



ANNUAL REPORT

2020-2021



Acknowledgement of Country

The City of Salisbury acknowledges that we are on the traditional Country of the Kaurna people of the Adelaide Plains and pays respect to Elders past and present. We recognise and respect their cultural heritage, beliefs and relationship with the land. We acknowledge that they are of continuing importance to the Kaurna people living today.



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Foreword



In 2020/21, City of Salisbury continued to adapt to meet changing environments following the onset of the COVID-19 pandemic. During this time Council provided leadership across a range of areas in line with the City Plan 2035.

A number of successes were celebrated this year, including the March opening of the highly-anticipated Bridgestone Athletics Centre; a state-of-the-art facility that will become a key training ground for the local athletics community while benefitting regional and state associations, as well as local schools.

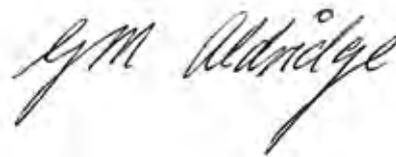
Council also delivered expanded services to the community such as higher levels of verge maintenance, upgrades to a number of well-loved play spaces located across the city and the completion of a \$1.9 million shared-use bridge at Mawson Lakes that is providing greater connectivity for pedestrians and cyclists.

In line with Council's commitment to sustainability, we achieved the establishment of 10,000 new trees and shrubs along the Little Para River in partnership with our community, who took part in planting days. This project was delivered through the State Government's Open Space and Places for People Grant Program.

Work also continued on a number of major infrastructure projects aimed at providing for our community now and well into the future. Concept plans for the development of a new Burton Community Hub were complete, with construction set to begin in the first half of 2021/22. The development will showcase the transformation of the north/west Central Ward and include a range of library services, a community garden and learning and reflective spaces to enable greater connections with education, business and community.

Another way in which Council supported its business community was through the Polaris Business and Innovation Centre, which this year worked with hundreds of businesses to provide mentorship programs, seminars and support in relevant areas such as digital marketing.

We look forward to building on this work in 2021/22 to benefit our community and achieve our vision as a progressive, connected and sustainable community.



City Plan 2035

The Local Government Act requires Councils to regularly prepare strategic management plans. This City Plan, along with Council's 'Long Term Financial Plan' and 'Strategic Asset Management Plan', address the Council's obligations.

In preparing this Plan, Council has:

- assessed economic, environmental, social and demographic trends and projections
- reviewed State Government policies and directions, including the 'State Infrastructure Strategy', 'Growth State', 'Planning and Design Code' and 'Climate Change Strategy' (some of which are not yet finalised)
- identified regional development projects and initiatives that could affect Salisbury
- reviewed other Council strategies, including the 'Adapting Northern Adelaide Climate Adaptation Plan', 'Intercultural Plan', 'Youth Action Plan', 'Growth Action Plan' and 'Ability Inclusion Strategic Plan'
- reviewed strategies currently being developed, such as our draft 'Place Activation Strategy' and 'Digital Strategy'

- commissioned an economic report into how to grow Salisbury's economy and ways for residents to benefit from that growth
- reviewed Council research, such as the 'Community Perceptions Survey'
- engaged with the community and stakeholders to inform the City Plan's priorities and directions.

A City Dashboard that highlights the social, environmental and economic factors shaping our City, as well as key indicators for the performance and sustainability of Council, is part of this plan. These indicators introduce each of the directions outlined in this document. Further information on these indicators can be found on Council's website.

Other factors may impact on our City over the life of this plan. These include the rapid advance of technology; changes in work practices as a result of Covid 19; the continued evolution of social media; changes in transport such as electric cars, on-demand services and autonomous systems; and changing expectations on all levels of government.

City Plan Structure

City Plan 2035 contains a vision for Salisbury to be ‘a progressive, sustainable and connected community’. It has three directions that capture the social, environmental and economic influences on Salisbury, and one direction that addresses factors within Salisbury Council itself.

