



CITY OF  
**Salisbury**



# Annual Report

2012/13

CITY OF  
Salisbury

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CITY OF  
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# From the City of Salisbury's Mayor



One of the most satisfying aspects of my role as Mayor of this fabulous city is to experience on a daily basis the sincere pride that people express in calling Salisbury home.

Our Council – through its Elected Members, management and staff, along with many dedicated and valued volunteers – strives to ensure we live in a well-planned, sustainable, safe and prosperous city. Our objective is to provide the right balance between economic development, environmental sustainability, social opportunity and community wellbeing so that people can enjoy the services and lifestyles they deserve.

Decisions made by Council over the past 12 months will provide direct, positive benefits to current and future generations of people who live and work in Salisbury and the wider northern region of Adelaide. The City of Salisbury has an enviable reputation for excellence in service delivery, innovation in infrastructure projects, support for new business and residential developments, and world-class achievements in caring for our environment. These all combine to make Salisbury a great place for people to enjoy natural and built assets and the qualities of social harmony that set us apart.

We have a thriving corporate sector contributing greatly towards national and global advancements in electronics, information technology, manufacturing, defence and environmental management. Underpinning that economic landscape is the small business sector comprising around 5,000 enterprises in Salisbury alone. This demonstrates without doubt that Salisbury is a thriving, innovative and energetic city with a 'can do' attitude. It also provides an environment of opportunity for people to work and live in our city and establish fulfilling and exciting career paths close to home.

I am particularly proud of the way that Salisbury has welcomed so many new residents from different parts of the world. This has created a unique social fabric that is expressed in many wonderful community celebrations along with cultural and artistic events and displays.

We greatly respect our Indigenous community and its strong and deep attachments to the past. Salisbury has contributed in no small way to promoting respect and awareness of Indigenous people and their forebears.

Council's support for our community, recreational centres and diverse sporting organisations, and its innovation in stormwater harvesting to sustain ovals, parks and reserves, combine to create opportunities for active and healthy lifestyles. So many people I meet tell me of their enjoyment in being able to spend quality time with their families and friends in our natural and beautiful open spaces.

While we can celebrate our achievements, Council will continue to work on enhancing the appearance of the city and to provide further opportunities for people to connect and engage with each other in positive ways. This Annual Report reflects a period of consolidation that has laid the foundation for some truly exciting developments in the near future.

They include the new Salisbury city centre Civic Square, a project that has evolved with enthusiastic input from the local community, major upgrades of sporting clubs and facilities, further improvements to playgrounds and reserves, along with renewal of the St Kilda Adventure Playground, a new footpath network and an extensive resealing of local roads.

These projects will further demonstrate why Salisbury is a great place to live.

A handwritten signature in black ink that reads "Gillian Aldridge".

Gillian Aldridge JP  
Mayor

# From the City of Salisbury's CEO



The City of Salisbury continues to focus on improving the ways in which we deliver and meet the service needs of our community.

There have been many facets to this process to strengthen leadership within Council and to enhance the capabilities of our staff members. Our cultural values are built on the basis of a skilled and motivated workforce with people who are passionate about their roles and share a common culture in delivering service excellence.

We are an innovative, responsive and accountable Council investing wisely in our people, our assets and our future to develop a dynamic and diverse economic base in harmony with a sustainable environment. This approach will continue to improve quality of life for our residents, create new employment and career opportunities in the region, and generate pride of place in the community. This is amply demonstrated by Council's initiative to commence the long-term rejuvenation of Salisbury city centre retail and business precinct. This past year has seen the delivery of a commitment to new initiatives aimed at increasing the investment and vitality of its premier city centre.

The organisational agenda has featured a number of reviews and benchmarks of our plans, policies and procedures. Key measurement processes included a WorkCover audit that demonstrated the City of Salisbury is compliant in almost 100 per cent of occupational health and safety requirements. This showed that we have an enviable workplace environment that supports the best outcomes for staff and the community. Our ongoing program review process places emphasis on understanding what levels of service Council wishes to provide for the community, and how best these services can be provided.

We have continued to provide a sharp focus on asset management involving Council-owned buildings, planning and maintenance of road systems, footpaths, stormwater drainage and greening of our city. This ensures that infrastructure development is timely and orderly to enable the City of Salisbury to grow in a planned and structured way.

Council's leadership in stormwater harvesting and re-use for irrigation is showcased in the quality of our parks, reserves, wetlands and trails that provide outstanding opportunities for healthy activities and amenities, while enriching the landscape of our city.

We have worked closely with local clubs, sporting and recreational organisations to upgrade facilities, including support for installation of solar systems to off-set rising electricity prices, and to help reduce general operating costs. This work continues to provide direct benefits to the community. Council has endorsed a Safe Cities Agenda to improve safety in public places that experience high levels of activity and visitation. We continue to consult and engage with the community so that people can be involved in, and influence decision-making, and ensure that we respond appropriately where things can be improved.

Our community and recreation centres have been developed as nodes for the delivery of Council-supported programs that contribute to health and community wellbeing, social engagement, learning and skills development. Council has also adopted the Reconciliation Action Plan. This represents a major advancement in the way we engage with the local Indigenous community. One of the defining features of the City of Salisbury is its cultural diversity with residents from many parts of the world being integrated into our society. Around 18 per cent of people in the City of Salisbury come from countries where English is not the first language. This is the source of immense pride among people who call Salisbury home.

The City of Salisbury places major importance in its collaborative relationships with other organisations, including our neighbouring Councils, to achieve the best outcomes in building regional capacity. We work closely with, and support the Northern Economic Leaders (NEL) network to strengthen the foundation of our corporate and small enterprise sector, and our excellent relationships with tertiary institutions and schools are geared to encourage learning and skills development to meet emerging employment opportunities in local businesses.

Overall, we can reflect on a year of achievement and consolidation that will support future economic, environmental and social development. The revitalised Civic Square in the heart of Salisbury will provide an outstanding example of a city building a vibrant future and connecting people with each other in new and exciting ways.

A handwritten signature in black ink, appearing to read 'John Harry', written over a light blue horizontal line.

John Harry  
Chief Executive Officer



# 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:

- *The Prosperous City* (Economic Development Strategy)
- *The Sustainable City* (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.

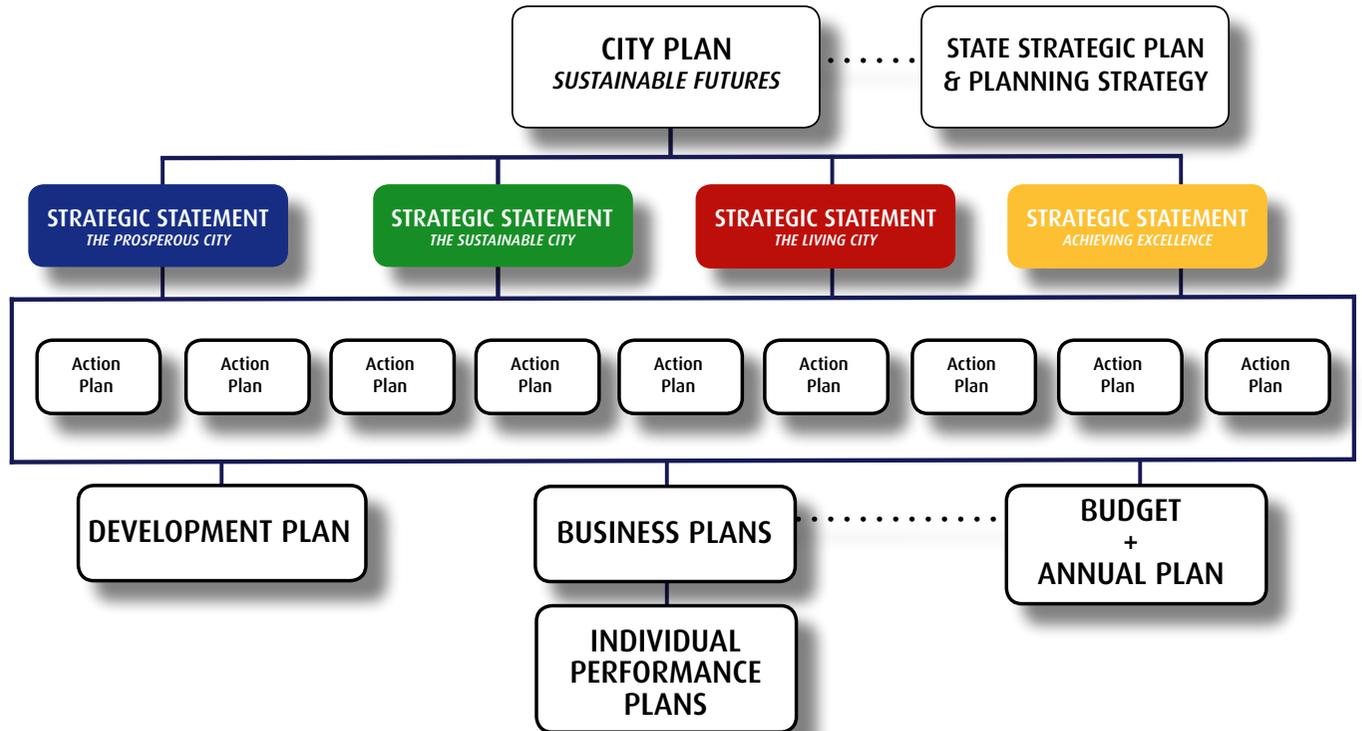
## Our Community and Economy

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

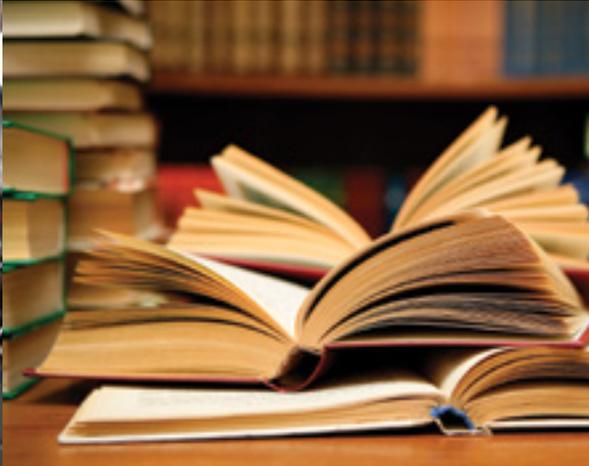
Our community is diverse and growing rapidly. Between the 2001 and 2006 Census, Salisbury's population grew by almost three per cent. Our community is also changing. In the next 15 years, Salisbury's percentage of seniors is set to treble.

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 it 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

### *Sustainability:*

We will balance economic, social, cultural and environmental factors with a longer term perspective to ensure the sustainability of the organisation and our community.

### *Community and Customer Service:*

We will seek to understand our community and customer expectations. We will listen to their needs and respond to their changing requirements.

### *Professional Performance:*

We will strive to be a leader in Local Government emphasising best practice and innovation.

### *Probity, Ethics and Accountability:*

We will act with honesty and integrity and be open and transparent in our decision-making.

### *Access, Equity and Inclusion:*

We will celebrate our diverse community in which people, regardless of their race, culture, religion, age, gender or level of ability, can participate and have access to the services and processes of the Council.

## Our Key Directions

### *The Prosperous City:*

Supporting the future prosperity of our city.

### *The Sustainable City:*

Providing built and natural environments that are sustainable and resilient.

### *The Living City:*

Encouraging and supporting a thriving and connected community.

### *Achieving Excellence:*

Enhancing and sustaining organisational capacity.

# Annual Plan 2013/14

## Annual Plan 2013/14

In 2013/14, the City of Salisbury will place great emphasis on environmentally sustainable initiatives with the implementation of solar panels onto sporting facilities and community centres, the reactivation of irrigation at many of Council's open spaces and sporting ovals, as well as the provision of energy efficiency works to help decrease the impact of our carbon footprint.

Council is focusing on supporting the community with a range of initiatives aimed at enhancing social wellbeing. Many of the region's playgrounds and open spaces will be upgraded, as well as continuing social, health and wellbeing programs across the city.

## Features of the 2013/14 Budget

The 2013/14 budget delivers:

- Road reseal/reconstruction program - \$7.6 million;
- Play space/playground program - \$395,000;
- Council reserve upgrade - \$342,000; and
- St Kilda boardwalk reconstruction - \$550,000.

Developments at Diment Road, Salisbury North and Parafield Gardens will provide extra housing opportunities for residents, some of which will feature affordable housing, and the continued revitalisation of Salisbury city centre promises to be an important initiative for Council during the next year and beyond.

Environmental initiatives in 2013/14 include:

- Local flooding program - \$550,000;
- Watercourse management plan - \$575,000;
- City-wide trails program - \$465,000;
- Neighbourhood reserve irrigation activation - \$350,000; and
- Water for the Future Stage 3 – Cobbler Creek integrated flood mitigation, harvesting and re-use schemes - \$1.29 million.

For the community, there is a range of programs that will improve outdoor areas for families, sporting clubs and community centres.

- Club/sporting facility upgrade program (minor capital works) - \$252,000
- Capital upgrade program for sport and recreation buildings - \$1.15 million; and
- St Kilda playground renewal - \$500,000.

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

- Installation of public lighting throughout the City of Salisbury on a priority basis;
- The creation of a railway pedestrian underpass at Dry Creek to assist local residents at Mawson Lakes;
- Supply and installation of bus shelters, including ground works, in accordance with the South Australian Government's Bus Shelter Program; and
- Provision of solar electricity generation components at Community Centres, the Operation Centre and Council offices.

## Rate Increase

For 2013/14 Council has determined an average rate increase of 4.2 per cent.



Significant factors placing pressure on the budget include:

- Declining Federal Assistance Grant and grants generally; and
- Mandatory rebates for Community Housing Associations.

## Differential Rating

The rate for vacant land is 30 per cent higher than that for residential property which reflects Councils' desire to promote the development of large land holdings in the city.

Different rates may be applied to different categories of property called 'land uses' as determined by the Valuer General. A loading is applied to commercial and industrial properties and to vacant land. Residential and other properties pay the base rate.

# Annual Plan 2013/14

## Features of the 2013/14 Budget

OPERATING BUDGET BY KEY DIRECTION	2013/14		
	EXP \$000's	INC \$000's	NET \$000's
<b>THE PROSPEROUS CITY</b>			
Economic Development	1,213	361	852
Development Management	2,657	940	1,717
Urban Planning	1,102	-	1,102
Roads	4,269	3,136	1,133
Footpaths	1,851	-	1,851
City Infrastructure	-	408	(408)
<b>TOTAL THE PROSPEROUS CITY</b>	<b>11,092</b>	<b>4,845</b>	<b>6,247</b>
<b>THE SUSTAINABLE CITY</b>			
Water Management	3,812	1,794	2,018
Waste Management	14,844	1,378	13,466
Parks and Landscape	14,360	155	14,205
City Infrastructure	-	180	(180)
<b>TOTAL THE SUSTAINABLE CITY</b>	<b>33,016</b>	<b>3,507</b>	<b>29,509</b>

<b>THE LIVING CITY</b>			
Community Development	2,972	153	2,819
Library Services	5,318	671	4,647
Recreation Centres	4,222	2,120	2,102
Community Sport and Club Facilities	1,802	-	1,802
Youth and Neighbourhood Services	1,960	235	1,725
Healthy Ageing and Access	4,262	2,699	1,563
Cemetery	518	437	81
Food and Health Regulation	1,073	167	906
Parking and Bylaws Control	590	312	278
Dog Control	1,461	1,182	279
Crime Prevention and Repair	559	-	559
Street Lighting	2,500	-	2,500
<b>TOTAL THE LIVING CITY</b>	<b>27,237</b>	<b>7,976</b>	<b>19,261</b>
<b>ACHIEVING EXCELLENCE</b>			
Corporate Services	16	1,024	(1,008)
Governance	-	1	(1)
Sundry	21,697	7,444	14,253
<b>TOTAL ACHIEVING EXCELLENCE</b>	<b>21,713</b>	<b>8,469</b>	<b>13,244</b>

Capital Works and Project Preparation	2,001	-	2,001
Corporate Unallocated	5,523	-	5,523
Corporate Governance Overhead	3,258	-	3,258
Rate Revenue	-	79,401	(79,401)
<b>TOTAL OPERATING SURPLUS/ (DEFICIT)</b>	<b>103,840</b>	<b>104,198</b>	<b>358</b>

# Elected Members July 2012 - June 2013

## 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-Nov 2012)



Cr Brad Vermeer

## NORTH WARD



Cr Linda Caruso



Cr Alex Coates JP

## PARA WARD



Cr Mirella Honner



Cr Riccardo Zahra

## SOUTH WARD



Cr Sean Bedford



Cr Julie Woodman JP

## WEST WARD



Cr Chad Buchanan JP  
(Deputy Mayor Nov 2012-Current)



Cr Donna Proleta



# 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 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 at least once in every eight years. 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 included<sup>1</sup>.

Council	Elected Members <sup>2</sup>	Electors	Representation Quota <sup>3</sup>
Salisbury	17	84,289	4,958
Playford	16	49,218	3,076
West Torrens	15	38,117	2,541
Charles Sturt	17	75,249	4,426
Port Adelaide/Enfield	18	73,157	4,064
Marion	13	58,961	4,535
Onkaparinga	21	111,188	5,294
Tea Tree Gully	13	70,278	5,406
Metropolitan Average <sup>4</sup>	14	43,951	2,974

<sup>1</sup> Data supplied by the Local Government Association.

<sup>2</sup> Including the Mayor.

<sup>3</sup> 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.

<sup>4</sup> 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 JP
Central Ward	Cr David Balaza Cr Betty Gill JP
East Ward	Cr Joe Caruso Cr Damien Pilkington
South Ward	Cr Sean Bedford Cr Julie Woodman JP
Hills Ward	Cr Jana Isemonger Cr Shiralee Reardon JP
Para Ward	Cr Mirella Honner Cr Riccardo Zahra
West Ward	Cr Chad Buchanan JP (Deputy Mayor Nov 2012 - Current) Cr Donna Proleta
North Ward	Cr Linda Caruso Cr Alex Coates JP
Levels Ward	Cr Brian Goodall (Deputy Mayor Nov 2011 - Nov 2012) 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 the City of Salisbury Council are as follows:

Councillor	\$18,235 per annum
Mayor	\$72,938 per annum
Deputy Mayor	\$22,793 per annum
Chairman of Standing Committees	\$22,793 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.

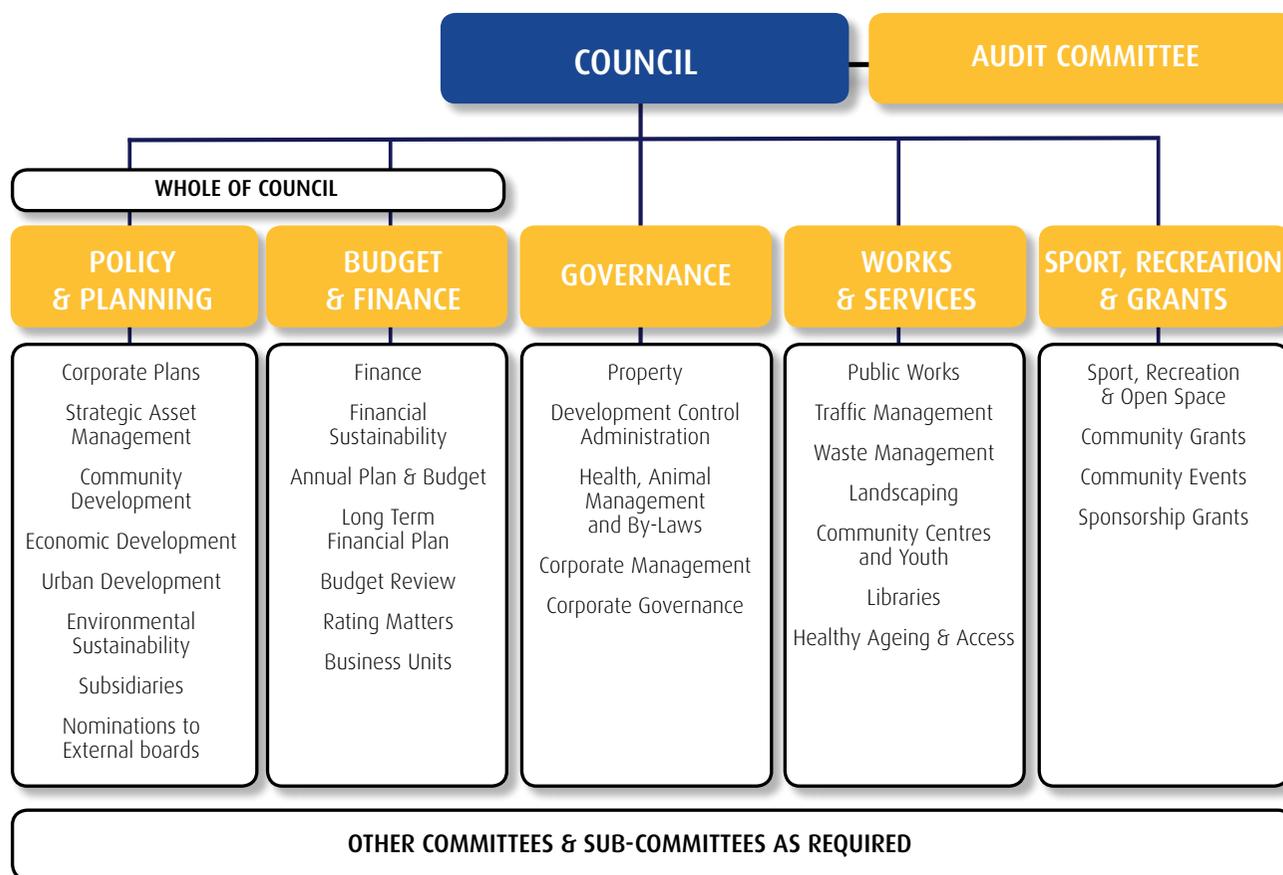
In addition to an allowance, Elected Members are provided with resources to assist in the representation of their community and conducting Council business. This includes an Apple iPad, laptop computer and printer, broadband Internet access, stationery and business cards. The Mayor has access to a personal assistant and is provided with a mobile phone and car. The Elected Members Allowances, Facilities and Support Policy provides 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 the 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 the Works & Services Committee, Governance Committee and Sports, Recreation & Grants Committee. The Committee structure and membership is set out below:



