of the financial report, are appropriate to meet the financial reporting requirements of the Northern Adelaide Waste Management Authority Charter and the constituent councils. The Board's responsibility also includes establishing and maintaining internal controls relevant to the preparation and fair presentation of the financial report that is free from material misstatement, whether due to fraud or error; selecting and applying appropriate accounting policies; and making accounting estimates that are reasonable in the circumstances.

Auditor's Responsibility

Our responsibility is to express an opinion on the financial report based on our audit. No opinion is expressed as to whether the accounting policies used, as described in Note 1, are appropriate to meet the needs of the constituent councils. We conducted our audit in accordance with the needs of the constituent councils. We conducted the audit in accordance with Australian Auditing Standards. These Auditing Standards require that we comply with relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance whether the financial report is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial report. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial report, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the preparation and fair presentation of the financial report in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the company's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by members of the Board, as well as evaluating the overall presentation of the financial report.

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The financial report has been prepared for distribution to constituent councils for the purpose of fulfilling the Board's financial reporting requirements under the Charter. We disclaim any assumption of responsibility for any reliance on this report or on the financial report to which it relates to any person other than the constituent councils constituent councils, or for any purpose other than that for which it was prepared.

Our audit did not involve an analysis of the prudence of business decisions made by the Board.

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

Independence


In conducting our audit, we have complied with the independence requirements of the Australian professional accounting bodies.

Auditor's Opinion

In our opinion, the financial report presents fairly, in all material respects, the financial position of the Northern Adelaide Waste Management Authority as at 30 June 2012 and its financial performance and its cash flows for the year then ended in accordance with the accounting policies described in Note 1 to the financial statements.

Basis of Accounting

Without modifying our opinion, we draw attention to Note 1(a) to the financial report, which describes the basis of accounting. The financial report has been prepared to assist Northern Adelaide Waste Management Authority to meet the requirements of the Northern Adelaide Waste Management Authority Charter for the purpose of fulfilling the Boards financial reporting responsibilities. As a result, the financial report may not be suitable for another purpose.


HLB MANN JUDD (SA Partnership)
Chartered Accountants
Adelaide

10th September 2012


Trevor D Hirth
Partner

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NORTHERN ADELAIDE WASTE MANAGEMENT AUTHORITY
STATEMENT OF COMPREHENSIVE INCOME
for the year ended 30 June 2012

	Notes	2012 \$'000	2011 \$'000
INCOME			
User charges	2	19,699	17,973
Investment income	2	152	151
Reimbursements	2	47	9
Other	2	119	116
Total Income		<u>20,017</u>	<u>18,249</u>
EXPENSES			
Employee costs	3	758	705
Materials, contracts & other expenses	3	16,114	14,682
Finance costs	3	531	644
Depreciation, amortisation & impairment	3	1,848	1,862
Total Expenses		<u>19,251</u>	<u>17,893</u>
OPERATING SURPLUS / (DEFICIT)		766	356
Transfer to Equity Statement		-	-
Asset disposal & fair value adjustments	2	255	-
Amounts received specifically for new or upgraded assets		<u>1,021</u>	<u>356</u>
NET SURPLUS / (DEFICIT)			
Other Comprehensive Income		-	-
Changes in revaluation surplus - infrastructure, property, plant & equipment		-	-
Total Other Comprehensive Income		<u>1,021</u>	<u>356</u>
TOTAL COMPREHENSIVE INCOME			