 A welcoming and liveable City	 A sustainable City	 A growing City that creates new opportunities	 Innovation and Business Development
<p>Encompasses issues that affect the liveability of the City and the health and wellbeing of its people, including safety, social connections, the look and feel of our neighbourhoods, and the facilities and programs available to support our community’s aspirations.</p>	<p>Includes protecting and conserving our diverse natural environment to support biodiversity, reducing Council’s environmental footprint, ensuring we make the most of our resources and enabling our community, environment and infrastructure to be resilient to a changing climate.</p>	<p>This focuses on how we support the success and growth of local businesses, job opportunities for our residents, attracting investment, quality urban planning and providing infrastructure that supports economic activity.</p>	<p>Outlines how Council will work to provide exceptional experiences, deliver quality outcomes and be recognised as a great place to work.</p>

Several ‘Foundations’ are then identified for each of the 4 directions.
 Council has determined that these Foundations are the goals that we will seek to achieve for Salisbury. . They are supported by critical actions that outline the Council’s priority deliverables over the life of the plan.

CRITICAL ACTIONS

Our critical actions range from operational and site-specific projects that will have immediate impact, to strategic objectives that will guide how and what Council achieves in the longer term.

Immediately noticeable impact	Medium to longer term impact				
<table border="0" style="width: 100%;"> <tr> <td style="width: 50%; vertical-align: top;"> <p>Strategic projects significant stand-alone projects to be delivered by Council within the next four years</p> </td> <td style="width: 50%; vertical-align: top;"> <p>Operational focus services that community feedback has highlighted must be Council priorities through feedback from our community</p> </td> </tr> </table>	<p>Strategic projects significant stand-alone projects to be delivered by Council within the next four years</p>	<p>Operational focus services that community feedback has highlighted must be Council priorities through feedback from our community</p>	<table border="0" style="width: 100%;"> <tr> <td style="width: 50%; vertical-align: top;"> <p>Future planning strategies and plans Council will develop or review that are important for delivering our City Vision</p> </td> <td style="width: 50%; vertical-align: top;"> <p>Advocacy priorities priority projects for which investment will be sought from other organisations</p> </td> </tr> </table>	<p>Future planning strategies and plans Council will develop or review that are important for delivering our City Vision</p>	<p>Advocacy priorities priority projects for which investment will be sought from other organisations</p>
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<p>Future planning strategies and plans Council will develop or review that are important for delivering our City Vision</p>	<p>Advocacy priorities priority projects for which investment will be sought from other organisations</p>				

Accompanying the above is a range of corporate indicators that highlight the progress being made in addressing the foundations.

Our Vision

Salisbury

a progressive, sustainable
and connected community

Council's vision is for Salisbury to be a progressive, sustainable and connected community.

Council's Elected Members developed this vision after they considered the factors that characterise successful cities and their aspirations for Salisbury.

Successful communities are **progressive**. They embrace change as essential if they are to be liveable and competitive in a changing environment and economy. At the same time, successful communities take pride in their heritage and use their history as the foundation for identifying and creating opportunities and for understanding how to respond to challenges.

Successful cities think about the long term while making decisions today – this is the essence of **sustainability**. They care about the environment, their people and the legacy they leave for future generations. Internally, they are financially responsible, have excellent systems in place and promote a culture that values enduring outcomes.

Connections abound and take many forms. Some connections are social, such as friendships formed through community groups or with neighbours. Some are environmental, including the connections people have with nature or the biodiversity corridors that support wildlife. Other connections are economic, such as the links between residents, jobs and businesses. Salisbury is a diverse community and we value connections between our many cultures. For connections to prosper, there must be appropriate infrastructure that enables people to move and connect with places further afield.

The Salisbury community consists of the 143,560 people who live in our 32 suburbs, whether they have been here all their lives or are new arrivals; the 7,200 businesses and 53,000 workers that make Salisbury the state's fourth largest economy; and the community groups, schools, churches and sporting clubs that bring people together.

Salisbury has many of the building blocks in place to achieve its vision. This City Plan outlines the actions that Council will prioritise over the next four years to enable Salisbury to achieve it.