### Policy & Planning Committee

Cr Alex Coates JP (Chairman)  
 Dec 2012 - Current/(Deputy Chairman) Nov 2011 - Nov 2012  
 Cr Betty Gill JP (Chairman) Nov 2011 - Nov 2012  
 Cr Damien Pilkington (Deputy Chairman) Dec 2012 - Current  
 All members of Council

### Works & Services Committee

Cr Riccardo Zahra (Chairman)  
 Nov 2011 - Current  
 Cr Betty Gill JP (Deputy Chairman) Dec 2012 - Current  
 Cr Shiralee Reardon JP (Deputy Chairman) Nov 2011 - Nov 2012  
 Cr Sean Bedford  
 Cr Joe Caruso  
 Cr Alex Coates JP  
 Cr Brian Goodall  
 Cr Donna Proleta  
 The Mayor is, ex-officio, a member of this Committee

### Sports Recreation & Grants Committee

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

### Governance Committee

Cr David Balaza (Chairman) Nov 2010 - Current  
 Cr Mirella Honner (Deputy Chairman) Dec 2012 - Current  
 Cr Julie Woodman JP (Deputy Chairman) Nov 2011 - Nov 2012  
 Cr Chad Buchanan JP  
 Cr Linda Caruso  
 Cr Jana Isemonger  
 Cr Damien Pilkington  
 Cr Brad Vermeer  
 The Mayor is, ex-officio, a member of this Committee

### Budget & Finance Committee

Cr Linda Caruso (Chairman) Nov 2010 - Current  
 Cr Sean Bedford (Deputy Chairman) Dec 2012 - Current  
 Cr Damien Pilkington (Deputy Chairman) Feb 2011 - Nov 2012  
 All members of Council

### Audit Committee

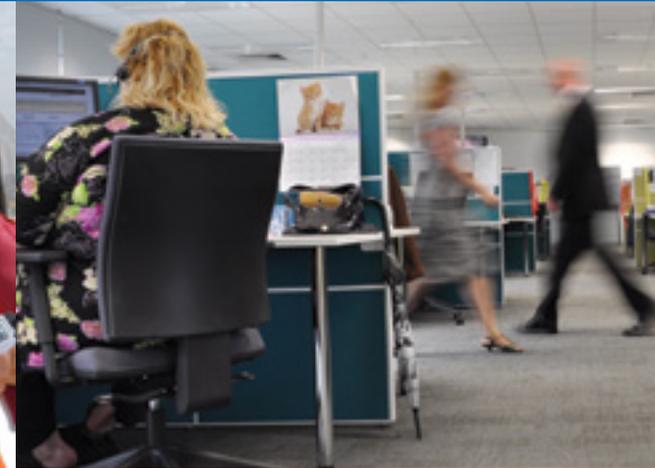
Mr Peter Brass - Chairman  
 Mr Allen Bolaffi  
 Mr Mark McAllister  
 Cr Linda Caruso  
 Cr Shiralee Reardon JP

### Development Assessment Panel

Mr Gavin Lloyd-Jones (Presiding Member)  
 Cr Brian Goodall (Deputy Presiding Member)  
 Ms Vanessa McDougall  
 Mr Roger Freeman  
 Ms Emma Barnes (resigned April 2013)  
 Cr Donna Proleta  
 Cr Shiralee Reardon JP



CITY OF  
**Salisbury**



## KEY DIRECTION

# the Prosperous City

### Objectives

- To have a community with skills that are valued by employers and provide rewarding careers for residents
- To enhance and create quality urban areas with high amenity and integrated infrastructure
- To have a prosperous and adaptive business sector that supports community wellbeing, is globally oriented and creates employment opportunities
- To deliver suitably integrated infrastructure that maximises economic efficiencies and opportunities for the community
- To deliver a regional culture of collaboration

# Key Direction: The Prosperous City

*Salisbury, Shaping the Future* is a practical framework with actions to contribute towards economic growth and prosperity.

This in turn will further enhance quality of life for the entire Salisbury community over the next decade and beyond.

Industry in Salisbury is well positioned to maximise opportunities from some of the fastest growing market sectors, including electronics, information and communications technology, advanced manufacturing, defence and environmental management.

## A Skilled Community

Foundation Skills Programs support students entering employment with training or volunteering opportunities delivered at all of the community centres, Twelve25 Salisbury Youth Enterprise Centre and the Mawson Centre.

The centre programs were developed with current skills shortages in mind, and they particularly targeted individuals with lower literacy abilities along with the unemployed and under-employed.

The centres provided 125 programs with 1,426 participants. Outcomes were very positive with 114 participants going on to volunteering in the community, 392 entering further study and 100 gaining employment.

The programs provide a diversity of learning options, including language literacy and numeracy programs. The various learning streams focus on digital literacy, preparation for work and career development, introduction to office, recreation and sport, retail, children's services, hospitality, blue collar trades, aged and disability care and volunteer development.

Twelve25 Salisbury Youth Enterprise Centre is the City of Salisbury's principal youth facility. Its programs focus on employment, education and enterprise outcomes for people aged 12 to 25. Services include Flexible Learning Options (FLO programs) and Adult Community Education (ACE) transition programs.



# Key Direction: The Prosperous City

## Quality Urban Areas

Council's City Development division embraces best practice urban planning to create quality urban areas with high amenity and integrated infrastructure.

A review of the Growth Action Plan is exploring future development opportunities for the city that will be integrated with the Transport and Social Infrastructure Plan.

The Salisbury City Centre Renewal Strategy will include the Civic Square upgrade, redevelopment of the Sexton car park, and a number of Early Win projects.

## Planning for the Future

The City of Salisbury's Strategic Directions Report (SDR) was completed and outlines how Council will review and update its Development Plan to implement the strategies and achieve the targets of the relevant State Planning Strategy, while also supporting the aspirations of the Council and the community.

The SDR identifies the strategic planning issues that face Council, and it will determine and allocate priorities for future amendments to the Development Plan, and other strategic planning projects (that may or may not culminate in the need for amendments to the Development Plan).

Council is currently undertaking a number of Development Plan Amendments (DPA's) across the city including:

- The Salisbury City Centre DPA which will update zoning affecting Salisbury city centre to enable and encourage the development outcomes sought by the Salisbury City Centre Renewal Strategy and Structure Plan;



- Salisbury Heights DPA - A part-privately funded DPA to investigate rezoning areas at Salisbury Heights that are within the high bushfire risk area (Rural Living Zone and part Residential Para Escarpment Zone) to allow for smaller allotments and increased residential development; and
- Mawson Lakes DPA - To rezone the MFP (The Levels) zone at Mawson Lakes to more accurately reflect the range of existing and envisaged uses for the area.

## Prosperous Business Sector

The Polaris Centre delivers business support services, including advice, workshops, expansion of the mentoring program, digital economy training and group coaching.

Development of the Innovation to Business program, in conjunction with the University of South Australia, will provide opportunities for businesses to link with academic research and expertise. The Northern Economic Leaders Group placed a focus on energy efficiency in 2012/13, and work is underway with businesses in Salisbury South to reduce energy input costs.

The Investment Support Campaign continued to highlight the advantages of doing business in Salisbury, and work continues with firms interested in investing or relocating in the Council area.

## Integrated Infrastructure

Council will continue to work in partnership with service providers to ensure that infrastructure development is timely and orderly.

# Key Direction: The Prosperous City

## Collaborative Culture

Council has continued to participate in the GM Holden Taskforce, the Northern Adelaide Regional Collaboration and its task groups. Business support services are also provided into the City of Playford as part of a contract with that Council.

Through the Libraries for Learning Partnership, Salisbury's libraries have ongoing participation and collaboration with public libraries in Port Adelaide/Enfield, Tea Tree Gully and Playford, as well as the UniSA Library and TAFE SA.

Community Centres collaborate with a variety of organisations to develop, implement and support groups on the basis of low cost or no cost for the hire of facilities.

The centres feature guest speakers in various programs. For example, speakers from Northern Volunteering engaged with students from the Foundation Skills Program to share information about volunteering and work experience.

The centres also work with local children's services centres to deliver training and school holiday programs.

They assist various organisations with funding applications and accreditation processes, and have representation on peak bodies. In 2012/13, the centres provided 2,273 individual linkages and referrals to other organisations.

## Salisbury City Centre Revitalisation

In August 2012, Council endorsed the vision 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, recognises Salisbury city centre as being key to the future success of northern Adelaide, identifying it as one of Greater Adelaide's major hubs and a future Transit Oriented Development (TOD).

It is forecast that over 2,000 new residents will come to live in the city centre over the next 10 to 20 years. Salisbury also predicts an influx of around 8,000 workers throughout the next 10 to 20 years, with commercial and retail capacity in the city centre growing accordingly to approximately 70,000 square metres.

Based on the consultation undertaken in 2011, Council developed the Salisbury City Centre Renewal Strategy and Structure Plan to ensure the resulting plan reflects the needs and aspirations of its customers and residents.

Key features of the Structure Plan include:

- Improved pedestrian movement within and around Salisbury city centre;
- Significant changes to the road network to facilitate better traffic movement into and around the centre;
- An improved parking strategy;
- Simplification of bus movements and strong linkages between the centre and an upgraded transport interchange;
- Creation of green spaces within the city centre;
- Creation of active frontages along Church and John Streets;
- Providing active frontages to the Civic Square and softened landscaping to promote use;
- Increasing residential, commercial and retail densities; and
- Providing opportunities to establish residential and mixed-use developments to increase the permanent resident population within the centre.





CITY OF  
**Salisbury**



KEY DIRECTION

## the **Sustainable** City

### Objectives

- To have sustainable and resilient natural environments that support biodiversity and contribute to quality amenity
- To reduce corporate carbon emissions via mitigation as well as optimising renewable energy options
- To reduce resource consumption and minimise waste generation
- To deliver sustainable water management and improve water security for the city
- To have sustainable and resilient built environments that contribute to quality amenity

# Key Direction: The Sustainable City

Caring for the environment is a responsibility we all share. Indeed, sustainability is becoming a greater priority for communities due to the impact of climate change.

The Sustainable City is Council's response to the environmental challenges we face locally and globally. This strategic framework acknowledges the threats to our community if we do nothing, and it sets out actions required to preserve our current lifestyles while maintaining prosperity.

It is a practical and pragmatic local response demonstrating that by meeting environmental challenges in our own 'backyard' we – as a community – can make a difference.

## Supporting Biodiversity in Harmony with Quality Amenity

The Biodiversity Management Plan is an ongoing strategy with a focus on the Little Para River. It is supported by the Water Course Management Plan to identify and rehabilitate areas along our waterways affected by significant erosion or build-up of silt.

This approach enables better management and development of Council's wetlands and waterways with natural creek design and biodiversity plantings for erosion protection. The first projects have been completed in the Lower Little Para River.

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

Irrigation upgrades were completed at Cockburn Green with new systems designed and due to be installed at Salisbury Downs and Yalumba Drive Ovals in late 2013.

Landscaping projects were completed at Atkinson Drive Reserve, Main North Road median, Port Wakefield Road entry statement (Cavan), Agnes Court Reserve and Park Terrace Reserve.

Major play space renewal projects are underway at Harry Bowey Reserve, Carisbrooke Reserve, Creaser Park and Salisbury North Oval.

A new shelter facility was constructed at Carisbrooke Park and opened in time for the Australia Day citizenship ceremony and awards presentation in January 2013.



# Key Direction: The Sustainable City

## Reducing Carbon Emissions

Council's Carbon Management Plan will allow 400kw of solar panels to be installed over the next 12 months to minimise corporate carbon emissions and maximise renewable energy options.

There has been a continuing focus on improving the efficiency of Council's facilities with upgraded air conditioning systems, voltage optimisation and building management systems.

## Resource Management

The design is being finalised for the Pooraka Transfer Station to be developed as a resource recovery facility. A roof will be erected over the general in-ground waste bins at the site.

In December 2012, Council began participation in the Television and Computer Product Stewardship Program for the collection and recycling of end-of-life televisions and computers.

The Pooraka Transfer Station has also started to receive mixed loads of concrete, clay bricks and tiles.

In the 2013/14 financial year, Council funding will allow the paved area within the site to be extended to enhance recycling and reuse facilities.

## Sustainable Water Management

Council's Water Business Unit delivered 1,918 million litres of recycled water during the 2012/13 year. A total of 1,030 million litres was supplied to external customers, including 35 schools and numerous industrial and commercial enterprises.



A further 888 million litres of recycled water irrigated Council-owned reserves and sports fields, replacing requirements for expensive mains water.

Through the Water Course Management Plan, Council ensures that waterways and wetlands are maintained and improved to minimise pollution into Gulf St. Vincent and to maximise the quality of water available for harvesting.

The Local Flooding Program involved 20 works projects with a further 30 projects to be undertaken in the next 12 months. Major works included an upgrade of the Clifford Way and Nelson Road stormwater system with Tamarix Avenue and Marquisite Drive due to be constructed in the summer of 2013.

Council is completing stormwater management planning in the Para Escarpment area to resolve flooding issues around Kesters Road and The Paddocks.

## Sustainable Built Environment

With its integrated approach to landscape design, Council recognises the importance of biodiversity and energy reduction in all open space developments. For example, the Green Trails project included solar lighting and bio-diverse plantings to develop quality sustainable amenity.

Council completed the trail between Happy Home Reserve and Kings Road with the next stage between Kings Road and Port Wakefield Road scheduled to be finalised by the end of the year.



CITY OF  
**Salisbury**



KEY DIRECTION

## the **Living** City

### Objectives

- To have a community that embraces healthy and active lifestyles
- To have an engaged community with a strong sense of vitality, pride and belonging
- To have a city where a quality of life is achievable
- To have a community that aspires to and embraces learning as a lifelong goal

CITY OF

Salisbury

# Key Direction: The Living City

The Living City Strategy reflects the need for Council to integrate the economic, environmental and social dimensions of policy and planning.

This holistic approach will support sustainable urban development, enhance community connections, pride and well-being, and maximise business growth.

## Healthy and Active Lifestyles

During 2012/13, there were more than 355,000 direct visits to the Parafield Gardens, Ingle Farm and St Jays Recreation Centres and the Salisbury Recreation Precinct to participate in Council-run activities such as basketball, netball and swimming lessons.

There were a further 200,000 indirect visits for involvement in activities presented by other groups and organisations using the facilities.

A major focus has been on activities that do not feature in mainstream recreation programs, and on development initiatives for children.

Following is an overview of new programs and events developed at the sites:

### *Parafield Gardens Recreation Centre*

- Mini Ball (basketball);
- Net Set Go (netball); and
- Kick Start Futsal (indoor soccer).

### *Ingle Farm Recreation Centre*

- Kick Start Futsal; and
- Sports Ability for Child Care Centres.

### *Salisbury Recreation Precinct*

- TriFit coaching program for junior triathletes; and
- Toddlers swim classes.

There was also growing participation in core programs and events such as swimming lessons, tennis coaching, roller skating and squash.

Recreation Services continued its successful partnerships with a number of peak sporting bodies including Basketball SA, Netball SA, Futsal SA and Skate Australia. These partnerships have led to ongoing development of the Beyond the Basket Program, introduction of Net Set Go, and improved participation in Futsal and roller skating.

New partnerships were developed during the year with bodies including Baseball SA and UniSA.

Other highlights in 2012/13 included:

- The City of Salisbury Pro Tour Tennis Tournament, which attracted local, national and international players to Salisbury Recreation Precinct;
- St Jays 50th Anniversary Celebration Event; and
- The South Australian Squash Open at Ingle Farm Recreation Centre.

## Supporting the Food Retail Sector

The City of Salisbury has continued to implement its Food Safety Rating Program to reward businesses providing food for excellence in food safety compliance.

This program has resulted in accelerated improvements and higher standards of compliance from Salisbury food businesses, with 82 per cent of participating business increasing their star rating since the program's inception.

As at the end of June 2012, there were 14 five-star businesses and 16 four-star businesses. A further 27 businesses have implemented food safety programs from the 40 eligible cafés, hotels and restaurants in Salisbury.

The South Australian Parliamentary enquiry into food safety schemes similar to 'score on doors' was concluded and the outcome was for the State Government through SA Health and Local Councils to implement a pilot program similar to that being provided by the City of Salisbury.

The City of Salisbury will be active in participating and trialling a State-based approach to continue encouraging businesses to improve compliance with food hygiene standards.

## An Engaged Community

There is continuing development of other programs and events including an after school table tennis program and summer indoor hockey competition at the Gardens Recreation Centre, and a Sporting Excellence pilot program at Salisbury Recreation Precinct.

More than 800 seniors from Culturally and Linguistically Diverse (CaLD) backgrounds engaged in weekly or fortnightly social programs or physical activities such as yoga, Zumba, walking groups, Tai Chi, dancing and exercise classes. Healthy eating educational sessions for CaLD communities were integrated into the programs.

# Key Direction: The Living City

Council's community centres provided physical and emotional health and well-being programs resulting in 14,049 individual visits. Adult education courses also included a focus on healthy lifestyles in accredited and non-accredited curriculums.

Council engaged the community through a variety of events, programs and initiatives aimed at supporting residents to participate, learn from each other, and to get active.

These included the reintroduction of the Midnight Basketball Program for young disadvantaged people; Growing for Gold Program involving 500 children who were given 'taster' sessions of different sports; Salisbury Youth Council blood donation, mental health and healthy breakfast projects, and the Sports Development Program which aims to facilitate opportunities for all residents of all ages, abilities and interests to be actively involved in sport and recreation as a player, coach, official, volunteer and/or administrator from grass roots to the professional level.

## Access and Inclusion

Council's Inclusion Project Officer worked on a range of programs aimed to support residents with a disability living in the Salisbury community. Programs included:

- Completion of extensive consultation with residents with disabilities about footpath and kerb ramp access in the city; which resulted in revision of the Council Footpath Policy;
- More than 18 resident requests for footpath and kerb ramp access were met at a cost of \$88,700; and
- Development of staff training to support the 'Beyond the Ramp' inclusion plan and selection of 27 staff champions for access and inclusion.

## Safety and Incident Management

The Salisbury Emergency Plan is in place; however this involves ongoing work in risk assessment.

The plan, endorsed by the Emergency Management Council and Emergency Management Australia, is based on an 'all hazards' framework. It involves an incident management team comprising representatives of Council departments that are likely to be involved in prevention, response and recovery operations.

Updated information is available on the City's website at [www.salisbury.sa.gov.au](http://www.salisbury.sa.gov.au)

The City of Salisbury continues to participate in the Northern Adelaide Zone Emergency Management Committee (NAZEMC) together with the Cities of Playford and Port Adelaide/Enfield.

The 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.

## Responsible Dog Ownership

Council continues to provide and promote community information and education on responsible dog ownership. Staff participated in a community information night to recognise the benefits of training and de-sexing dogs to encourage more sociable and amicable dogs in the community.

Staff also participated in the 'Mawson Lakes Dogs Day Out' community event held in Mawson Lakes where staff provided relevant information to the community on responsible dog ownership. This work, along with a pro-active investigation and complaint response, resulted in the number of dog attack investigations decreasing.

Dog attack investigations reduced to 64 compared to 74 and 86 over the preceding two years, and dog noise complaints have remained at low numbers - 50 were investigated compared to 48 and 80 over the preceding two years.

## Community Engagement, Vitality and Pride

The Harmony Day celebration in the John Harvey Gallery was a very successful event attracting more than 200 people. Nine CaLD senior groups worked on the Salisbury's Banner Project in which they expressed pride and a strong sense of belonging to the broader Salisbury community.

Ongoing cultural celebrations are a vital part of CaLD programs and engagement to celebrate the contribution of residents of diverse backgrounds to the community.

Council's Healthy Ageing and Access division implemented a Consumer Participation and Engagement Plan within the Home and Community Care Program.

About 800 older people, including carers, were engaged through the following processes:

- Community forums;
- Service surveys;
- Community pop-up consultations; and
- Establishment of a new advisory group.

More than 600 community activities were facilitated during Senior's Month - Aged to Perfection - in October 2012. These activities showcased the benefits of active ageing in Salisbury.

Council's community centres are managed by volunteer committees comprising residents who are passionate about their local communities. Sixty management committee members provided 1,000 hours of service during the year.

A total of 184 volunteers provided 19,180 hours of service at the centres through 300 programs enhancing the skills of local people and supporting community wellbeing.

# Key Direction: The Living City

Participation Visits at the Community Centres (includes Twelve25 Salisbury Youth Enterprise Centre) 2012/13:

Participation Visits - Attendance for Structured Courses and Programs	27,314
Participation Visits - All Other	166,233
<b>Total</b>	<b>193,547</b>

Council organised and supported a number of events throughout the year including:

- Salisbury Writers' Festival with 400 people registered;
- Matsuri on Mobarra Festival, a Japanese festival that attracted 2,000 people;
- Ceremonies for Vietnam Veteran's Day and recognising asbestos victims;
- Endorsement of the inaugural Reconciliation Action Plan;
- Staging the NAIDOC and Reconciliation program of events; and
- Commissioning the 'Together Woven': Kurna Heritage Marker artwork at Greenfields Wetlands.

A number of successful community events took place, including the St Kilda 30th birthday picnic and the Living Legend Awards, presented at the Mayor's annual cocktail function.