This statement is to be read in conjunction with the full Financial Report

NORTHERN ADELAIDE WASTE MANAGEMENT AUTHORITY
BALANCE SHEET
as at 30 June 2012

		Notes	2012 \$'000	2011 \$'000
ASSETS				
Current Assets				
Cash and cash equivalents		4	2,233	1,566
Trade & other receivables		4	2,383	1,787
Inventories		4	-	-
		4	<u>4,616</u>	<u>3,343</u>
Total Current Assets				
Infrastructure, Property, Plant & Equipment		5	<u>11,028</u>	<u>12,390</u>
Total Assets			<u>15,644</u>	<u>15,733</u>
LIABILITIES				
Current Liabilities				
Trade & Other Payables		6	2,088	1,860
Provisions		6	118	109
Borrowings		6	<u>1,619</u>	<u>1,547</u>
Total Current Liabilities			<u>3,825</u>	<u>3,516</u>
Non-current Liabilities				
Borrowings		6	6,539	8,158
Provisions		6	4,090	3,890
		6	<u>10,629</u>	<u>12,048</u>
Total Non-current Liabilities			<u>14,454</u>	<u>15,564</u>
NET ASSETS			<u>1,190</u>	<u>169</u>
EQUITY				
Accumulated Surplus			(750)	(1,771)
Asset Revaluation Reserve			1,940	1,940
Other Reserves			-	-
TOTAL EQUITY			<u>1,190</u>	<u>169</u>

This statement is to be read in conjunction with the full Financial Report

NORTHERN ADELAIDE WASTE MANAGEMENT AUTHORITY
STATEMENT OF CHANGES IN EQUITY
for the year ended 30 June 2012

	Notes	Accumulated Surplus	Asset Revaluation Reserve	Other Reserves	TOTAL EQUITY
2012					169
Balance at end of previous reporting period					-
Adjustments due to compliance with revised Accounting Standards	(1,771)	1,940	-	-	-
Adjustments to give effect to changed accounting policies	-	-	-	-	-
Restated Opening Balance	(1,771)	1,940	-	-	169
Net Surplus/ (Deficit) for Year	1,021	-	-	-	1,021
Other Comprehensive Income	-	-	-	-	-
Gain on revaluation of infrastructure, property, plant & equipment	-	-	-	-	-
Transfers between reserves	-	-	-	-	-
Distributions to Member Councils	-	-	-	-	-
Balance at end of period	(750)	1,940	-	-	1,190
2011	Notes	Accumulated Surplus	Asset Revaluation Reserve	Other Reserves	TOTAL EQUITY
Balance at end of previous reporting period		(2,127)	1,940	-	(187)
Adjustments due to compliance with revised Accounting Standards	-	-	-	-	-
Adjustments to give effect to changed accounting policies	-	-	-	-	-
Restated Opening Balance	(2,127)	1,940	-	-	356
Net Surplus/ (Deficit) for Year	356	-	-	-	-
Other Comprehensive Income	-	-	-	-	-
Gain on revaluation of infrastructure, property, plant & equipment	-	-	-	-	-
Transfers between reserves	-	-	-	-	-
Distributions to Member Councils	-	-	-	-	-
Balance at end of period	(1,771)	1,940	-	-	169