The 2012 Living Legend Awards recognised seven local people who continue to make an outstanding contribution to the Salisbury community in a variety of ways.

Council continued to develop its capacity to engage the community in decision-making. The Community Engagement Officer, appointed in early 2012, championed the role of the community in planning, with excellent responses.

Council has also continued to enhance its engagement strategies with the community through a strong on-line and social media presence, as well as an effective media liaison and publications program.

## Volunteer services

Volunteers continued to play a vital and widely appreciated role in the delivery of community services throughout the City of Salisbury.

In the past year, 540 volunteers dedicated 82,446 hours primarily through involvement with seniors and youth services, community centres and libraries. This translates into approximately \$1.8 million in paid time.

In 2012/13 volunteers assisted in the following ways:

- Delivery of 9,773 one-way transport trips, preparation of 25,230 meals and 87,389 hours of centre-based social activities for seniors;
- Assistance with Arabic, Bhutanese, Bosnian, Italian, Polish and Vietnamese senior social support programs, including 860 hours of transport, 1,907 hours of friendly visits and 55 outings;
- Justice of the Peace services at various locations assisting 22,681 people;
- Support of youth and community centre programs, services and events;
- Contributing 1,393 hours in ground keeping support at Salisbury Memorial Park;
- Provision of 312 hours supporting the Over 50's Club at Ingle Farm Recreation Centre;
- A total of 228 hours of player support at the Pro Tour Tennis Tournament;
- Assisting young people to drive with 1,020 hours as 'Wheels in Motion' mentors; and
- Completion of 460 graffiti removal jobs at more than 230 locations.

Council works within the Volunteer Strategic Management Framework for sustainability, professional management and celebration of volunteering.



# Key Direction: The Living City

## Quality of Life

OPAL Salisbury is a program promoting the enjoyment and benefits of healthy eating and active lifestyles. The OPAL team supports communities by coordinating activities and local services to encourage healthy choices.

One of the major achievements in 2012/13 was the introduction of Fast & Fresh meals that feed a family of four for just \$9.

Council is committed to improving its sport and recreation buildings across the city for the benefit of the community.

During the year, the Cockburn Green Brahma Lodge clubrooms received an upgrade to the kitchen and bar areas with new change rooms and disabled toilets.

Work also began on the Walkleys Park clubrooms with construction earmarked for completion in early 2014.

Council has budgeted \$1.1 million to upgrade clubrooms at Parafield Gardens Soccer Club and Ingle Farm Junior Soccer Club. Work will also be undertaken at Underdown Park.

A minor capital works program also has funding of \$206,000, enabling clubs leasing Council facilities to apply for financial support for facility upgrades. Funding for this program will increase to \$252,000 in the following financial year.

Budgeted funds allow the installation of 2.5kw of solar panels to sport and community clubs leasing facilities from Council. This work is scheduled for completion in December 2013.

Council has also approved installation of solar systems to offset electricity consumption at the Operations Centre, the James Street offices and community centres. This work will be completed in the 2013/14 financial year.

Upgrades and refurbishments have occurred at Morella House, Burton Park, Bagster and Ingle Farm Recreation Centres, the Salisbury Twelve25 Youth Enterprise Centre and Len Beadell Library.

Meanwhile, an extensive shelter and new kitchen were built at the picturesque Carisbrook Park.

## Aspiring to and Embracing Lifelong Learning

Community centres provide a wide variety of courses, programs and events in response to community needs and desires.

During the year, 27,314 people attended structured courses and programs in the centres.

Council's Community Planning and Vitality Division facilitated the following:

- Management of an educational exchange program with Mobarra in Japan;
- Activities and decisions of the Salisbury Youth Council
- The Phoebe Wanganeen Scholarship;
- Just Too Deadly Awards
- Development of an innovative work experience program; and
- The Sister Youth Council Agreement with Wakefield Youth Advisory Council.

## Salisbury Memorial Park

Salisbury Memorial Park improvements during the past year have seen the completion of the irrigation system, and significant work with the Water Business Unit to ensure the quality of recycled water and the complete redevelopment of the shrub garden area to provide additional inurnment options. This was achieved at a cost supportive of local needs.

## Life-long Learning

Salisbury's libraries provide skills development training and workshops for students and young adults. These programs contribute to life-long learning outcomes and career opportunities.

Homework Help at the Len Beadell Library, the SACE Research Project, Year 7 transition and school visits have supported around 400 students. Since March 2013, the Salisbury Digital Hub has offered free training for over 120 attendees across 24 group sessions and 15 one-on-one sessions.

State Government grant funding was secured to continue the delivery of learning opportunities through Council's facilities with a focus on employment outcomes.

Learning and development programs for businesses are run through the Polaris Centre at Mawson Lakes with a focus on providing mentoring, workshops and other opportunities for business owners to enhance their business functionality.





CITY OF  
**Salisbury**



KEY DIRECTION

# Achieving Excellence

## Objectives

- To have a workforce that is planned, dynamic and skilled that enables the organisation to achieve excellence
- To build an organisational culture and environment that is constructive, diverse and supports organisational well-being
- To deliver sustainable, creative and innovative solutions that enable excellent operations and service delivery
- To ensure informed and transparent decision-making that is accountable and legally compliant
- To apply business and resource management that enables excellent service delivery and financial sustainability
- To provide our customers with excellent service that meets their needs

# Key Direction: Achieving Excellence

## Excellence in organisational management, procedures and services is a key element in the evolution of the Salisbury City Plan; 'Sustainable Futures' 2020.

Meeting these standards to underpin an innovative, accountable, sustainable and responsive organisational culture requires an ongoing focus on our people, processes, governance, financial management and planning, customers and community.

### Dynamic and Skilled Workforce

Council has developed a clear workforce planning methodology and strategic principles to guide the retention and performance of employees, and to attract skilled people into its employment. This ensures a workforce capable of meeting the needs and expectations of the community while supporting individual employees in their career aspirations.

Staff turnover has continued to decline since 2009 and was 9.9 per cent in 2012/13. Sick leave and absenteeism was also at lower levels than in previous years.

### Constructive and Diverse Organisational Structure

Key measurement processes have been implemented in the reporting period showing that the organisation is achieving excellent outcomes.

A WorkCover audit demonstrated that the City of Salisbury is now compliant in 98 per cent of all areas of workplace health and safety, and Council is seen as a clear Local Government leader in this field.

Levels of business excellence were also formally benchmarked showing marked improvements in organisational leadership and workforce commitment to strive for the best outcomes.

Council is maintaining a priority focus on customer service, processes and systems, vision, values and organisational performance overall.

### Creative and Innovative Solutions

Council has continued to build on its internal digital network increasing capacity and speed of communication and service delivery. Incorporation of virtual technology software and expansion of network storage capacity has enhanced Council's IT recovery system while reducing overall costs.

A Geographic Information Systems (GIS) review has been undertaken and a new strategy put in place. This included the introduction of a new web-based GIS software solution called Dehko, which has increased functionality and enhanced mobility.

Meanwhile, procurement processes are now paperless following Council's introduction of on-line requisitioning and purchase orders.

### Providing Customers with Service Excellence that Meets their Needs

Council is implementing an overarching Customer Service Framework. Key components are the Customer Charter and supporting Customer, Compliments, Comments and Complaints policy and procedure document.

Council has developed a culture that recognises the importance of feedback, and which provides for issues to be addressed in an efficient, fair and timely manner.

### Service Quality and Financial Sustainability

Council applies business and resource management to ensure outstanding service delivery and financial sustainability. Key achievements in 2012/13 include:

- Further development of Council's long-term Financial Plan to deliver ongoing surplus results each year;
- Adoption of the 2013/14 budget providing a small operating surplus;
- Adoption with staff support of a new enterprise agreement providing for modest increases over the next two years;
- Strategic property development of Council-owned land to yield more than 300 residential allotments over the next two years;
- Initiating a series of reviews to determine the effectiveness of Council services and establishing an ongoing process to improve service quality and efficiency; and
- An organisational restructure to improve productivity.

### Awards in 2012/13

The City of Salisbury has been honoured with a number of major industry awards highlighting leadership in many projects. They include the:

- 2012 Award for Marketing Excellence, Marketing Communications B2B for the Salisbury Makes Good Business Sense campaign;
- LGA Best Practice Award for the Change Management Plan/Salisbury Safe Project;
- LGA Best Practice in OHS Award for Merit for the Competency Framework;
- LGMA Best Practice in Risk Management Award for the Salisbury Safe Project and Change Management Plan;
- LGMA Management Challenge Regional Award winners 2012 (also came runner-up in the Australasian Grand Final in 2012); and
- Stormwater Industry Association Excellence in Infrastructure National Award for the Unity Park Biofiltration project.

# Key Direction: Achieving Excellence

## Open and Transparent Decision-Making

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

In 2012/13, a total of 552 items were considered by Council and Committees. Of these, 14 were confidential. Six reports concerned personal affairs, seven concerned commercial information, and one related to legal advice.

	No. of items considered in confidence	Confidential items as a % of total no. of items considered
2003/04	34	6.30%
2004/05	20	4.00%
2005/06	1	0.20%
2006/07	1	0.20%
2007/08	6	1.00%
2008/09	4	0.80%
2009/10	5	1.19%
2010/11	12	2.15%
2011/12	14	2.33%
2012/13	14	2.54%

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

Three confidentiality orders were revoked or expired during 2012/13. 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.

Thirty four orders remained operative at the end of 2012/13.

## 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 it 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 for Elected Members  
 Register of Allowances and Benefits for Elected Members  
 Register of Salaries (Remuneration) for Staff  
 Register of Interests (Officers)  
 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 offices, 12 James Street, Salisbury or at [www.salisbury.sa.gov.au](http://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](http://www.salisbury.sa.gov.au)

## Number of Requests for a Review of Council Decisions

Outcomes as follows:

- 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. Following consideration of the additional information, the request for review was rejected on the grounds that it did not provide specific detail regarding the decision to be reviewed, and did not provide grounds to substantiate the request for review. The applicant was offered an opportunity to meet with relevant staff to discuss the issues raised in the application for request for review;
- 27 June 2012 – a request for a review of a planning decision. This review was rejected on the grounds that an alternative statutory review mechanism was available to the applicant under the Development Act; and
- 29 June 2012 – a request for a review into the public consultation for the Draft Annual Plan 2012/13. Following consideration of the application, the request for review was rejected on the grounds that it was frivolous or vexatious in nature. The applicant was offered an opportunity to meet with relevant staff to discuss issues related to the application for request for review.

# Key Direction: Achieving Excellence

During the 2012/13 financial year, the City of Salisbury received one request for a review of a Council decision. The request asked for a review of the following topic:

- 12 June 2013 – a request to review a Council decision not to proceed with legal action against a business for non-compliance of conditions of planning consent.

## 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.

## 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 and is committed to ensuring 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 2012/13 through specific internal audit and program review activity. These included:

- Minor Capital Grants Processes;
- Control Self-Assessment;
- Procurement Compliance;
- Petty Cash and Till Float Management;
- Evaluation of the Current System of Checklists; and
- Risk Management Strategies for Operational Areas of Council.

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.

Part of the External Auditor's function this year has been to undertake an assessment of a number of the City's processes having direct impact on the financial operation of the City.

The Committee also provides oversight for the internal audit work program and receives regular reports from the City's Business Analyst, Internal Audit and Risk. On a quarterly basis, outstanding recommendations and agreed actions resulting from internal audit activity are considered by the Committee.

## Audit Committee Membership July 2012 – June 2013

- Mr Peter Brass (Chairman & Independent Member) – General Manager Operations, Water Quality Research Australia Ltd., attended four of four meetings;
- Mr Allen Bolaffi (Independent Member) – Partner, UHY Haines Norton Chartered Accountants, attended three of four meetings;

- Mr Mark McAllister (Independent Member) – Commercial Director, SolveIT Software and Principle Southcott Advisory, attended three of four meetings;
- Cr Linda Caruso (Elected Member of Council) – attended four of four meetings; and
- Cr Shiralee Reardon JP (Elected Member of Council) – attended three of four meetings.

## 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 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).

## Payments to the Auditor

In 2012, \$37,300 was paid to Council's auditor and in 2013, \$29,300 was paid for work performed.

## Ombudsman SA Investigations

During 2012/13, there were 33 complaints received by the SA Ombudsman requiring an investigation in relation to the City of Salisbury.

# Key Direction: Achieving Excellence

## Elected Member Training and Development

Below is a table showing training and development activities attended by Elected Members during the past financial year:

<b>Gillian Aldridge JP (Mayor)</b>	Weekend Workshop, ICAC Training & Local Government Association General Meeting
<b>Cr David Balaza</b>	Weekend Workshop & ICAC Training
<b>Cr Sean Bedford</b>	Weekend Workshop, ICAC Training & Council & Committee Meeting Procedures & Chairing Skills
<b>Cr Chad Buchanan JP (Deputy Mayor)</b>	Weekend Workshop
<b>Cr Giuseppe (Joe) Caruso</b>	Weekend Workshop & ICAC Training
<b>Cr Linda Caruso</b>	Weekend Workshop & LGMA National Congress and Business Expo - Hobart
<b>Cr Alex Coates JP</b>	Weekend Workshop & ICAC Training
<b>Cr Elizabeth (Betty) Gill JP</b>	Weekend Workshop, ICAC Training, National General Assembly of Local Government - Canberra, ALGWA Take Two Mini Conference, ALGWA National Conference - Ipswich & ALGWA Breakfast - Canberra
<b>Cr Brian Goodall</b>	Weekend Workshop, ICAC Training & Local Government Association Annual General Meeting & Associated Sessions
<b>Cr Mirella Honner</b>	Weekend Workshop, Council & Committee Meeting Procedures & Chairing Skills
<b>Cr Jana Isemonger JP</b>	Weekend Workshop & ICAC Training
<b>Cr Damien Pilkington</b>	ICAC Training
<b>Cr Donna Proleta</b>	Weekend Workshop & DAP Workshop

<b>Cr Shiralee Reardon JP</b>	Weekend Workshop, ICAC Training, DAP Workshop & LGMA National Congress & Business Expo - Hobart
<b>Cr Brad Vermeer</b>	Weekend Workshop & ICAC Training
<b>Cr Julie Woodman JP</b>	Weekend Workshop, ICAC Training & ALGWA Take Two Mini Conference
<b>Cr Riccardo Zahra</b>	Weekend Workshop & ICAC Training

## Elected Member Representation on External Bodies

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

<b>Gillian Aldridge JP (Mayor)</b>	Local Government Association (Voting Delegate)
	Local Government Association State Executive Committee (Member)
	Boundary Adjustment Facilitation Panel
	Mawson Lakes Community Trust Fund
	Metropolitan Local Government Group
<b>Cr David Balaza</b>	Northern Adelaide Waste Management Authority Board (Deputy Member until December 2012 and then full member)
	Salisbury Town Centre Association
	Salisbury Park Primary School Governing Council
	SA Fruit Fly Standing Committee
<b>Cr Sean Bedford</b>	Valley View Secondary High School Governing Council
<b>Cr Chad Buchanan JP (Deputy Mayor)</b>	Metropolitan Seaside Councils' Committee
	Local Government Association (Deputy Voting Delegate to Mayor Aldridge)

<b>Cr Giuseppe (Joe) Caruso</b>	Salisbury East High School Governing Council
<b>Cr Linda Caruso</b>	Northern Adelaide Waste Management Authority (NAWMA) Board Member (concluded December 2012)
	Local Government Finance Authority of SA (Voting Delegate)
<b>Cr Alex Coates JP</b>	Bagster Road Community Centre Management Committee
	Burton Park Community Centre Board
	Neighbourhood Watch
	Paralowie R-12 School Governing Council
	Salisbury High School Governing Council
	Lake Windemere B-7 School Interim School Council
	ANZAC 2015 Salisbury Advance Working Party
ANZAC 2015 Salisbury Education Working Party	
<b>Cr Elizabeth (Betty) Gill JP</b>	Australian Local Government Women's Association - President (SA Branch)
	Northern Adelaide Waste Management Authority (NAWMA) Board (Deputy Member)
	Positive Ageing Service Advisory Committee (including the Jack Young Centre and Para Hills Centre) - Chair
	Salisbury Urban Horticultural Centre Steering Committee
	ANZAC 2015 Salisbury Advance Working Party
	ANZAC 2015 Salisbury Education Working Party

# Key Direction: Achieving Excellence

<b>Cr Brian Goodall</b>	Northern Adelaide Waste Management Authority (NAWMA) Board – Chairman
	Northern Adelaide Waste Management Authority (NAWMA) Audit Committee
	Local Government Association (Deputy Voting Delegate to Mayor Aldridge) – until December 2012
	Mawson Centre Board
	Parafield Airport Consultative Committee
<b>Cr Mirella Honner</b>	Nil
<b>Cr Jana Isemonger JP</b>	Transport Accessibility Advisory Group
	Counsellor Advisory Council – Lyell McEwin Hospital
	Paddocks Community Centre – Management Committee Member
	Para Hills Primary School Governing Council
<b>Cr Damien Pilkington</b>	Salisbury East Neighbourhood Centre
<b>Cr Donna Proleta</b>	Metropolitan Seaside Councils’ Committee (Proxy Member)
	Burton Community Centre
<b>Cr Shiralee Reardon JP</b>	Salisbury and District Historical Society
	Para Hills High School Governing Council
	Australia Day Council (until 2012)
	Pooraka Farm Community Centre
	ANZAC 2015 Salisbury Advance Working Party
	ANZAC 2015 Salisbury Education Working Party
	Neighbourhood Watch State Councillor

<b>Cr Brad Vermeer</b>	Twelve25 Program Reference Group
	Parafield Airport Consultative Committee
<b>Cr Julie Woodman JP</b>	Valley View Secondary High School Governing Council
<b>Cr Riccardo Zahra</b>	Local Government Finance Authority of SA (Deputy Voting Delegate)
	Twelve25 Program Reference Group
	OPAL Salisbury Local Advisory Committee
	Morella Community Centre

## Executive Allowances

The Executive Management Structure is comprised of the Chief Executive Officer and four General Managers. Salary packages for these five 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 City of Salisbury 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
- Zero Waste Advisory Board – Centre for Sustainable Design & Behaviour
- Outer Council Forum
- Metropolitan CEO’s Group
- Council Solutions (formerly 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 Manager’s Australia SA Divisional Board Member & State President (up to October 2012)
- Local Government Manager’s Australia National Director
- Mawson Centre Board
- Northern Adelaide Solutions Group
- Northern Adelaide Regional Collaboration – Education, Skills & Workforce Task Group
- LGMA SA Women’s Network

### General Manager Business Excellence, Peter Fairlie-Jones

- Council Solutions Directorate
- Local Government Association Procurement (Interim Board)
- SA Local Government Financial Management Group
- Audit Committee of the District Council of Mallala
- Audit Committee of the Light Regional Council

### General Manager Asset Services, Mark van der Pennen

- Northern Area Zone Emergency Management Committee
- Adelaide Mt Lofty Ranges Bushfire Management Committee
- Northern Adelaide Waste Management Authority (NAWMA) – since November 2012



CITY OF  
**Salisbury**



# Performance **Indicators**

CITY OF  
**Salisbury**

# Key Direction: The Prosperous City

Supporting the future prosperity of our city.

Objectives	City Indicators	Explanation of Indicator	Result
<b>BUSINESS DEVELOPMENT AND EMPLOYMENT</b>			
<ul style="list-style-type: none"> <li>To have a community with skills that are valued by employers and provide rewarding careers for residents</li> <li>To have a prosperous and adaptive business sector that supports community well-being, is globally oriented and creates employment opportunities</li> <li>To deliver a regional culture of collaboration</li> </ul>	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	Business to Innovation program established within the Polaris Centre to provide a formal approach to developing business research partnerships.
	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	<p>Regular contact with over 3,000 businesses</p> <p>28 digital economy workshops conducted and mentoring provided to workshop participants</p> <p>Mentoring program expanded with panel of mentors established. Two group coaching programs conducted</p> <p>Business Women's Network and Sundowner networking events conducted on a bi-monthly basis</p> <p>Business advisory services expanded across northern Adelaide</p>
	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	6 projects involving 214 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	<p>6 projects involving 178 young people</p> <p>Various ACE programs conducted by Community Centres. Participation in Building Australia's Future Workforce Committee, GM Holden Taskforce and Northern Futures</p>

# Key Direction: The Prosperous City

Supporting the future prosperity of our city.

Objectives	City Indicators	Explanation of Indicator	Result
<b>LAND AND INFRASTRUCTURE SERVICES</b>			
<ul style="list-style-type: none"> <li>To deliver suitably integrated infrastructure that maximises economic efficiencies and opportunities for the community</li> </ul>	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	0.94%
	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	7.02%
<ul style="list-style-type: none"> <li>To enhance and create quality urban areas with high amenity and integrated infrastructure</li> </ul>	Percentage of appeals lodged and lost – State average/other Councils	To ensure that the determination of development applications, when tested in appeal, withstands the rigour of external scrutiny by minimising the number of decisions reversed	0.00% (0 appeal lost of 5 lodged)
	Community Assets/Population	Community assets in the City of Salisbury total \$1,733 billion which serve a population of 134,300 residents	\$12,672

# Key Direction: The Sustainable City

Providing built and natural environments that are sustainable and resilient.

Objectives	City Indicators	Explanation of Indicator	Result
<b>ENVIRONMENT</b>			
<ul style="list-style-type: none"> <li>To reduce corporate carbon emissions via mitigation as well as optimising renewable energy options</li> <li>To deliver sustainable water management and improve water security for the City of Salisbury</li> <li>To have sustainable and resilient built environments that contribute to quality amenity</li> </ul>	Increase biodiversity land in area - habitat	This is being undertaken to reduce operating costs by using self-managing plans and to produce a calculated greenhouse carbon effect	16.1 hectares (Little Para Stage 1a – 9.8Ha, Dry Creek Stage 3 – 1.1Ha & Edinburgh Corridor – 5.2Ha)
	Increase biodiversity land in area – open space	The land available for biodiversity enhancement increases with designed variation in habitat	6.1 hectares (Dry Creek Stage 3 – 1.1Ha, Dry Creek Valley View – 0.4Ha, Mawson Lakes Railway Wetlands – 1.3Ha, Dry Creek Walkley Heights – 2.8Ha & Cobblers Creek – 0.5Ha)
	Increase number of species per hectare	Differing designs in biodiversity enhancement increase bird and animal species	11 species per hectare (Little Para Stage 1a – 4 species, Edinburgh Corridor – 5 species, Dry Creek Stage 3 – 4 species, Upper Little Para – 14 species, Dry Creek Valley View – 27 species, Mawson Lakes Railway Wetlands – 12 species, Dry Creek Walkley Heights – 6 species & Cobblers Creek – 14 species)
	Water quality through wetlands to Barker Inlet (average 12 months)	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 predominantly 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)	14.1 ntu

# Key Direction: The Sustainable City

Providing built and natural environments that are sustainable and resilient.

Objectives	City Indicators	Explanation of Indicator	Result
<b>ENVIRONMENT</b>			
<ul style="list-style-type: none"> <li>To reduce corporate carbon emissions via mitigation as well as optimising renewable energy options</li> <li>To deliver sustainable water management and improve water security for the City of Salisbury</li> <li>To have sustainable and resilient built environments that contribute to quality amenity</li> </ul>	Water quality through wetlands to Barker Inlet (peak loads)	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)	18 ntu
	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	1 event
	Quality of water we are harvesting	The quality of water harvested is measured by the number of instances where Environment Protection Authority (EPA) licensed parameters are exceeded. The results for 2011/12 is tolerable given the exceedances 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	The number of exceedances of turbidity parameters on EPA licensed ASR injection schemes for 2012/13 was 8
	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, 503 tonnes
<b>SERVICE DELIVERY</b>			
<ul style="list-style-type: none"> <li>To reduce resource consumption and minimise waste generation</li> <li>To have sustainable and resilient natural environments that support biodiversity and contribute to quality amenity</li> </ul>	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	46%
	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	56.1%

# Key Direction: The Sustainable City

Providing built and natural environments that are sustainable and resilient.

Objectives	City Indicators	Explanation of Indicator	Result
<b>SERVICE DELIVERY</b>			
<ul style="list-style-type: none"> <li>To reduce resource consumption and minimise waste generation</li> <li>To have sustainable and resilient natural environments that support biodiversity and contribute to quality amenity</li> </ul>	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	7.95kg
	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 is renewed sustainably	The focus in 2012/13 was the maintenance and replanting of street trees

# Key Direction: The Living City

Encouraging and supporting a thriving and connected community.

Objectives	City Indicators	Explanation of Indicator	Result
<b>LIVEABILITY</b>			
<ul style="list-style-type: none"> <li>To have a community that embraces healthy and active lifestyles</li> <li>To have a city where a quality of life is achievable</li> </ul>	Perceptions of community safety	Consistent with 2009 results. No significant difference between Wards	6.7: Rating out of 10 with 10 being highest rating (2011/12 results as the community survey is bi-annual)
	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 (2011/12 results as the community survey is bi-annual)
	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 (2011/12 results as the community survey is bi-annual)
	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 (2011/12 results as the community survey is bi-annual)
<b>ENGAGEMENT AND PARTICIPATION</b>			
<ul style="list-style-type: none"> <li>To have an engaged community with a strong sense of vitality, pride and belonging</li> </ul>	Number of volunteer hours	Council engaged 540 volunteers	Hours contributed: 82,446 with an economic value based on \$23.08 per hour of \$1,902,854
	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 2012/13)
	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: The Living City

Encouraging and supporting a thriving and connected community.

Objectives	City Indicators	Explanation of Indicator	Result
<b>SERVICE DELIVERY</b>			
<ul style="list-style-type: none"> <li>To have a community that aspires to and embraces learning as a lifelong goal</li> </ul>	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 rating (All ratings are out of 10) (2011/12 results as the community survey is bi-annual)
	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 Number of initiatives to support employment and education strategies - 125 Number of attendances for structured learning activities in YNS community centres - 27,314

# Key Direction: Achieving Excellence

Enhancing and sustaining organisational capacity.

Objectives	City Indicators	Explanation of Indicator	Result
<b>PEOPLE</b>			
<ul style="list-style-type: none"> <li>To have a workforce that is planned, dynamic and skilled that enables the organisation to achieve excellence</li> <li>To build an organisational culture and environment that is constructive, diverse and supports organisational well-being</li> </ul>	Staff turnover	Number of staff leaving the organisation annually compared to growth. National turnover rates are 15.5% (2010 ABS figures)	11.9%
	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 52 different courses, 173 sessions were held with a total of 1,457 participants. A total of 10,859.5 hours was spent attending those sessions
<b>PROCESSES AND SYSTEMS</b>			
<ul style="list-style-type: none"> <li>To deliver sustainable, creative and innovative solutions that enable excellent operations and service delivery</li> </ul>	Internal controls assessment results (CAMS)	<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 and 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>	Unavailable in 2012/13
	Annual surveys of (internal) customer satisfaction with corporate systems		This is a new indicator in 2012/13, and the surveys are yet to occur
	Percentage positive outcomes/ findings from internal audits/ program reviews	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	This position was vacant for part of the reporting period, with only routine audits being undertaken. No high risk outcomes were identified

# Key Direction: Achieving Excellence

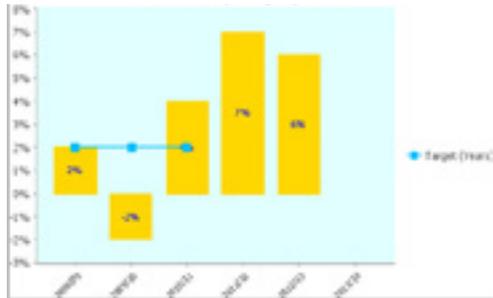
Enhancing and sustaining organisational capacity.

Objectives	City Indicators	Explanation of Indicator	Result
<b>GOVERNANCE AND PLANNING</b>			
<ul style="list-style-type: none"> <li>To ensure informed and transparent decision-making that is accountable and legally compliant</li> <li>To apply business and resource management that enables excellent service delivery and financial sustainability</li> </ul>	Number of internal controls rating 4 or higher		
	High risk outcomes/findings from internal audits/program reviews		
	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 Ombudsman's 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
	Percentage business plans set (2012/13)	This indicator reports the number of business plans developed and recorded in the corporate system	71%
	Unqualified end of financial year audit	This indicator reports whether Council achieves an unqualified audit report each financial year. The result is reported as either yes or no	Yes
<b>CUSTOMERS AND COMMUNITY</b>			
<ul style="list-style-type: none"> <li>To provide our customers with excellent service that meets their needs</li> </ul>	Overall level of satisfaction with Council's service delivery (as determined by the community survey)	Rating represents a slight increase from the 2009 research	7.4: Rating out of 10 with 10 being highest rating (2011/12 results as the Community survey is bi-annual)
	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: Achieving Excellence

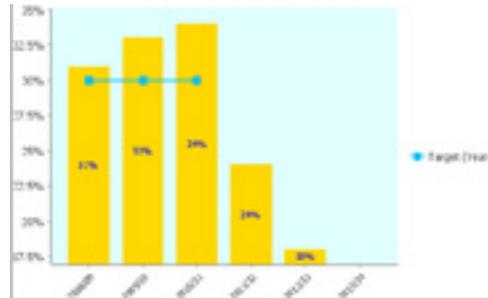
Enhancing and sustaining organisational capacity.

### Operating surplus ratio



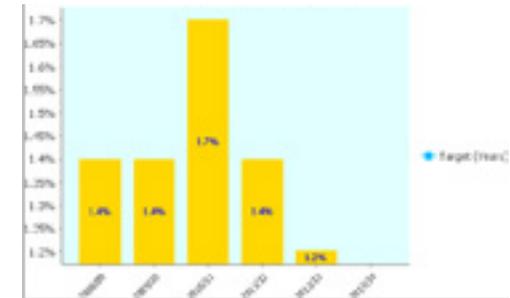
Operating Surplus (deficit) - The difference between income and expenditure: Council operating with a surplus means that current rate payers are meeting the costs of the services that they are consuming.

### Net financial liabilities ratio



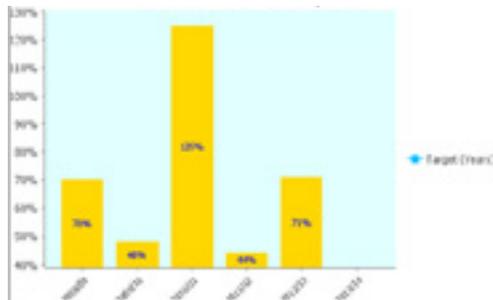
Net Financial Liabilities Ratio - Indicates the extent that Council can meet its net financial liabilities out of operating revenue: Councils with a falling ratio over time are becoming stronger in their capacity to meet their financial obligations.

### Interest cover ratio



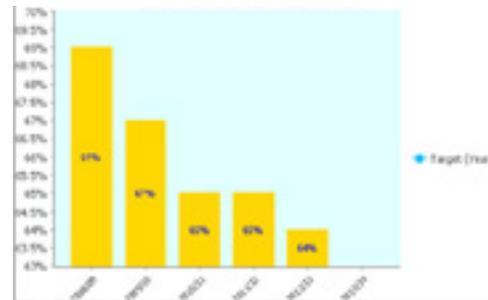
Interest Cover Ratio - Indicates the amount of income committed to interest expense: Councils with a low ratio have low levels of interest expense relative to income.

### 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 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 2013

# General Purpose Financial Reports to 30 June 2013

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CITY OF

Salisbury

City of Salisbury

**ANNUAL FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 30 June 2013**

**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 2013 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:

16/10/2013.

# Statement of Comprehensive Income for the year ended 30 June 2013

		2013	2012
	Notes	\$'000	\$'000
<b>INCOME</b>			
Rates	2	76,192	71,498
Statutory charges	2	2,602	2,519
User charges	2	6,587	6,492
Grants, subsidies and contributions	2	13,701	17,687
Investment income	2	622	688
Reimbursements	2	438	631
Other income	2	1,011	933
Net gain - equity accounted Council businesses	19	1,575	602
<b>Total Income</b>		<b>102,728</b>	101,050
<b>EXPENSES</b>			
Employee costs	3	33,706	32,819
Materials, contracts and other expenses	3	41,811	41,381
Depreciation, amortisation and impairment	3	20,766	19,664
Finance costs	3	1,883	2,120
<b>Total Expenses</b>		<b>98,166</b>	95,984
<b>OPERATING SURPLUS / (DEFICIT)</b>		<b>4,562</b>	5,066

		2013	2012
	Notes	\$'000	\$'000
Asset disposal and fair value adjustments	4	(2,016)	(287)
Amounts received specifically for new or upgraded assets	2	5,187	6,969
Physical resources received free of charge	2	3,425	5,294
<b>NET SURPLUS / (DEFICIT) transferred to Equity Statement</b>		<b>11,158</b>	17,042
<b>Other Comprehensive Income</b>			
Changes in revaluation surplus - infrastructure, property, plant and equipment	9	29,783	12,747
<b>Total Other Comprehensive Income</b>		<b>29,783</b>	12,747
<b>TOTAL COMPREHENSIVE INCOME</b>		<b>40,941</b>	29,789

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

# Balance Sheet as at 30 June 2013

		2013	2012
ASSETS	Notes	\$'000	\$'000
<b>Current Assets</b>			
Cash and cash equivalents	5	14,494	14,717
Trade and other receivables	5	6,011	4,592
Inventories	5	444	514
<b>Total Current Assets</b>		<b>20,949</b>	19,823
<b>Non-current Assets</b>			
Financial assets	6	788	859
Equity accounted investments in Council businesses	6	2,283	708
Infrastructure, property, plant and equipment	7	1,253,802	1,230,615
Other non-current assets	6	36,981	26,720
<b>Total Non-current Assets</b>		<b>1,293,854</b>	1,258,902
<b>Total Assets</b>		<b>1,314,803</b>	1,278,725

<b>LIABILITIES</b>			
<b>Current Liabilities</b>			
Trade and Other Payables	8	9,395	10,763
Borrowings	8	3,253	3,704
Provisions	8	3,434	3,315
<b>Total Current Liabilities</b>		<b>16,082</b>	17,782

		2013	2012
	Notes	\$'000	\$'000
<b>Non-current Liabilities</b>			
Borrowings	8	22,302	25,555
Provisions	8	740	650
<b>Total Non-current Liabilities</b>		<b>23,042</b>	26,205
<b>Total Liabilities</b>		<b>39,124</b>	43,987
<b>NET ASSETS</b>		<b>1,275,679</b>	1,234,738

<b>EQUITY</b>			
Accumulated Surplus		232,736	238,883
Asset Revaluation Reserves	9	1,001,996	972,213
Other Reserves	9	40,947	23,642
<b>TOTAL EQUITY</b>		<b>1,275,679</b>	1,234,738

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

# Statement of Changes in Equity

for the year ended 30 June 2013

		Accumulated Surplus	Asset Revaluation Reserve	Other Reserves	TOTAL EQUITY
2013	Notes	\$'000	\$'000	\$'000	\$'000
Balance at end of previous reporting period		238,883	972,213	23,642	1,234,738
<b>Net Surplus / (Deficit) for Year</b>		<b>11,158</b>			<b>11,158</b>
<b>Other Comprehensive Income</b>					
Gain on revaluation of infrastructure, property, plant and equipment	7,9		29,783		29,783
Transfers between reserves	9	(17,305)		17,305	-
<b>Balance at end of period</b>		<b>232,736</b>	<b>1,001,996</b>	<b>40,947</b>	<b>1,275,679</b>

2012					
Balance at end of previous reporting period		227,333	959,466	18,150	1,204,949
<b>Net Surplus / (Deficit) for Year</b>		<b>17,042</b>			<b>17,042</b>
<b>Other Comprehensive Income</b>					
Changes in revaluation surplus - infrastructure, property, plant and equipment	7,9		12,747		12,747
Transfers between reserves	9	(5,492)		5,492	-
<b>Balance at end of period</b>		<b>238,883</b>	<b>972,213</b>	<b>23,642</b>	<b>1,234,738</b>

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

# Cash Flow Statement for the year ended 30 June 2013

		2013	2012
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>		<b>\$'000</b>	<b>\$'000</b>
<u>Receipts</u>			
Rates - general and other		75,820	71,345
Fees and other charges		2,809	2,719
User charges		6,079	5,852
Investment receipts		676	606
Grants utilised for operating purposes		14,729	19,014
Reimbursements		482	694
Other revenues		5,161	5,780
<u>Payments</u>			
Employee costs		(33,447)	(32,061)
Materials, contracts and other expenses		(48,935)	(47,801)
Finance payments		(1,896)	(2,121)
<b>Net Cash provided by (or used in) Operating Activities</b>		<b>21,478</b>	<b>24,027</b>

<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>			
<u>Receipts</u>			
Amounts specifically for new or upgraded assets		5,187	6,969
Sale of replaced assets		203	201
Sale of surplus assets		116	239
Net disposal of investment securities		75	141
Repayments of loans by community groups		4	2
<u>Payments</u>			
Expenditure on renewal/replacement of assets		(14,971)	(8,838)
Expenditure on new/upgraded assets		(8,611)	(15,903)
<b>Net Cash provided by (or used in) Investing Activities</b>		<b>(17,997)</b>	<b>(17,189)</b>

		2013	2012
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>		<b>\$'000</b>	<b>\$'000</b>
<u>Payments</u>			
Repayments of borrowings		(3,704)	(3,468)
<b>Net Cash provided by (or used in) Financing Activities</b>		<b>(3,704)</b>	<b>(3,468)</b>
<b>Net Increase (Decrease) in cash held</b>		<b>(223)</b>	<b>3,370</b>
Cash and cash equivalents at beginning of period	5,11	14,717	11,347
<b>Cash and cash equivalents at end of period</b>	5,11	<b>14,494</b>	<b>14,717</b>

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 2013

### 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 16/10/2013.

##### 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 the month of June in recent years the Federal Government has paid amounts of untied financial assistance grants, which are recognised on receipt, in advance of the year of allocation.

In June 2011, one quarter of the 2011/12 allocation amounting to \$2,399,148 was paid in advance; in June 2012, two quarters of the 2012/13 allocation: \$4,624,996; and in June 2013, again two quarters of the 2013/14 allocation: \$4,393,570. Accordingly, in the reporting period ended 30 June 2012, Council's operating surplus was effectively overstated by \$2,225,848.

It is anticipated that these amounts in advance will be adjusted at some future time, but details of the timing of this are not currently available. The total amounts to be adjusted at 30 June 2013 is \$231,426 (\$2012, \$2,225,848).

The actual amounts of untied grants received during the reporting periods (including the advance allocations) are disclosed in Note 2.

#### 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.

# Notes

## Notes to, and Forming Part of, the Financial Statements for the Year ended 30 June 2013

### Note 1: Significant Accounting Policies (continued)

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.

### 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 Non-Current Assets - 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.

### 6. Infrastructure, Property, Plant & Equipment

#### 6.1 Initial Recognition

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

All non-current assets purchased or constructed are capitalised as the expenditure is incurred and depreciated as soon as the asset is held "ready for use". Cost is determined as the fair value of the assets given as consideration plus costs incidental to the acquisition, including architects' fees and engineering design fees and all other costs incurred.

The cost of non-current assets constructed by the 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.

#### 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 given in Note 7. No capitalisation threshold is applied to the acquisition of land or interests in land.

#### 6.3 Subsequent Recognition

All material asset classes are revalued on a regular basis such that the carrying values are not materially different from fair value. 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.

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

Major depreciation periods for each class of asset are shown in Note 7.

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.

# Notes

## Notes to, and Forming Part of, the Financial Statements for the Year ended 30 June 2013

### Note 1: Significant Accounting Policies (continued)

#### 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.

#### 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.

#### 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.

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

No accrual is made for sick leave as 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. Leases

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

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.

# Notes

## Notes to, and Forming Part of, the Financial Statements for the Year ended 30 June 2013

### Note 1: Significant Accounting Policies (continued)

#### 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 and set out in detail in Note 19.

#### 12. 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.

#### 13. 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 7	Financial Instruments - Disclosures
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 Measure
AASB 119	Employee Benefits
AASB 127	Separate Financial Statements
AASB 128	Investments in Associates and Joint Ventures
AASB 132	Financial Instruments - Presentation

Standards containing consequential amendments to other Standards and Interpretations arising from the above:

AASB 2010-7, AASB 2011-7, AASB 2011-8, AASB 2011-10, AASB 2012-2, AASB 2012-3, AASB 2012-5, AASB 2012-6 and AASB 2012-10.