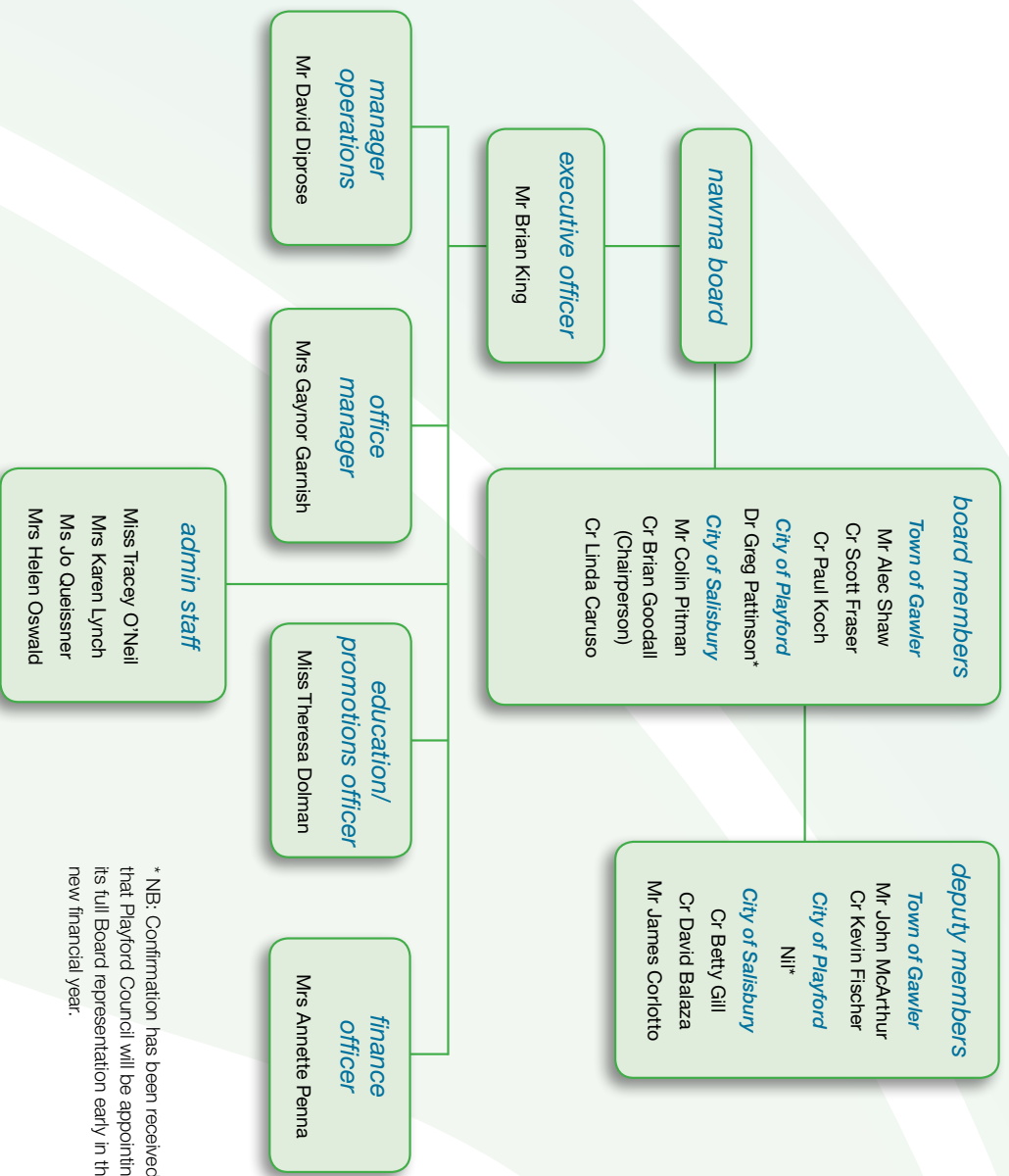
This statement is to be read in conjunction with the full Financial Report

NORTHERN ADELAIDE WASTE MANAGEMENT AUTHORITY
CASH FLOW STATEMENT
for the year ended 30 June 2012

CASH FLOWS FROM OPERATING ACTIVITIES			
<u>Receipts</u>	Notes	2012	2011
Operating receipts	\$'000		
Investment receipts			
<u>Payments</u>			
Operating payments to suppliers & employees		19,282	18,090
Finance payments		139	154
Net Cash provided by (or used in) Operating Activities		(16,631)	(15,365)
		<u>(565)</u>	<u>(671)</u>
		2,225	2,208
CASH FLOWS FROM INVESTING ACTIVITIES	7		
<u>Receipts</u>			
Amounts specifically for new or upgraded assets			
Sale of surplus assets		255	-
<u>Payments</u>			
Expenditure on renewal/replacement of assets		-	-
Expenditure on new/upgraded assets		(256)	(13)
Net Cash provided by (or used in) Investing Activities		-	-
		<u>(1)</u>	<u>(13)</u>
CASH FLOWS FROM FINANCING ACTIVITIES			
<u>Receipts</u>			
Proceeds from Borrowings			
<u>Payments</u>			
Repayments of Borrowings		-	-
Net Cash provided by (or used in) Financing Activities		(1,547)	(1,712)
Net Increase (Decrease) in cash held		(1,547)	(1,712)
Cash & cash equivalents at beginning of period		677	483
Cash & cash equivalents at end of period		7	7
		<u>1,556</u>	<u>1,073</u>
		2,233	1,556

This statement is to be read in conjunction with the full Financial Report

ORGANISATIONAL STRUCTURE



* NB: Confirmation has been received that Playford Council will be appointing its full Board representation early in the new financial year.



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