(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 2013

## Note 2: Income

	2013	2012
	\$'000	\$'000
<b>RATES REVENUES</b>		
<b>General Rates</b>	<b>75,353</b>	70,601
Less: Mandatory rebates	(871)	(653)
Less: Discretionary rebates, remissions and write offs	(291)	(332)
	<b>74,191</b>	69,616
<b>Other Rates (including service charges)</b>		
Natural Resource Management levy	1,622	1,517
Salisbury Town Centre Separate Rate	149	149
Globe Derby Separate Rate	6	5
Mawson Centre Carparking Separate Rate	16	16
	<b>1,793</b>	1,687
<b>Other Charges</b>		
Penalties for late payment	208	195
	<b>76,192</b>	71,498

<b>STATUTORY CHARGES</b>		
Development Act fees	576	575
Town Planning fees	396	380
Animal Registration fees & fines	1,160	1,126
Parking Fines / Expiation Fees	271	294
Other licences, fees and fines	199	144
	<b>2,602</b>	2,519

	2013	2012
	\$'000	\$'000
<b>USER CHARGES</b>		
Cemetery fees	370	354
Waste disposal fees	1,189	1,285
Property rentals	600	605
Recreation Centres and Swimming Pool	1,944	1,943
Water Supply	1,516	1,260
Aged and Disability Services	392	369
Sundry	576	676
	<b>6,587</b>	6,492

<b>INVESTMENT INCOME</b>		
Interest on investments		
Local Government Finance Authority	385	663
Banks and other	235	22
Loans to Community Groups	2	3
	<b>622</b>	688

# Notes

Notes to, and Forming Part of, the Financial Statements for the Year ended 30 June 2013

Note 2: Income (continued)

	2013	2012
	\$'000	\$'000
<b>REIMBURSEMENTS</b>		
Other	438	631
	<b>438</b>	<b>631</b>

<b>OTHER INCOME</b>		
Insurance and other recoupments - infrastructure, property, plant & equipment	31	1
Rebates received	419	457
Sundry	561	475
	<b>1,011</b>	<b>933</b>

<b>GRANTS, SUBSIDIES, CONTRIBUTIONS</b>		
Amounts received specifically for new or upgraded assets	5,187	6,969
Other grants, subsidies and contributions	13,701	17,687
	<b>18,888</b>	<b>24,656</b>

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

<b>Sources of grants</b>		
Commonwealth government	3,637	6,977
State government	14,761	16,442
Other	490	1,237
	<b>18,888</b>	<b>24,656</b>

# Notes

Notes to, and Forming Part of, the Financial Statements for the Year ended 30 June 2013

## Note 2: Income (continued)

	2013	2012
	\$'000	\$'000
<b>Conditions over grants and contributions</b>		
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:		
Unexpended at the close of the previous reporting period	4,081	2,688
Less: expended during the current period from revenues recognised in previous reporting periods		
Walkleys Road Clubroom Upgrade	(360)	-
City Wide Trail Program	(317)	-
Healthy Communities Initiative	(209)	-
Digital Enterprise Program	(140)	-
Bus Shelter Program	(106)	-
Small Business Contact Service	(93)	-
Digital Hubs Program	(79)	-
Salisbury Town Centre Playspace	(34)	-
Creaser Park Playspace	(22)	-
Walpole Road Redevelopment	(1,291)	(93)
Salisbury Town Centre Revitalisation	(28)	(103)
Aged Care Policy Principles in Practice	-	(104)
Mawson Lakes Maintenance	-	(488)
Rowe Park Sports Facility Upgrade	-	(204)
Bridgestone Drain Stage 2	-	(121)
Other	(328)	(230)
Subtotal	(3,007)	(1,343)

	2013	2012
	\$'000	\$'000
Plus: amounts recognised as revenues in this reporting period but not yet expended in accordance with the conditions		
Green Trails	816	-
Digital Local Government	338	-
Open Space Funding - Stanley and Hunt Streets	405	-
Burton West Drain	145	-
Small Business Advisory Service	83	-
Economic Regional Collaboration - Business Taskforce	70	-
OPAL Program	58	-
Walpole Road Redevelopment	343	850
Healthy Communities Initiative	131	209
Digital Enterprise Program	44	219
Small Business Contact Service	-	100
Digital Hubs Program	-	136
Creaser Park Playspace	-	100
Walkleys Road Clubroom Upgrade	-	360
Salisbury Town Centre Playspace	-	400
Bus Shelter Program	-	106
Other	262	256
Subtotal	2,695	2,736
Unexpended at the close of this reporting period	3,769	4,081
Net increase (decrease) in assets subject to conditions in the current reporting period	(312)	1,393

## PHYSICAL RESOURCES RECEIVED FREE OF CHARGE

Land & Improvements	292	4,141
Roads, Bridges and Footpaths	3,133	1,153
<b>TOTAL PHYSICAL RESOURCES RECEIVED</b>	<b>3,425</b>	<b>5,294</b>

# Notes

Notes to, and Forming Part of, the Financial Statements for the Year ended 30 June 2013

## Note 3: Expenses

		2013	2012
	Notes	\$'000	\$'000
<b>EMPLOYEE COSTS</b>			
Salaries and Wages		26,785	26,246
Employee leave expense		4,563	4,386
Superannuation - defined contribution plan contributions	18	1,129	1,249
Superannuation - defined benefit plan contributions	18	1,648	1,427
Workers' Compensation Insurance		1,223	1,223
Less: Capitalised and distributed costs		(1,642)	(1,712)
<b>Total Operating Employee Costs</b>		<b>33,706</b>	<b>32,819</b>

<b>Total Number of Employees</b>	<b>435</b>	<b>437</b>
(Full time equivalent at end of reporting period)		

## MATERIALS, CONTRACTS AND OTHER EXPENSES

<b>Prescribed Expenses</b>			
Auditor's Remuneration			
- Auditing the financial reports		29	37
Bad and Doubtful Debts		49	33
Elected members' expenses		390	376
Election expenses		32	31
Operating Lease Rentals - cancellable leases		1,467	1,399
<b>Subtotal - Prescribed Expenses</b>		<b>1,967</b>	<b>1,876</b>

		2013	2012
	Notes	\$'000	\$'000
<b>Other Materials, Contracts and Expenses</b>			
Contractors		26,083	26,517
Energy		4,089	3,495
Legal Expenses		346	317
Levies paid to government - NRM levy		1,607	1,518
- Other Levies		242	230
Parts, accessories and consumables		3,162	3,412
Professional Services		984	892
Water Rates		574	521
Insurance		981	984
Contributions		445	377
Sundry		1,331	1,242
<b>Subtotal - Other Materials, Contracts and Expenses</b>		<b>39,844</b>	<b>39,505</b>
		<b>41,811</b>	<b>41,381</b>

## DEPRECIATION, AMORTISATION AND IMPAIRMENT

### Depreciation

Land Improvements	3,598	3,466
Buildings and Other Structures	1,039	997
Infrastructure	14,636	13,800
Plant and Equipment	1,261	1,229
Library books	232	172
	<b>20,766</b>	<b>19,664</b>

### FINANCE COSTS

Interest on Loans	1,883	2,120
	<b>1,883</b>	<b>2,120</b>

# Notes

Notes to, and Forming Part of, the Financial Statements for the Year ended 30 June 2013

## Note 4: Asset Disposal and Fair Value Adjustments

	2013	2012
	\$'000	\$'000
<b>INFRASTRUCTURE, PROPERTY, PLANT AND EQUIPMENT</b>		
<b>Assets renewed or directly replaced</b>		
Proceeds from disposal	203	201
Less: Carrying amount of assets sold	264	105
<b>Gain (Loss) on disposal</b>	<b>(61)</b>	96
<b>Assets surplus to requirements</b>		
Proceeds from disposal	116	238
Less: Carrying amount of assets sold	2,071	710
<b>Gain (Loss) on disposal</b>	<b>(1,955)</b>	<b>(472)</b>
<b>AVAILABLE-FOR-SALE FINANCIAL ASSETS</b>		
Proceeds from disposal	-	141
Less: Carrying amount of assets sold	-	52
<b>Gain (Loss) on disposal</b>	<b>-</b>	89
<b>NET GAIN (LOSS) ON DISPOSAL OR REVALUATION OF ASSETS</b>	<b>(2,016)</b>	<b>(287)</b>

## Note 5: Current Assets

	2013	2012
	\$'000	\$'000
<b>CASH AND EQUIVALENT ASSETS</b>		
Cash on Hand and at Bank	3,433	9,817
Short Term Deposits	11,061	4,900
	<b>14,494</b>	14,717
<b>TRADE AND OTHER RECEIVABLES</b>		
Rates - General and Other	2,137	1,733
Accrued Revenues	67	121
Debtors - General	3,474	2,396
GST Recoupment	237	238
Prepayments	93	101
Loans to community organisations	3	3
<b>Total</b>	<b>6,011</b>	4,592
<b>INVENTORIES</b>		
Stores and Materials	426	497
Trading Stock	18	17
	<b>444</b>	514

# Notes

Notes to, and Forming Part of, the Financial Statements for the Year ended 30 June 2013

## Note 6: Non-Current Assets

		2013	2012
<b>FINANCIAL ASSETS</b>	Notes	<b>\$'000</b>	<b>\$'000</b>
<b>Receivables</b>			
Council Rates Postponement Scheme		20	12
Loans to Community Organisations		28	32
		48	44
<b>Other Financial Assets</b>			
Mortgage over Property - Affordable Housing		740	815
<b>TOTAL FINANCIAL ASSETS</b>		<b>788</b>	<b>859</b>

<b>EQUITY ACCOUNTED INVESTMENTS IN COUNCIL BUSINESSES</b>			
Waterproofing Northern Adelaide Regional Subsidiary	19	-	3
Northern Adelaide Waste Management Authority	19	2,222	705
Council Solutions	19	61	-
		2,283	708

		2013	2012
<b>OTHER NON-CURRENT ASSETS</b>	Notes	<b>\$'000</b>	<b>\$'000</b>
<b>Inventories</b>			
Real Estate Developments		11,780	7,997
		11,780	7,997
Capital Works in Progress		25,201	18,723
		36,981	26,720

### **Real Estate Developments - Current and Non-Current**

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

Residential		11,780	7,997
<b>Total Real Estate for Resale</b>		<b>11,780</b>	<b>7,997</b>

### Represented by:

Acquisition Costs		11,774	7,991
Development Costs		6	6
<b>Total Real Estate for Resale</b>		<b>11,780</b>	<b>7,997</b>

# Notes

Notes to, and Forming Part of, the Financial Statements for the Year ended 30 June 2013

## Note 7: Infrastructure, Property, Plant and Equipment

	2012				2013			
	\$'000				\$'000			
	AT FAIR VALUE	AT COST	ACCUM DEP'N	CARRYING AMOUNT	AT FAIR VALUE	AT COST	ACCUM DEP'N	CARRYING AMOUNT
Land	381,369	-	-	381,369	382,371	-	-	382,371
Land Improvements	119,501	-	(44,271)	75,230	123,733	-	(48,087)	75,646
Buildings and Other Structures	96,099	-	(23,189)	72,910	98,937	-	(24,427)	74,510
Infrastructure	1,082,494	-	(388,798)	693,696	1,127,548	-	(414,490)	713,058
Plant and Equipment	-	15,804	(9,896)	5,908	-	17,259	(10,437)	6,822
Library books	-	1,502	-	1,502	-	1,395	-	1,395
<b>TOTAL INFRASTRUCTURE, PROPERTY, PLANT &amp; EQUIPMENT</b>	1,679,463	17,306	(466,154)	1,230,615	1,732,589	18,654	(497,441)	1,253,802
<i>Comparatives</i>	<b>1,617,585</b>	<b>24,250</b>	<b>(430,088)</b>	<b>1,211,747</b>	<b>1,679,463</b>	<b>17,306</b>	<b>(466,154)</b>	<b>1,230,615</b>

	2012	CARRYING AMOUNT MOVEMENTS DURING YEAR							2013
	\$'000	\$'000							\$'000
	CARRYING AMOUNT	Additions		Disposals	Depreciation	Impairment	Transfers	Net Revaluation	CARRYING AMOUNT
	New/Upgrade	Renewals							
Land	381,369	299	-	-	-	-	(3,782)	4,485	382,371
Land Improvements	75,230	1,949	803	(78)	(3,598)	-	-	1,340	75,646
Buildings and Other Structures	72,910	931	1,933	(887)	(1,039)	-	-	662	74,510
Infrastructure	693,696	6,299	5,508	(1,105)	(14,636)	-	-	23,296	713,058
Plant and Equipment	5,908	2,439	-	(264)	(1,261)	-	-	-	6,822
Library Books	1,502	125	-	-	(232)	-	-	-	1,395
<b>TOTAL INFRASTRUCTURE, PROPERTY, PLANT &amp; EQUIPMENT</b>	1,230,615	12,042	8,244	(2,334)	(20,766)	-	(3,782)	29,783	1,253,802
<i>Comparatives</i>	<b>1,211,747</b>	<b>21,286</b>	<b>8,411</b>	<b>(816)</b>	<b>(19,664)</b>	<b>-</b>	<b>(3,096)</b>	<b>12,747</b>	<b>1,230,615</b>

# Notes

## Notes to, and Forming Part of, the Financial Statements for the Year ended 30 June 2013

### 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 2013. No capitalisation threshold is applied to the acquisition of land or interests in land.

#### Land Improvements

Footpaths, carpark seal, carpark pavement and carpark kerbing located on Council's reserves were revalued by Council's Asset Management Unit at written down replacement cost as at 30 June 2013 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 2013 using the Local Government Price Index for Capital Expenditure for June 2013.

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 2013 using an index provided by Tonkin Consulting.

#### Buildings

Buildings were revalued by Council's Asset Management Unit at written down replacement cost as at 30 June 2013 using indexes provided by Tonkin Consulting.

#### Infrastructure

Roads, footpaths and kerbing were revalued by Council's Asset Management Unit at written down replacement cost as at 30 June 2013 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 2013 using the Local Government Price Index for Capital Expenditure for June 2013.

Storm Water pipes, pits, culverts and junction boxes were revalued by Council's Asset Management Unit at written down replacement cost as at 30 June 2013 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 2013 using the Local Government Price Index for Capital Expenditure for June 2013.

#### 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.

#### Capitalisation Thresholds

Capitalisation thresholds used by Council for a representative range of assets are shown below. No capitalisation threshold is applied to the acquisition of land or interests in land.

Office Furniture & Equipment	\$5,000
Plant & Light Vehicles	\$5,000
Buildings - new construction/extensions	\$10,000
Park & Playground Furniture & Equipment	\$5,000
Road construction & reconstruction	\$10,000
Paving & footpaths, Kerb & Gutter	\$5,000
Drains & Culverts	\$20,000
Reticulation extensions	\$20,000
Sidelines & household connections	\$5,000
Artworks	\$5,000

# Notes

Notes to, and Forming Part of, the Financial Statements for the Year ended 30 June 2013

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

**Estimated Useful Lives**

Useful lives are estimated for each individual asset. In estimating useful lives, regard is had to technical and commercial obsolescence, as well as legal and other limitations on continued use. The range of useful lives for a representative range of assets is shown below, although individual assets may have an estimated total useful life of greater or lesser amount:

Plant, Furniture & Equipment	
Office Equipment	3 to 10 years
Office Furniture	3 to 10 years
Vehicles and Road-making Equip	4 to 25 years
Other Plant & Equipment	3 to 25 years

Building & Other Structures	
Buildings (Components)	40 to 150 years
Playground equipment	15 to 25 years
Benches, seats, etc	5 to 15 years

Infrastructure	
Roads – Seal	20 to 25 years
Roads – Pavement	40 to 80 years
Unsealed Roads	5 to 10 years
Bridges	100 years
Footpaths	5 to 50 years
Kerb, Gutter & Medians	40 to 100 years
Drainage Pipes	80 to 100 years
Culverts, Headwalls & Junction Boxes	40 to 80 years
Dams and Reservoirs	100 years
Bores	50 years
Reticulation Pipes – PVC	60 to 80 years
Pumps & Telemetry	10 to 30 years

Other Assets	
Library Books	10 to 15 years
Artworks	Indefinite

# Notes

Notes to, and Forming Part of, the Financial Statements for the Year ended 30 June 2013

## Note 8: Liabilities

	2013		2012	
	\$'000		\$'000	
<b>TRADE AND OTHER PAYABLES</b>	Current	Non-current	Current	Non-current
Goods and Services	4,949		6,386	
Payments received in advance	680	-	646	-
Accrued expenses - employee entitlements	3,361	-	3,315	-
Accrued expenses - other	257	-	264	-
Deposits, Retentions and Bonds	148	-	152	-
	<b>9,395</b>	-	<b>10,763</b>	-

<b>BORROWINGS</b>				
Loans	3,253	22,302	3,704	25,555
	<b>3,253</b>	<b>22,302</b>	<b>3,704</b>	<b>25,555</b>

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

<b>PROVISIONS</b>				
Employee Entitlements (including oncosts)	3,434	694	3,315	604
Salisbury Memorial Park Maintenance Provision	-	20	-	10
Mortgage Loss Provision	-	26	-	36
	<b>3,434</b>	<b>740</b>	<b>3,315</b>	<b>650</b>

<b>Movements in Provisions - 2013 year only</b> (current & non-current)	Salisbury Memorial Park Maintenance Provision	Mortgage Loss Provision
Opening Balance	10	36
<b>Additional amounts recognised</b>	10	2
(Less) Payments	-	(12)
Closing Balance	20	26

# Notes

Notes to, and Forming Part of, the Financial Statements for the Year ended 30 June 2013

## Note 9: Reserves

ASSET REVALUATION RESERVE	1/7/2012	Net Increments (Decrements)	Transfers, Impairments	30/6/2013
	\$'000	\$'000	\$'000	\$'000
Land	294,152	4,485	-	<b>298,637</b>
Land Improvements	20,113	1,340	-	<b>21,453</b>
Buildings and Other Structures	35,083	662	-	<b>35,745</b>
Infrastructure	619,346	23,296	-	<b>642,642</b>
Library Books	2,338	-	-	<b>2,338</b>
Joint Ventures - Other Comprehensive Income	1,181	-	-	<b>1,181</b>
<b>TOTAL</b>	<b>972,213</b>	<b>29,783</b>	<b>-</b>	<b>1,001,996</b>
	<b>959,466</b>	<b>12,747</b>	<b>-</b>	<b>972,213</b>

OTHER RESERVES	1/7/2012	Transfers to Reserve	Transfers from Reserve	30/6/2013
Plant Replacement Reserve	1,077	1,025	(1,186)	<b>916</b>
Subdivision Works Reserve	1,735	(136)	(578)	<b>1,021</b>
Open Space Reserve	360	68	(99)	<b>329</b>
Car Parking Reserve	759	70	-	<b>829</b>
Property Disposal Reserve	882	117	(43)	<b>956</b>
Mausoleum Perpetual Care Reserve	536	39	-	<b>575</b>
Salisbury Memorial Park Reserve	650	158	-	<b>808</b>
Carried Forward Funds Reserve	17,556	35,212	(17,556)	<b>35,212</b>
Salisbury Water Business Unit Reserve	-	214	-	<b>214</b>
Nursery Business Unit Reserve	87	-	-	<b>87</b>
<b>TOTAL OTHER RESERVES</b>	<b>23,642</b>	<b>36,767</b>	<b>(19,462)</b>	<b>40,947</b>
	<b>18,150</b>	<b>19,984</b>	<b>(14,492)</b>	<b>23,642</b>

## Purposes of Reserves

**Asset Revaluation Reserve** - Used to record increments and decrements arising from changes in fair value of non-current assets (less any subsequent impairment losses, where applicable).

**Plant Replacement Reserve** - Used to fund the purchase of items of major plant.

**Subdivision 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 Council.

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

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

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

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

**Nursery Business Unit Reserve** - Funded from surpluses generated by 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 2013

## *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

	2013	2012
CASH AND FINANCIAL ASSETS	\$'000	\$'000
Developer Contributions	2,179	2,854
Unexpended Grants and Subsidy Funds	3,769	4,081
	5,948	6,935

Developer Contributions are received primarily to fund infrastructure works in new subdivisions. 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 2013

## 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 the Balance Sheet as follows:

		2013	2012
	Notes	\$'000	\$'000
Total cash and equivalent assets	5	14,494	14,717
Balances per Cash Flow Statement		14,494	14,717

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

Net Surplus (Deficit)		11,158	17,042
Non-cash items in Income Statement			
Depreciation, amortisation and impairment		20,766	19,664
Equity movements in equity accounted investments (increase) decrease		(1,575)	(600)
Net increase (decrease) in unpaid employee benefits		255	722
Non-cash asset acquisitions		(3,425)	(5,294)
Grants for capital acquisitions treated as Investing Activity		(5,187)	(6,969)
Net (Gain) Loss on Disposals		2,016	287
		24,008	24,852
Add (Less): Changes in Net Current Assets			
Net (increase) decrease in receivables		(1,427)	(777)
Net (increase) decrease in inventories		70	111
Net increase (decrease) in trade and other payables		(1,173)	(170)
Net increase (decrease) in other provisions		-	11
<b>Net Cash provided by (or used in) operations</b>		<b>21,478</b>	<b>24,027</b>

### (c) Non-Cash Financing and Investing Activities

Acquisition of assets by means of:			
- Physical resources received free of charge	2	3,425	5,294
		3,425	5,294

### (d) Financing Arrangements

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

Bank Overdrafts		500	500
Corporate Credit Cards		500	200
LGFA Cash Advance Debenture facility		28,747	26,151

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 2013

## 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				
	2013	2012	2013	2012	2013	2012	2013	2012	2013	2012
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Public Order and Safety	2,636	2,603	3,391	3,337	(755)	(734)	-	-	259	316
Health	209	180	1,501	1,479	(1,292)	(1,299)	17	27	87	114
Social Security and Welfare	3,258	3,175	5,802	5,463	(2,544)	(2,288)	2,688	2,613	4,768	21,167
Housing and Community Services	3,613	3,462	22,100	21,779	(18,487)	(18,317)	311	364	405,682	394,212
Recreation and Culture	2,773	2,970	20,874	20,671	(18,101)	(17,701)	597	748	810,413	795,924
Transport and Communication	3,153	3,602	7,722	7,944	(4,569)	(4,342)	3,147	3,586	5,931	6,651
Economic Affairs	437	917	4,894	4,745	(4,457)	(3,828)	226	584	17,733	-
Other, Not Attributed and Administration	85,074	84,141	31,882	30,566	53,192	53,575	6,715	9,765	69,930	60,341
<b>TOTALS</b>	<b>101,153</b>	<b>101,050</b>	<b>98,166</b>	<b>95,984</b>	<b>2,987</b>	<b>5,066</b>	<b>13,701</b>	<b>17,687</b>	<b>1,314,803</b>	<b>1,278,725</b>

Revenues and expenses exclude net gain (loss) on disposal or revaluation of assets, net gain (loss) from joint ventures & associated entities, amounts received specifically for new or upgraded assets and physical resources received free of charge.

### 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, 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 2013

### Note 13: Financial Instruments

All financial instruments are categorised as loans and receivables.

#### Accounting Policies - Recognised Financial Instruments

##### Bank, Deposits at Call, Short Term Deposits

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

*Terms & Conditions:* Deposits are returning fixed interest rates between 3% and 4.6% (2012: 3.5% and 4.75%). Short term deposits have an average maturity of 46 days and an average interest rates of 3.68% (2012: 42 days, 4.82%).

*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% (2012: 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 State and Federal Governments.

*Carrying Amount:* Approximates fair value.

##### Liabilities - Creditors and Accruals

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

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

*Carrying Amount:* Approximates fair value.

##### Liabilities - Interest Bearing Borrowings

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

*Terms & Conditions:* secured over future revenues, borrowings are repayable by six monthly instalments of principal and interest; interest is charged at fixed rates between 5.6% and 7.52% (2012: 5.6% and 7.52%)

*Carrying Amount:* Approximates fair value.

Liquidity Analysis						
2013	Due < 1 year	Due > 1 year; ≤ 5 years	Due > 5 years	Total Contractual Cash Flows	Non-interest Bearing	Carrying Values
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Financial Assets</b>						
Cash and Equivalents	14,494			14,494	54	14,494
Receivables	3,544	28	-	3,572	3,541	3,572
Other Financial Assets	-	-	740	740	740	740
<b>Total</b>	<b>18,038</b>	<b>28</b>	<b>740</b>	<b>18,806</b>	<b>4,335</b>	<b>18,806</b>
<b>Financial Liabilities</b>						
Payables	12,149	720	20	12,889	12,889	12,889
Current Borrowings	4,908	-	-	4,908	-	3,253
Non-Current Borrowings	-	14,788	15,264	30,052	-	22,302
<b>Total</b>	<b>17,057</b>	<b>15,508</b>	<b>15,284</b>	<b>47,849</b>	<b>12,889</b>	<b>38,444</b>

# Notes

Notes to, and Forming Part of, the Financial Statements for the Year ended 30 June 2013

## Note 13: Financial Instruments (continued)

2012	Due < 1 year	Due > 1 year; ≤ 5 years	Due > 5 years	Total Contractual Cash Flows	Non-interest Bearing	Carrying Values
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Financial Assets</b>						
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
<b>Total</b>	<b>17,237</b>	<b>32</b>	<b>815</b>	<b>18,084</b>	<b>3,378</b>	<b>18,084</b>
<b>Financial Liabilities</b>						
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
<b>Total</b>	<b>19,032</b>	<b>17,085</b>	<b>18,525</b>	<b>54,642</b>	<b>14,082</b>	<b>43,341</b>

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

	30 June 2013		30 June 2012	
	Weighted Average Interest Rate	Carrying Value	Weighted Average Interest Rate	Carrying Value
	%	\$'000	%	\$'000
Overdraft	8.87	-	10.74	-
Other Variable Rates	0.00	12,889	0.00	14,082
Fixed Interest Rates	6.50	25,555	6.75	29,259
		<b>38,444</b>		<b>43,341</b>

## Net Fair Value

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

## Risk Exposures

*Credit Risk* represents the loss that would be recognised if counterparties fail to perform as contracted. The maximum credit risk on financial assets of the Council is the carrying amount, net of any allowance for doubtful debts. All Council investments are made with the SA Local Government Finance Authority and are guaranteed by the SA Government, and also with the National Australia Bank. 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 2013

## Note 14: Commitments for Expenditure

	2013 \$'000	2012 \$'000
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### Capital Commitments

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

Infrastructure	7,505	5,385
	7,505	5,385

These expenditures are payable:

Not later than one year	7,505	5,385
	7,505	5,385

### Other Expenditure Commitments

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

Audit Services	47	47
	47	47

These expenditures are payable:

Not later than one year	47	47
	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.

	2013	2012	2011
<b>Operating Surplus Ratio</b>			
<u>Operating Surplus</u>	6%	7%	4%
Rates - general and other less NRM levy			

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

<b>Adjusted Operating Surplus Ratio</b>	6%	4%	4%
---	----	----	----

*In each of June 2009, 2010 and 2011 the Commonwealth Government made an advance of one quarterly payment of the Financial Assistance Grant. In each of June 2012 and June 2013, an advance of two quarterly payments were made (see Note 2). Accordingly there were four 'quarterly' payments in 2010 and 2011, and five payments in 2012 and 2013. The Adjusted Operating Surplus Ratio adjusts for this distortion.*

<b>Net Financial Liabilities Ratio</b>			
<u>Net Financial Liabilities</u>	18%	24%	34%
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).

<b>Asset Sustainability Ratio</b>			
<u>Net Asset Renewals</u>	71%	44%	125%
Infrastructure and 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 2013

## 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

	2013	2012
	\$'000	\$'000
Income	102,728	101,050
less Expenses	98,166	95,984
<b>Operating Surplus / (Deficit)</b>	<b>4,562</b>	5,066

### less Net Outlays on Existing Assets

Capital Expenditure on renewal and replacement of Existing Assets	14,971	8,838
less Depreciation, Amortisation and Impairment	20,766	19,664
less Proceeds from Sale of Replaced Assets	203	201
	<b>(5,998)</b>	<b>(11,027)</b>

### less Net Outlays on New and Upgraded Assets

Capital Expenditure on New and Upgraded Assets (including investment property and real estate developments)	8,611	15,903
less Amounts received specifically for New and Upgraded Assets	5,187	6,969
less Proceeds from Sale of Surplus Assets (including investment property and real estate developments)	116	239
	<b>3,308</b>	8,695
<b>Net Lending / (Borrowing) for Financial Year</b>	<b>7,252</b>	7,398

## Note 17: Operating Leases

### Leases providing revenue to the Council

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

### 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:

	2013	2012
	\$'000	\$'000
Not later than one year	518	566
Later than one year and not later than 5 years	787	1,324
Later than 5 years	1,871	1,640
	<b>3,176</b>	<b>3,530</b>

### 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:

	2013	2012
	\$'000	\$'000
Not later than one year	1,168	1,658
Later than one year and not later than 5 years	1,690	1,882
Later than 5 years	-	-
	<b>2,858</b>	<b>3,540</b>

# Notes

## Notes to, and Forming Part of, the Financial Statements for the Year ended 30 June 2013

### **Note 18: Superannuation**

The Council makes employer superannuation contributions in respect of its employees to Statewide Super (formerly 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% in 2012/13; 9% in 2011/12). No further liability accrues to the Council as the superannuation benefits accruing to employees are represented by their share of the net assets of the Fund.

#### *Salarylink (Defined Benefit Fund) Members*

Salarylink is a defined benefit scheme where the benefit payable is based on a formula determined by the member's contribution rate, number of years and level of contribution and final average salary. Council makes employer contributions to Salarylink as determined by the Scheme's Trustee based on advice from the Scheme's Actuary. The rate is currently 6.3% (6.3% in 2011/12) of "superannuation" salary.

In addition, Council makes a separate contribution of 3% 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 section 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.

# Notes

## Notes to, and Forming Part of, the Financial Statements for the Year ended 30 June 2013

### Note 19: Equity Accounted Council Businesses

All equity accounted Council businesses 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.

The Waterproofing Northern Adelaide Regional Subsidiary applied to the Minister in the 2012 Financial Year to be wound up and this has subsequently occurred in the 2013 Financial Year. The remaining funds were distributed to the constituent councils during the financial year and the regional subsidiary will no longer be recognised as an Equity Accounted Investment in the City of Salisbury Financial Statements.

	2013	2012
Waterproofing Northern Adelaide Regional Subsidiary	\$'000	\$'000
Council's respective interests are:		
- interest in the operating result	33%	33%
- ownership share of equity	33%	33%
- the proportion of voting power	33%	33%

Movements in Investment in Joint Operation	\$'000	\$'000
Opening Balance	3	6
Share in Operating Result	(3)	(3)
<b>Share in Equity of Joint Operation</b>	-	3

#### 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.

#### 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.

	2013	2012
Northern Adelaide Waste Management Authority	\$'000	\$'000
Council's respective interests are:		
- interest in the operating result	59%	59%
- ownership share of equity	59%	59%
- the proportion of voting power	33%	33%

Movements in Investment in Joint Operation	\$'000	\$'000
Opening Balance	705	102
Share in Operating Result	1,517	605
Adjustment to Equity Share	-	(2)
<b>Share in Equity of Joint Operation</b>	<b>2,222</b>	705

#### 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

# Notes

Notes to, and Forming Part of, the Financial Statements for the Year ended 30 June 2013

## Note 19: Equity Accounted Council Businesses (continued)

<u>Operating Expenditure Commitments</u>		
Audit Services	8	16
Waste Collection Contract	39,149	33,867
Waste Processing	16,958	16,602
Supply Mobile Garbage Bins	1,275	1,430
	<b>57,390</b>	51,915

### Operating Expenditures payable:

Not later than one year	11,478	10,651
Later than one year and not later than 5 years	45,912	41,264
Later than 5 years	-	-
	<b>57,390</b>	51,915

### Lease payment commitments of the authority

The Authority has re-negotiated its operating lease for the Edinburgh North Site where the Waste Processing Facilities and Office building is located. The new lease term is 10 years and is a combined lease of the total site.

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:

	2013	2012
	\$'000	\$'000
Not later than one year	426	336
Later than one year and not later than 5 years	2,580	1,643
Later than 5 years	3,292	-
	<b>6,298</b>	1,979

### 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.

### Carbon Tax

From 1 July 2012 a new tax on emissions of certain "greenhouse" gases commenced operation. The Authority operates a landfill facilities which emit, and will continue to emit, gases of this type. Information currently available provides assurances that "legacy emissions" from garbage placed in landfills prior to commencement of the tax will not subsequently become liable to the tax. The Authority has assessed that as at 30 June 2013, there is no liability to be recorded for this tax as the Authority remains under the emissions threshold, however in future years there may be a liability for this tax should emissions reach or exceed the current emissions threshold.

The Authority will continue to monitor its emissions in future years to assess whether it becomes liable for this Tax.

### Council Solutions

Established by the Cities of Adelaide, Charles Sturt, Marion, Onkaparinga, Salisbury and Tea Tree Gully in December 2012, this regional subsidiary has been established for the purposes of providing a centre of excellence in procurement and to provide services to the Constituent Councils.

	2013	2012
	\$'000	\$'000
<b>Council Solutions</b>		
Council's respective interests are:		
- interest in the operating result	16.67%	0%
- ownership share of equity	16.67%	0%
- the proportion of voting power	16.67%	0%

<u>Movements in Investment in Joint Operation</u>	\$'000	\$'000
Opening Balance	-	-
Share in Operating Result	61	-
<b>Share in Equity of Joint Operation</b>	<b>61</b>	-

The City of Salisbury's share of Council Solutions Operating Result is comprised of 16.67% of the joint venture's Operating Surplus \$37k and 16.67% share of the joint venture's equity \$24k. The equity component represent funds payable to Council Solutions from Adelaide City Council (total payable to the joint venture is \$143k) that were generated by joint venture's predecessor the G6 Group, and are not a reflection of a liability owed by any of the Constituent Councils ,other than

### 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

# Notes

Notes to, and Forming Part of, the Financial Statements for the Year ended 30 June 2013

## *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 users 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 \$50,864 (2012: \$68,390) 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 has negotiated a new 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

**Deloitte**

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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 2013, 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 Certification of the Financial statements as set out on pages 1 to 41.

*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 *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 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 our audit opinion.

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

**Deloitte**

*Opinion*

In our opinion, the financial report of the City of Salisbury presents fairly, in all material respects, the Council's financial position as at 30 June 2013 and its financial performance for the year then ended in accordance with Australian Accounting Standards and the *Local Government Act 1999* and the *Local Government (Financial Management) Regulations 2011*.



DELOITTE TOUCHE TOHMATSU



Jody Burton  
Partner  
Chartered Accountants  
Adelaide, 21 October 2013

2



CITY OF  
**Salisbury**



# Regional Subsidiary Report Summary

Northern Adelaide Waste Management Authority (NAWMA)

# Annual Report 2012-13



## Responsible Waste Management

**NAWMA** (a local Government Regional Subsidiary)

Member Councils: Gawler, Playford and Salisbury

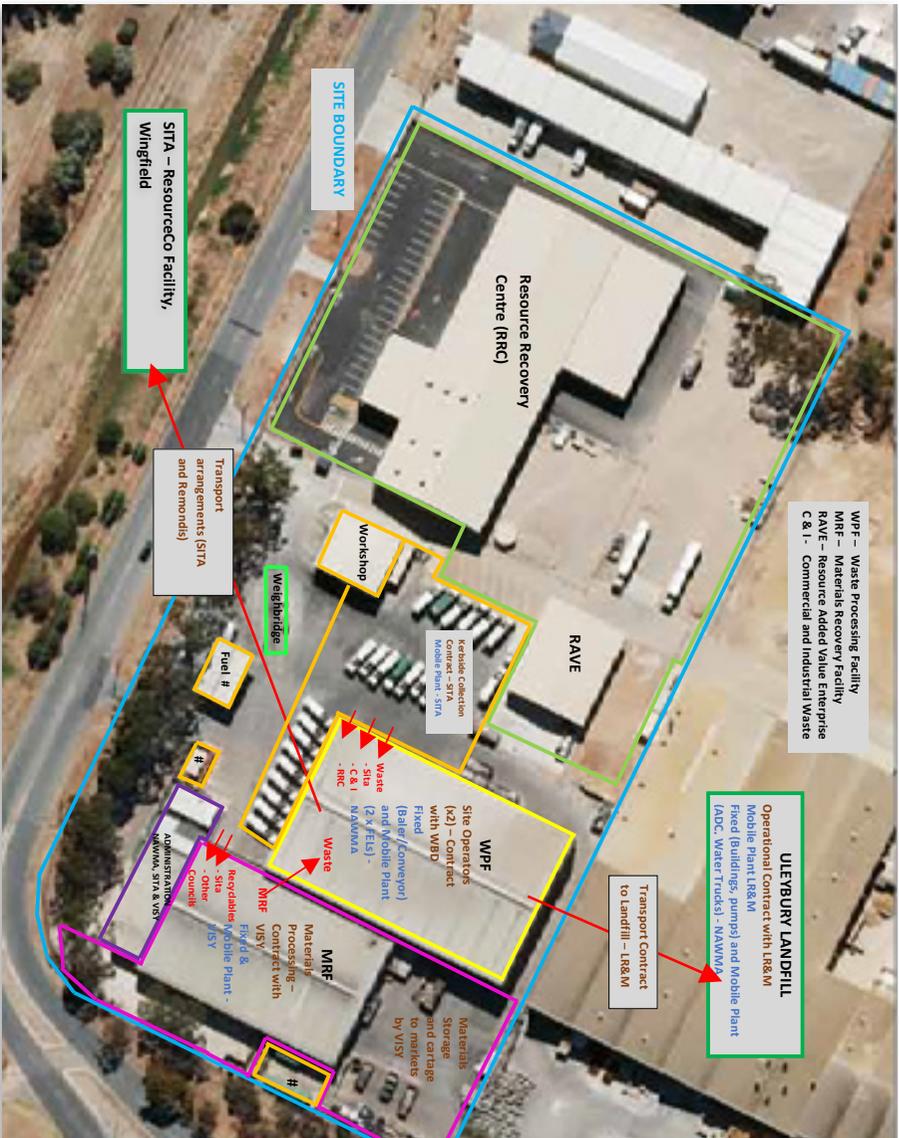
Client Councils: Adelaide Hills, Barossa, Barunga West,

Clare/Gilbert Valley, Copper Coast, Goyder Regional,

Light Regional, Mallala, Yorke Peninsula and Wakefield Regional



# MISSION STATEMENTS



FRONT COVER: NAWMA's Edinburgh North Facility

## Operations

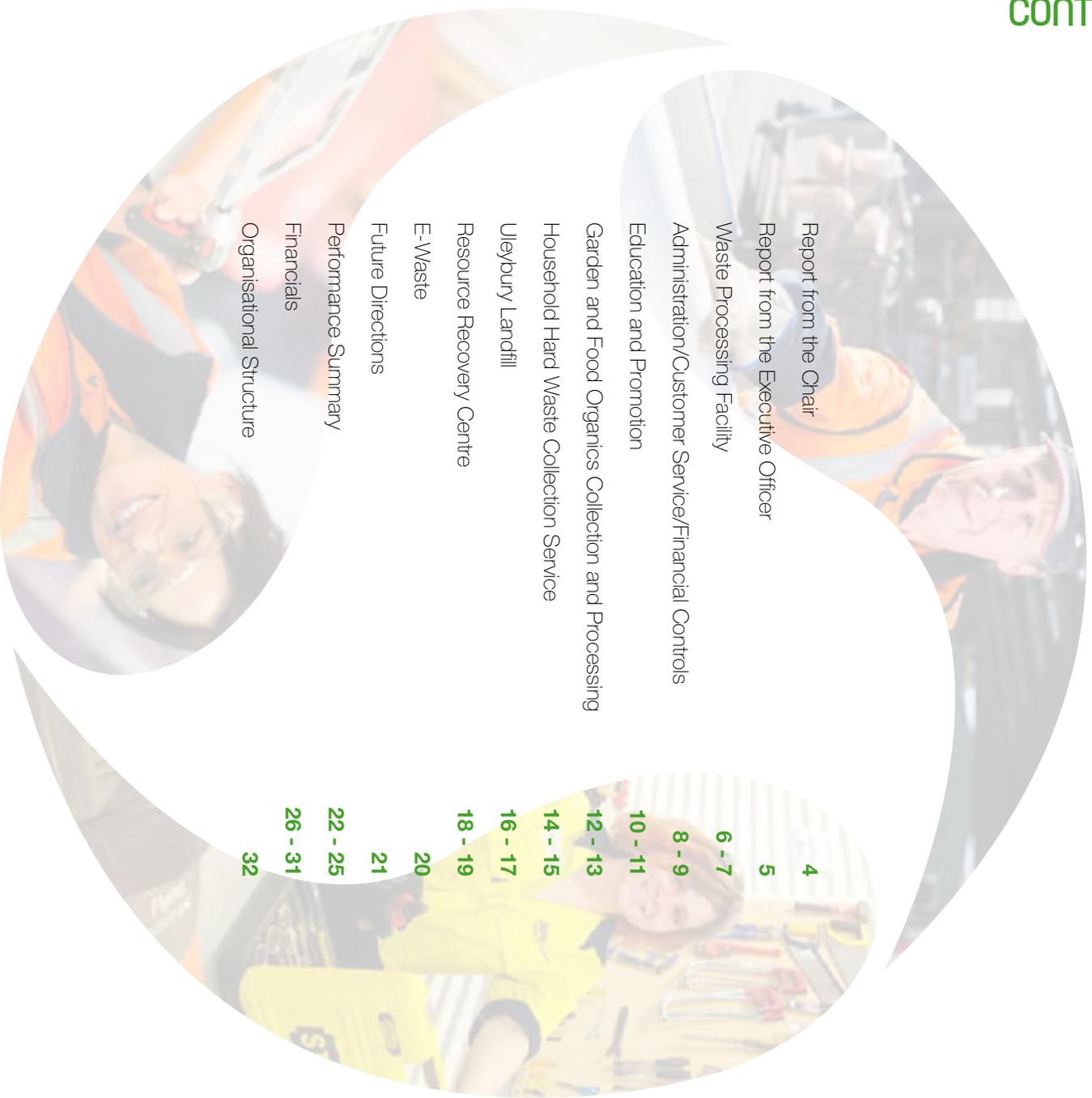
To work together with the Constituent Councils to facilitate responsible waste management within the Northern Adelaide Region of Local Government.

## Education

To help communities understand the importance of responsible waste management.



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## REPORT FROM THE CHAIR

The NAWWMA Board has been at its full complement during the reporting period with two of the representatives from Playford being independent members. This is a new initiative and it provides a differing set of dynamics compared to the previous Board composition.

Elections were held in January for the positions of Chairperson and Deputy Chairperson. I was re-elected for a two-year period and I thank Board members for their support. Mr Sam Green was elected Deputy Chairperson while Cr Paul Koch was elected to the position of Batefill Management Consultative Committee Chairperson.

NAWWMA is committed to a process of continuous improvement in its practices and procedures as a leader in the resource and waste management industry. This includes planning for the future with our growing population base, exploring emerging waste management technologies, addressing contract management issues, and staffing challenges.

It was very satisfying in March to see the official opening of the Resource Recovery Centre after a lengthy planning process. Detailed planning is underway to secure necessary approvals to begin construction of the third leachate pond at the Uleybury landfill.

In August 2013, I attended, with the Manager Operations, the Waste Management Association of Australia's 5th Australian Landfill and Transfer Stations Conference and Expo in Queensland.

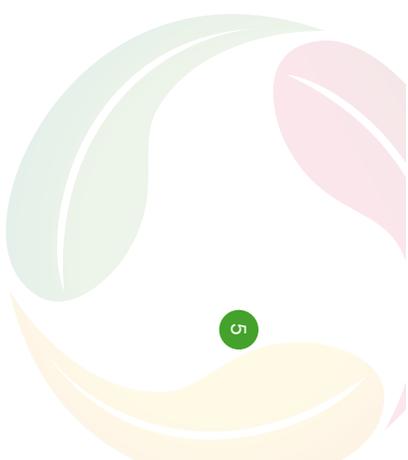
The conference is held bi-annually in cooperation with the International Solid Waste Association. A wide range of conference papers were presented over the four - day program by Australian and overseas delegates with keynote speakers from the United Kingdom and Portugal. Based on the presentations made at the conference, it is clear that NAWWMA's operations continue to be at the cutting edge of waste management best practice in Australia and, indeed, the world.

NAWWMA's financial and operational performance over the reporting period was sound with a number of achievements that are highlighted in this Annual Report. From a governance perspective, the NAWWMA Board is fully conversant with its responsibilities. Development and detailed review of strategies and policies is on-going as a requirement of Local Government Regional Subsidiaries.



**Councillor Brian Goodall**





## REPORT FROM THE EXECUTIVE OFFICER

NAWMMA is experiencing an increase in activity levels associated with its resource and waste management operations. This is demonstrated in the Authority's operating budget, which has increased over the past five years from \$17.5 million to \$23 million.

The audited financial accounts indicate an operating surplus of \$2.548 million in 2012-13 compared with \$766,000 in the previous year. This is primarily the result of a review undertaken by the Authority of all estimated capping costs for Stages 1 and 2 at the Uleybury landfill.

The Authority was an active financial participant in a trial of the 'phytocap' design. This was a prudent investment with capping costs for Stages 1 and 2 considerably reduced. This reduction is a non-cash transaction and \$1.762 million has been reflected in Other Income in the Financial Statements.

Overall, the Authority is in a sound financial position. The budgets for member Councils have been well managed with each under cost forecasts for the reporting period.

There was a significant reduction in revenue due to the market price for recycled paper and cardboard not reaching expectations. However, this was compensated by an increase in commercial and industrial waste tonnages, which were 30 per cent above forecast levels.

NAWMMA was one of the first signatories in South Australia for the National Television and Computer Recycling Scheme. This has had a two-fold effect. On the one hand, there are reduced costs for transport and disposal of E-waste. However, as a collection point for this material, there is a notable increase in customer service requirements and materials handling on-site.

To further assist residents in sourcing the correct information on waste management services in their Council area, a My-Waste App has been introduced. This details all services in their location.

The commissioning of the Resource Recovery Centre in November 2012 allowed the public to access a safe and strategically designed facility to assist in all waste disposal requirements.



The Edinburgh North site is now a fully integrated waste management facility housing NAWMMA's waste processing and resource recovery activities. It caters for the general public, member Councils and commercial customers, and is designed to manage future growth in waste management services as a valuable asset for the region.

**Brian King**



## Baling Operation

Waste tonnages received in the reporting period exceeded the previous year by almost 2,000 tonnes. This was due to an increase in commercial and industrial tonnages.

Of the 74,598 tonnes, 6,000 tonnes was diverted to Sita Resource Co for processing into a fuel source for Adelaide Brighton Cement. The material diverted is generally bulky waste that is difficult to bale.

With the recent 12 per cent increase to the State Waste Levy, it is in NAWMA's interests to divert an increased percentage of material from landfill as this is where the levy is applied.

The baling plant is being well utilised. Apart from baling waste, it is used on weekends for cardboard and rigid plastic from the Resource Recovery Centre.





### Material Recovery Facility (MRF)

A total of 20,489 tonnes of recyclables were received from NAWMA's Member Councils, with an additional 7,520 tonnes sourced from client or rural Councils.

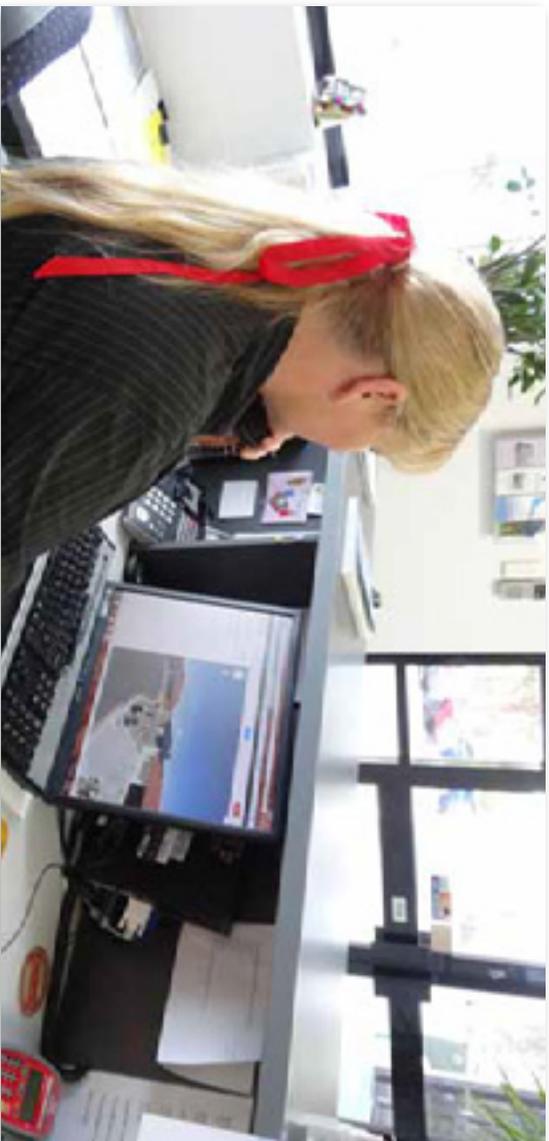
During the reporting period, around 14,800 tonnes of mixed paper product was either exported or forwarded to Visy's mills for processing. This represented value to NAWMA in excess of \$227,000. In comparison to the previous reporting period, the financial return was down by 50 per cent reflecting the volatile nature of the marketplace for paper product.

An on-going issue for the MRF is the receipt of plastic bags, wrapping or shrink wrap (flexible wrap). In a loose form, this material is difficult to sort.

Recently in Melbourne, there was a trial in which coloured bags were issued to residents to contain flexible plastics prior to placement in their recycling bins. The trial demonstrated a reasonable degree of success.

The results are being evaluated by NAWMA with a view to conducting a similar trial in the region.

## ADMINISTRATION/CUSTOMER SERVICE/FINANCIAL CONTROLS



The 1 800 free call service is designed to provide ratepayers with no-cost access to information about waste collection services. It was used 45,788 times in the reporting period representing a 12 per cent increase on the previous year.

This increase in calls occurred primarily from February to May. It was generated mainly from an audit carried out on the Playford Council user-pays garden organics collection service. This service is reported upon in more detail elsewhere in the report.

Over the financial year, the administration and customer service calls averaged 1 76 each week day. The cost to maintain this service is around \$8,500 per annum, which is considered to be a valued and worthwhile investment.

The majority of telephone contacts related to:

- hard waste service and bookings (about 44 per cent);
- purchase of Mobile Garbage Bins (MGBs) for the garden organics collection service (4 per cent);
- information and bookings on educational activities (10 per cent);
- garden organics service payments from Playford residents (15 per cent);
- general enquiries (23.3 per cent) of which most were about MGB matters; and
- service complaints (3.7 per cent).

Year	Waste	Recycling	Garden Organics
08-09	1,083	376	395
09-10	761	450	406
10-11	737	322	262
11-12	698	407	230
12-13	1,066	417	209

Complaints relating to the weekly kerbside waste collection averaged 4.1 per day. Complaints relating to recycling collection averaged 1.6 per day, while fortnightly garden organics concerns averaged less than one per day.

**NAWMMA's services allow 34,000 bins to be emptied daily from Monday to Friday.**

### Mobile Garbage Bins (MGBs)

NAWMMA ensures that residents receive MGBs in a timely manner with 7,379 requests actioned during the reporting period. This included:

- arrangements for the delivery of 3,710 waste and recycling MGBs to new residents to the region;
- 2,604 replacements for stolen or damaged bins; and
- 1,065 repairs carried out in the field.

**In addition 2,226 MGBs were sold to residents for use in the kerbside garden and food organics collection service.**



### After Hours Contact

NAWMMA has utilised the *Answering Adelaide* after hours service since December 2011 and it has been very well received by customers and staff.

The 1800 free call service was extended to mobile telephone callers at the start of the financial year. Calls are answered in the NAWMMA office from 7.30am to 5.00pm weekdays. Outside of these hours – including evenings, weekends and public holidays – Answering Adelaide takes all calls as NAWMMA's after-hours service.

Answering Adelaide sends an e-mail report to NAWMMA at 8.00am each work day listing in detail all calls received. NAWMMA is then able to return calls as required and log complaints in a timely manner.

Any calls for urgent matters, for example a fire at one of our sites, are passed directly to the Operations Manager by mobile telephone contact.



There has been growing engagement with schools and community groups at the Environment Education Centre (EEC) and the Uleybury landfill informative viewing platform.

As a result, there is wider awareness and recognition of the importance of responsible resource and waste management.

### Presentations

Over the reporting period, our roving ambassador, Nawma, with assistance from staff members, conducted a range of promotional and educational activities including:

- welcoming 1,297 children (76 groups) and 381 adult visitors from within the region to the Authority's EEC at Edinburgh North;
- visiting schools and community groups across the region. This involved 1,534 children and 694 adults in 60 sessions – over double the number for the 2011-2012 period;
- presenting 19 sessions at the EEC for interested groups from outside the region, comprising 282 children and 201 adults. In addition, six sessions were held in the Barossa Valley for 104 children and 136 adults. In total, 155 sessions were held for 3,113 children and 1,276 adults; and
- conducting shopping centre displays at major retail centres in each Council.

### Calendar Changes

The kerbside collection calendar was redesigned with Playford and Salisbury showing only the week of collection instead of the actual day. This was necessary to assist in reducing distribution problems. NAWMA has had to contend with some quality control issues with distributors of the calendars. However, new measures are in place to overcome distribution difficulties experienced in the past.

### My-Waste App



To further assist residents, NAWMA introduced the 'my-waste' mobile app. The app allows mobile device users to download the full range of information that is normally on the NAWMA website or on the kerbside collection schedule.

Residents using the app no longer have to rely on a printed schedule or go to their computers for information on services. Instead, by downloading 'my-waste'™, Salisbury, Gawler, and Playford residents can check details and set reminders for every type of collection, find out exactly what to do with any item, access important local contacts and more.

This is a new way for NAWMA to connect with residents on resource recovery and waste diversion programs. We will also be able to progressively update information on the App to ensure it is always current.



## Waste Management Information Booklets

With the opening of the Resource Recovery Centre and Salvage & Save shop, there was a need to update the Waste Management Booklets. With Gawler's Waste Management closing, booklets for that Council area were updated and distributed first to each household. Playford and Salisbury booklets have also been updated to send to all new residents with their calendars and garden organics brochures in early 2014.

Several Council groups and State Government representatives have also visited the facility.

Annual expenditure on education has remained at 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 and maximise awareness opportunities.

## Website

The NAWMA website is being constantly refreshed. There is now a page dedicated to the new Resource Recovery Centre and Salvage & Save Shop, and information to make residents aware of the new 'my-waste' app.

## Resource Recovery Centre Tours

Since the official opening of the new Resource Recovery Centre and Salvage & Save shop in March 2013, there have been educational tours including:

- two senior citizen groups;
- a Barossa TAFE group; and
- a group of educators who also visited the EEC and landfill.



## GARDEN AND FOOD ORGANICS COLLECTION AND PROCESSING



Despite a relatively dry year, residents marginally increased the kerbside collection of garden organics. At 30 June 2013, 41.56 per cent of the region's households participated in the garden organics service (up 3.2 per cent on the previous year). Collectively, they placed 16,588 tonnes of organics for kerbside collection, an increase of 638 tonnes.

Each member Council also recorded an increase in residents using the service as follows:

- Salisbury up 1.3 per cent to 56.6 per cent;
- Gawler up 3.3 per cent to 41.49 per cent; and
- Playford up 6.7 per cent to 18.8 per cent.

In addition, 6,819 tonnes of organics – comprising street sweepings, stormwater silt and bulk garden organics collected at the Salisbury Waste Transfer Station and NAWMA's Resource Recovery Centre – was delivered to Jeffries for processing.



A Jeffries food organics basket





The marked increase in Playford, where a user pays system applies, resulted largely from an audit to identify residents who had not renewed or paid the annual fee.

As a result, a coloured sticker with an expiry date will be issued to residents on payment of the annual fee. To achieve such a high participation level (18.8 per cent) for a user pays collection service is unprecedented, and it clearly reflects demand for the service among Playford residents.

During the year, NAWMA and the Resource Recovery Centre operator sold 2,226 240 litre bins to residents for use in the kerbside garden and food organics collection service. Nearly 200 of the bins were collected directly from the Resource Recovery Centre, which is an additional benefit of the new facility.

Each resident also receives a Jeffries food organics basket. It is estimated that more than 10,000 food baskets have now been distributed to residents.

## HOUSEHOLD HARD WASTE COLLECTION SERVICE



SITA is the collection contractor for the hard waste service. Its contract commenced in January 2012.

### Participation

In 2012-13, the level of participation increased by 7.5 per cent in Playford and 6.5 per cent in Salisbury.

A total of 3,943 Salisbury residents (7.0 per cent) took the option of a household collection at a cost of \$10 per household. A further 7,617 residents (13.52 per cent) opted to use the voucher system. In Playford, there were 8,453 participants (23.84 per cent) in the service.

### Average Weights/Quantities of Hard Waste

Based on the average over the Adelaide region, the expected weight of hard waste collected from each household is about 100kg.

Playford achieved close to the average with 80kg, plus mattresses (1 per 5 collections) and E-waste (1 per 2.2 collections). Salisbury was above the average at 120kg plus mattresses (1 per 3.5 collections) plus E-waste (1 per 1.7 collections).

Details on hard waste collected is summarised as follows:

Hard Waste	Salisbury	Playford
Residual Waste (tonnes)	458.67	637.45
Steel (tonnes)	55.06	106.74
Mattresses	938	1657
E Waste TVs	1371	2397
Monitors	306	616
Towers	120	160
Other	503	624



Across the region, E-waste collection decreased by 19 per cent mainly due to the National Product Stewardship Scheme coming on line in South Australia in September 2012.

Residents can now access either Pooraka Transfer Station or the Edinburgh North Resource Recovery Centre free of charge to dispose of E-waste. Many residents appear to have opted for this choice rather than waiting for a hard waste collection to dispose of their E-waste.

### Complaint Statistics

In response to each complaint, the NAWMA operator ascertains and addresses the nature of concern. Often callers are inquiring about when the collection will be completed. Other concerns relate to wrong material being put out for collection or excess material that will not be collected.

In Playford, the average number of complaints was 3.1 per month, or 0.06 per week. In Salisbury, the average level of complaints was 3.04 per month, which also translates to 0.06 per week.

With Playford collections averaging 704 per month, and Salisbury at 328 per month, the complaint level is considered to be relatively low.

### Budget Performance

NAWMA is responsible for the management of the contract for the collection service. This includes total administration and promotion on behalf of the member Councils.

In Salisbury, 97 per cent of the budget forecast for collection and disposal of hard waste was expended. However, this does not include the cost impact of the voucher system on the waste transfer station. In Playford, 92 per cent of the budget forecast was spent.

Midway through the year, NAWMA commenced with the E-waste Product Stewardship Program therefore eliminating the cost for transport and processing.

### Summary

Hard waste collection is a difficult service to administer and implement. However, residents are becoming familiar with the system chosen by member Councils. More than 12,000 households were serviced in the reporting period with 1,096 tonnes of material, 2,595 mattresses and 6,097 E-waste items collected. In that period, service issues were minimal.

## ULEYBURY LANDFILL

### Carbon Pricing Mechanism (CPM)

#### 1. Audit of Kerbside Collected Municipal Solid Waste Disposed to Landfill

NAWMA's commitment to establishing an accurate 'carbon emissions profile' for the Uleybury landfill requires an understanding of the waste mix. As Municipal Solid Waste (MSW) comprises up to 80 per cent of the waste landfilled, a waste audit of a representative sample of kerbside waste bins for each Council was commissioned.

The last audit was carried out in March 2006 and these results were used for comparison purposes.

The key parameters determining the amount of methane emissions are:

- the fraction of degradable organic carbon in each individual waste type;
- the rate of decay assumed for each individual waste type; and
- the amount of methane captured for combustion.

#### Audit Results

The three waste types that have the higher fraction of degradable organic carbon are:

- food;
- paper and cardboard; and
- green organics

The audit clearly showed these were the predominant waste types in the MSW as follows:

- food – 34.4 per cent;
- paper and cardboard – 11.2 per cent; and
- green organics – 11.6 per cent

It was found that 57.2 per cent of waste bin contents could be recycled.

NAWMA's promotion and education strategy has been targeted to organics in the waste streams (green, food, fibre) and the re-direction to recycling using the collection service.

#### 2. Capturing/Flaring Landfill Gas

In addition to the audit processes, a number of improvements were made to the Landfill Gas (LFG) collection system to reduce odour

and increase gas flows through the flare, thus reducing net carbon pollution from the site.

A major improvement was the construction of a new 'ring main' to connect the leachate collection blanket (gravel drainage layer under waste) into the LFG flaring system. This allows for a series of pipes within the gravel layer and the Stage 2 leachate sump to be connected directly into the flare.

The work also included the connection of a series of valves, monitoring and drainage points so that each pipe branch could be controlled separately and operated safely.

The results have been excellent with an initial increase in gas capture of over 66 per cent.

#### 3. Third Leachate Pond

The process for construction of the third pond commenced in May 2011. It is a variation to the original development approval for the landfill.

State Government approval is required for this third pond, which will double the capacity of the two ponds already on-site.

The Department of Planning, Transport and Infrastructure/EPA has confirmed that given the process to date, and information already provided, approval can be expected following receipt of appropriate construction drawings and technical specifications. Survey work has been completed with detailed designs commissioned.

The contingency pond for the storage of excess leachate should be available for use for the 2014 winter season.



NAWMA's new water truck at Uleybury



Airspace Consumption			
Period	Airspace Consumed (m <sup>3</sup> )	Tonnage during same period (t)	Compaction Ratio (tonnes WASTE Per m <sup>3</sup> )
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
2012- 2013	105,462	81,994	0.78
<b>TOTAL</b>	<b>766,887</b>	<b>666,643</b>	<b>0.87 (overall average)</b>

#### 4. 2012-2013 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 shown in the table above.

The placement of all baled and general waste during the 2012- 13 financial year has been into the Stage 2 cell of the landfill with the airspace consumed during this period representing 105,462m<sup>3</sup>. The placement of street sweeping

material has also occurred at the northern end of the Stage 1 cell with airspace remaining "under the cap" measuring 13,750m<sup>3</sup>.

The compaction ratio (tonnes of waste per cubic metre) is slightly down on previous years and is due primarily to the receipt of uncompacted 'validated' material from Sita Resource Co.

This material is semi-processed fuel stock that is disposed to landfill when servicing is being carried out to major plant, or in the case of major plant breakdown.

## RESOURCE RECOVERY CENTRE

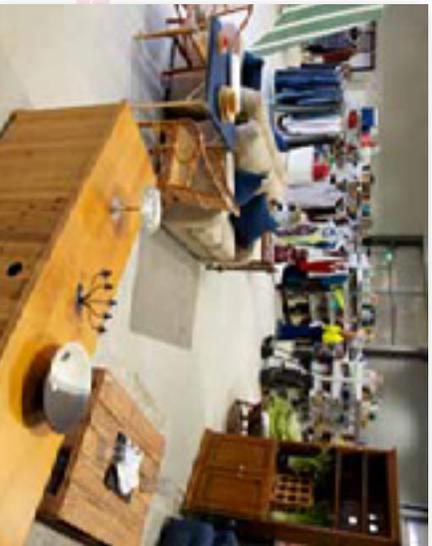


Guests at the opening of the new Resource Recovery Centre

### Performance Report 2013

After a lengthy approval and construction phase, the new Resource Recovery Centre (RRC) was finally open for business on 19 November 2012. The facility incorporates a public Waste Transfer Station and Salvage & Save retail outlet.

The Honourable Ian Hunter MLC, Minister for Sustainability, Environment and Conservation, officially opened the centre on 25 March 2013.



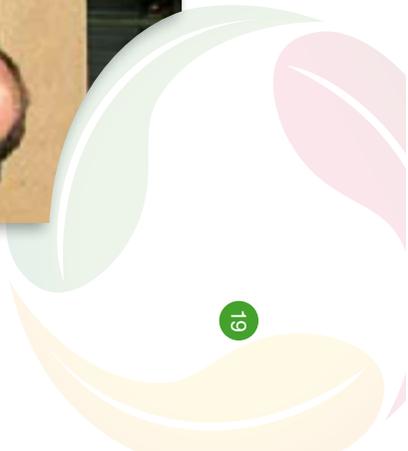
The operations agreement between NAWMA and Finding Workable Solutions for management of the RRC has proven to be a sound and functional document. This contractual arrangement between a Local Government organisation and a social enterprise firm is a first for South Australia.

A key performance indicator for the RRC is the reduction of waste from landfill through efficient and effective resource recovery activities. At the completion of the financial year, the following was achieved:

- 47 tonnes of material was salvaged and sold in the shop;
- 93 tonnes of steel was collected and sold;
- 1,959 mattresses were processed;
- 59 tonnes of recyclables (cardboard, plastic, mattress foam, car batteries) were marketed; and
- 200 tonnes of electronic waste was recycled.

To the end of 30 June 2013, a total of 5,110 paying customers accessed the facility delivering evenly between green waste and general waste.

LEFT: The Salvage & Save retail outlet



NAWMA Deputy Chairman, Sam Green, Finding Workable Solutions Chairman, Wojtek Swietek, and Minister Ian Hunter

The green waste (350 tonnes for the period) was compacted and transported to Jeffries in 30 cubic metre bins for processing. Transport efficiencies were 2.5 to 3 times better than levels achieved in an uncompacted state. This is a very pleasing and cost efficient result.

Green waste volumes were expected to increase substantially in spring and early summer with a financially healthy result for the RRC.

The residual waste (after resource recovery) is transported to SITA Resource Co, again using a static compactor and larger 40 cubic metre bins. The transport efficiencies are twice that compared to an uncompacted bin.

With an increase to the State Waste Levy, the SITA Resource Co charge for disposal is attractive, even with the inclusion of the transport component. However, the disposal of residual waste is costly. Therefore, it is in NAWMA's best interests to maximise resource recovery opportunities.

In this regard, the recovery and recycling of various products delivered to the RRC is very positive with solid markets being established. The facility is progressively ramping-up to its projected throughput.





### Computer and Television Product Stewardship Arrangements

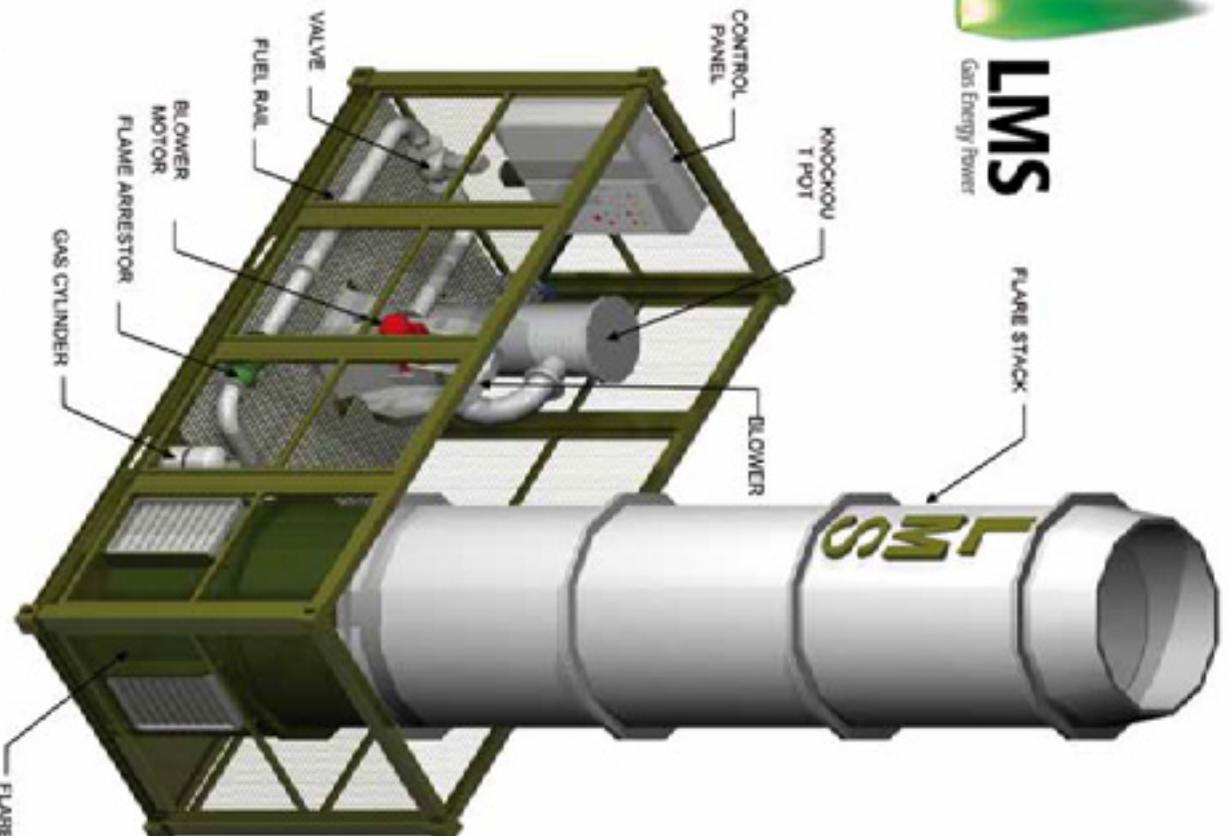
The introduction and implementation of the National Television and Computer Recycling Scheme presented an opportunity for NAWMA, on behalf of its Member Councils, to reduce costs associated with the collection and recycling of end-of-life televisions and computers.

NAWMA entered into stewardship arrangements with DHL Supply Chain (Australia) Pty Ltd identifying two sites for participation in the program – the new Resource Recovery Centre at Edinburgh North and the Salisbury Council Waste Transfer Station at Pooraka.

The quantity of material collected and recycled has been substantial, as shown below:

Edinburgh North	kgs	Pooraka	kgs
Sep	9100	Sep	17966
Oct	9819	Oct	19894
Nov	15598	Nov	27198
Dec	2160	Dec	4125
Jan	26380	Jan	50398
Feb	39540	Feb	44580
Mar	32860	Mar	41240
Apr	71080	Apr	103180
May	46500	May	65550
Jun	30440	Jun	31050
<b>Total</b>	<b>283478</b>	<b>Total</b>	<b>405181</b>





## **FLARE MODULE** **LANDFILL**

As an accredited service provider, NAWMA is committed to maintaining its position as a leader in the resources and waste management industry.

A key element in the overall measurement of NAWMA's performance is the requirement for future planning with a focus on contract management, staffing of the Authority, and examination of alternative waste technologies.

A number of discussion papers have been presented to the Board with a series of workshops planned to address aspects essential to the future planning process.

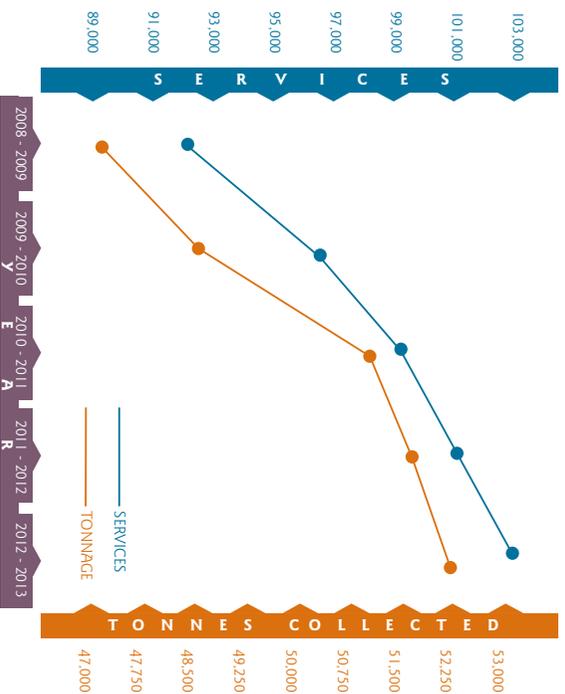
The Board is mindful of loan maturity dates, expiration of major contracts (nine terminate in 2016-17) and senior staff requirements.

## **Alternative Waste Technologies (AWT)**

Board representatives have been active in pursuing discussions with AWT proponents and the State Government.

Briefings have been provided to the Board and it is very aware of the significance of technology in the management of resources and waste streams.

This is a significant strategic focus allowing NAWMA to continuously evaluate technology opportunities.



**Waste Tonnage comparisons 2012-13**

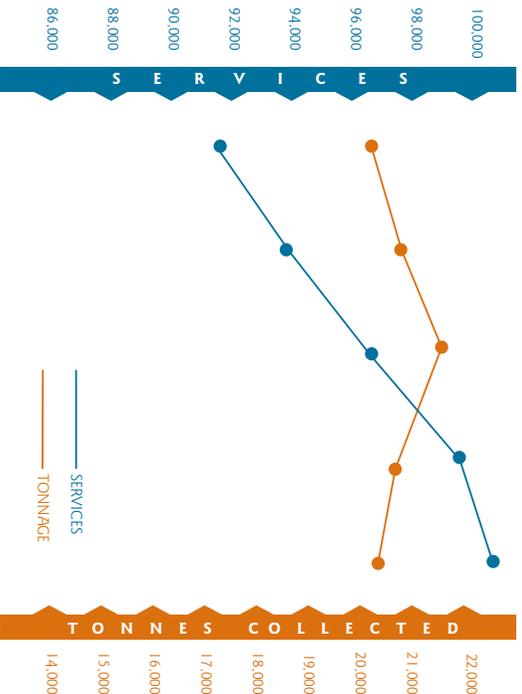
Year	Services	Tonnes Collected
08-09	92,104	47,143
09-10	95,959	48,589
10-11	98,459	50,906
11-12	100,764	51,592
12-13	102,610	52,246

The number of participating households has increased by 1,846 during the reporting period. Waste collected per household per week is 9.8kg, which is similar to the previous year. This is considered to be a good result.



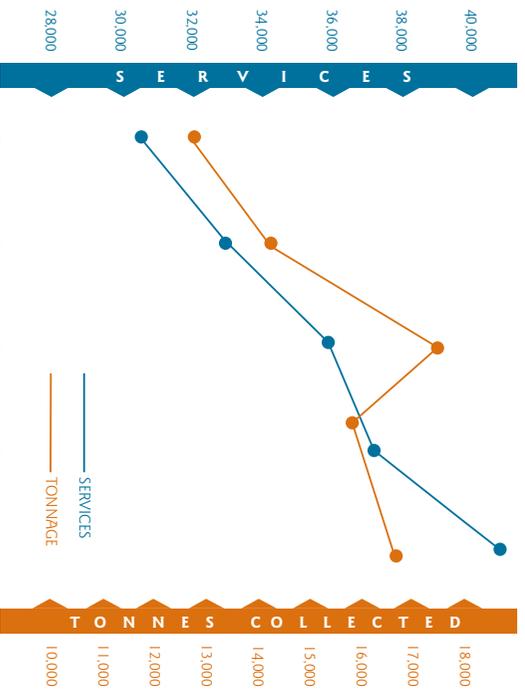


### Recycling Tonnage comparisons



Year	Services	Tonnes Collected
08-09	91,732	20,101
09-10	93,772	20,744
10-11	96,555	21,517
11-12	98,849	20,866
12-13	100,652	20,489

The collection yield from the kerbside system is 3.9kg per household per week, which is similar to the previous year. This indicates that the kerbside collection service is being well utilised. The increase in refunds for CDL product (bottles, cans, etc) has had an impact in quantity of recyclables placed out for collection.



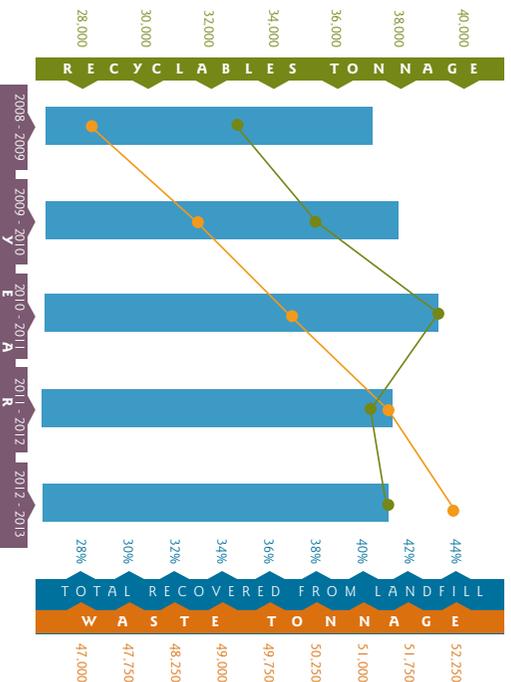
### Garden Organics Tonnage comparisons

Year	Services	Tonnes Collected
08-09	30,866	12,892
09-10	33,265	14,385
10-11	35,993	17,692
11-12	37,028	15,950
12-13	40,867	16,769

The average yield of 7.9kg per household per week is a good result considering the relatively dry year. Organics material contributes significantly to the percentage of material recovered from landfill. A total of 41.56 per cent of households in the region participate in this voluntary collection where residents register for the service and provide their own MGB.

Member Council participation levels in the garden organics collection service are:

- Gawler 3,810 households (41.49 per cent)
- Playford 6,519 households (18.80 per cent)
- Salisbury 30,538 households (56.06 per cent)



**Regional performance comparison with previous years**

Year	Recyclables (tonnages)	Waste (tonnages)	Percentage Recovered from landfill
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%
12-13	37,258	52,246	41.62%

The regional percentage of waste recovered from landfill is slightly less than the previous reporting period and is due primarily to a very dry summer.



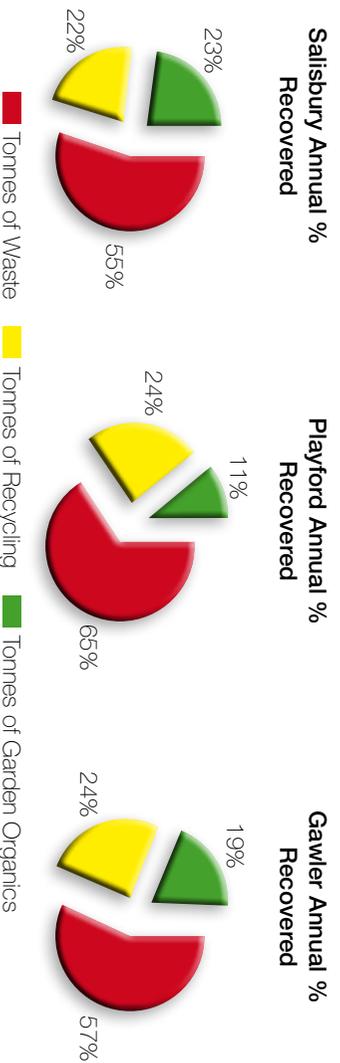


**Member Councils performance 2012 – 2013**

	Recyclables (tonnages)	Waste (tonnages)	Percentage Recovered from landfill	Compared to 2011-12 and 2009-10
Gawler	3,427	4,511	43.2%	45.3% 44.7%
Playford	9,712	18,275	34.7%	34.3% 36.1%
Salisbury	24,118	29,458	45.0%	44.9% 47.0%

Note:

1. The City of Playford garden organics collection service is a user-pays system, 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, NAWMA's Resource Recovery Centre and through the hard waste collection program or via the Container Deposit Legislation (CDL) depots where steel, aluminium, glass or plastic drink containers are returned for cash payment.



■ Tonnes of Waste ■ Tonnes of Recycling ■ Tonnes of Garden Organics



**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 of Northern Adelaide Waste Management Authority, which comprises the balance sheet as at 30 June 2013, and the statement of comprehensive income, statement of changes in equity and cash flow explanatory notes.

**Board's responsibility for the Financial Report**

The board of the association is responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards (including the Australian Accounting Interpretations), the Local Government Act 1999, and the Local Government (Financial Management) Regulations 2011 (Regulations) made under that Act. This responsibility 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. 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 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 the Northern Adelaide Waste Management Authority, 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.

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**NORTHERN ADELAIDE WASTE MANAGEMENT AUTHORITY  
INDEPENDENT AUDITOR'S REPORT (continued)**

**Independence**  
In conducting our audit, we have complied with the independence requirements of the Australian professional accounting bodies and the Local Government Act and Regulations.

**Auditor's Opinion**

In our opinion:

- (a) the financial report presents fairly, in all material respects, the financial position of Northern Adelaide Waste Management Authority as at 30 June 2013 and its financial performance and its cash flows for the year then ended; and
- (b) complying with Australian Accounting Standards (including the Australian Accounting Interpretations) and the Local Government Act 1999 and Regulations.

*HLB Mann Judd*  
Chartered Accountants

Adelaide, South Australia  
*10th* September 2013

  
Trevor Heath  
Partner

**NORTHERN ADELAIDE WASTE MANAGEMENT AUTHORITY**

**STATEMENT OF COMPREHENSIVE INCOME**  
for the year ended 30 June 2013

	Notes	2013 \$'000	2012 \$'000
<b>INCOME</b>			
User charges	2	21,039	19,699
Investment income	2	167	152
Reimbursements	2	59	47
Reduction in Landfill	2	1,762	119,000
Other	2	116	20,017
<b>Total Income</b>		<u>23,143</u>	<u>20,017</u>
<b>EXPENSES</b>			
Employee costs	3	890	758
Materials, contracts & other expenses	3	17,524	16,114
Finance costs	3	457	531
Depreciation, amortisation & impairment	3	1,724	1,848
<b>Total Expenses</b>		<u>20,595</u>	<u>19,251</u>
<b>OPERATING SURPLUS / (DEFICIT)</b>		2,548	766
transfer to Equity Statement		(3)	
<b>Asset disposal &amp; fair value adjustments</b>			
Amounts received specifically for new or upgraded assets	2	25	255
		<u>2,570</u>	<u>1,021</u>
<b>NET SURPLUS / (DEFICIT)</b>			
Other Comprehensive Income		_____	_____
Changes in revaluation surplus - infrastructure, property, plant & equipment		_____	_____
<b>Total Other Comprehensive Income</b>		<u>2,570</u>	<u>1,021</u>
<b>TOTAL COMPREHENSIVE INCOME</b>			

This Statement is to be read in conjunction with the full Financial Report.

**NORTHERN ADELAIDE WASTE MANAGEMENT AUTHORITY**  
**BALANCE SHEET**  
as at 30 June 2013

	Notes	2013 \$'000	2012 \$'000
<b>ASSETS</b>			
Current Assets			
Cash and cash equivalents	4	2,543	2,233
Trade & other receivables	4	2,424	2,383
Inventories	4	<u>4,967</u>	<u>4,616</u>
<b>Total Current Assets</b>		<b>9,945</b>	<b>11,028</b>
Non-current Assets			
Infrastructure, Property, Plant & Equipment	5	<u>14,512</u>	<u>15,644</u>
<b>Total Assets</b>		<b>24,402</b>	<b>26,676</b>
<b>LIABILITIES</b>			
Current Liabilities			
Trade & Other Payables	6	2,198	2,088
Provisions	6	139	118
Borrowings	6	<u>1,750</u>	<u>1,619</u>
<b>Total Current Liabilities</b>		<b>4,087</b>	<b>3,825</b>
Non-current Liabilities			
Borrowings	6	4,776	6,539
Provisions	6	<u>1,889</u>	<u>4,090</u>
<b>Total Non-current Liabilities</b>		<b>6,665</b>	<b>10,629</b>
<b>NET ASSETS</b>		<b>10,752</b>	<b>14,454</b>
<b>EQUITY</b>			
Accumulated Surplus		<u>3,760</u>	<u>1,190</u>
Asset Revaluation Reserve		1,820	(750)
Other Reserves		1,940	1,940
<b>TOTAL EQUITY</b>		<b>3,760</b>	<b>1,190</b>

This Statement is to be read in conjunction with the full Financial Report

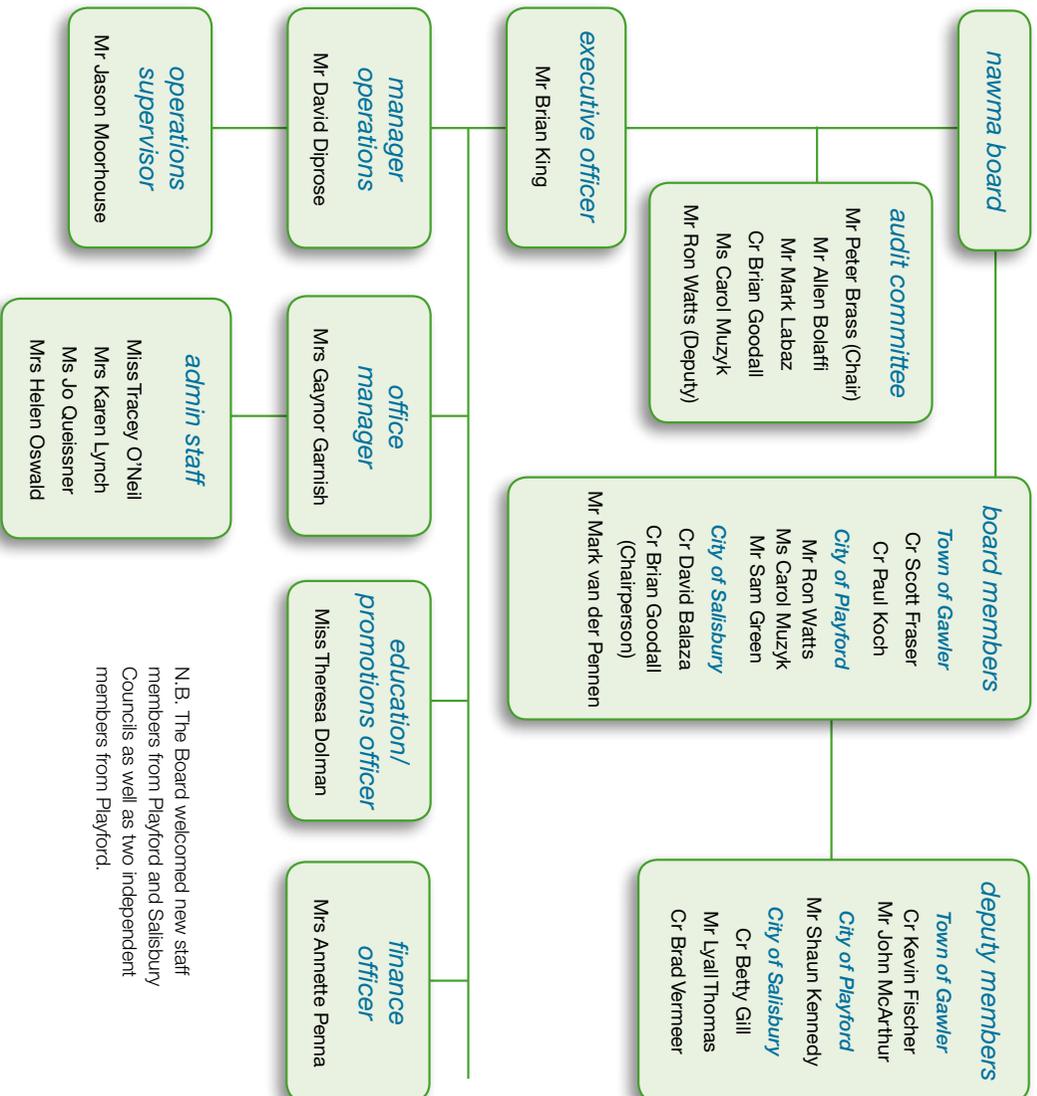


**NORTHERN ADELAIDE WASTE MANAGEMENT AUTHORITY**  
**CASH FLOW STATEMENT**  
for the year ended 30 June 2013

	2013	2012
	Notes	\$'000
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>		
Receipts		
Operating receipts	2013	2012
Investment/receipts	\$'000	\$'000
Payments	21,203	19,282
Operating payments to suppliers & employees	167	139
Finance payments	(18,133)	(16,631)
Net Cash provided by (or used in) Operating Activities	(502)	(565)
	<u>7</u>	<u>7</u>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>	2,735	2,225
Receipts		
Amounts specifically for new or upgraded assets		
Sale of surplus assets	25	255
Payments		
Expenditure on renewal/replacement of assets	(687)	(256)
Expenditure on new/upgraded assets		
Net Cash provided by (or used in) Investing Activities	<u>(662)</u>	<u>(1)</u>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>		
Receipts		
Proceeds from Borrowings		
Payments		
Repayments of Borrowings		
Net Cash provided by (or used in) Financing Activities	(1,763)	(1,547)
Net Increase (Decrease) in cash held	(1,763)	(1,547)
Cash & cash equivalents at beginning of period	<u>310</u>	<u>677</u>
Cash & cash equivalents at end of period	7	7
	<u>2,233</u>	<u>1,556</u>
	7	7
	<u>2,543</u>	<u>2,233</u>

This Statement is to be read in conjunction with the full Financial Report

# ORGANISATIONAL STRUCTURE



N.B. The Board welcomed new staff members from Playford and Salisbury Councils as well as two independent members from Playford.



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