Annual Plan for 2021-22

Looking ahead to 2021/22

In 2021/22 Council continues to put the needs of our community first. Priorities include building on the work accelerated through Council's COVID-19 Infrastructure Recovery Program, while at the same time increasing the level of services that matter to you while investing in community assets for the future.

The 2021/22 Annual Plan incorporates an exciting redevelopment of the Salisbury Recreation Precinct, which includes the renewal of the existing pool and construction of indoor heated pool, lap and leisure pools, a gymnasium, water play park and cafe.

Other large-scale initiatives that will be important during 2021/22 include:

Community Spaces

There will be a continuing major focus on the development of community facilities through the creation of great places to visit such as the Burton Community Hub, The Paddocks recreation and open space precinct and Yalumba Drive Reserve at Paralowie.

City Amenity

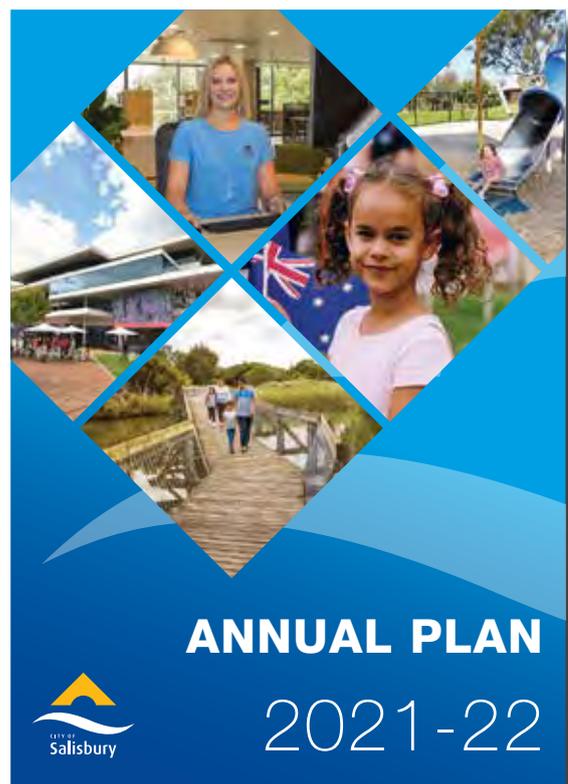
Council's Streetscape Program will holistically transform the City's streetscape, improving its attractiveness and accessibility. Continued investment in the City Wide Trails Program in 2021/22 will increase the City's network through development of a trail from Dry Creek, Pooraka towards Bridge and Briens Roads.

Responding to community feedback, Council has committed to improving service levels through the expansion of the verge maintenance program, an increased green waste service and monitoring and maintenance of (Council managed) high risk trees.

Commercial Precincts

The John Street and Church Street Revitalisation will upgrade and refresh these important City Centre locations. New for 2021/22 is the Technology Drive Mawson Lakes Upgrade, which aims to improve traffic flows into and out of this business precinct.

Through the 2021/22 Annual Plan, Council maintains an ambitious program of City enhancement and service delivery, while remaining committed to long-term financial sustainability to ensure we are best placed to support our community in coming years.



Annual Plan for 2021-22

Features of the 2021/22 Budget

In 2021/22, Council is focused on continuing its work in bolstering the recovery of our local community from the impact of the COVID-19 pandemic. The two-year \$100 million COVID-19 Infrastructure Recovery Program will continue this year, featuring a number of large and small scale projects that will enhance the City.

Key identified projects for the year are the redevelopment of the Salisbury Recreation Precinct, construction of the Burton Community Hub and implementation of the John and Church Streets Revitalisation Master Plan.

It also includes a \$400,000 increase in the verge maintenance service level.

Some of the key identified projects for the 2021/22 plan are as follows:

- Upgrade Fairbanks Drive Reserve, Paralowie – \$1.3 million (Funding across multiple years)
- Salisbury Recreation Precinct Redevelopment – \$15.5 million (including \$7.2 million in State Government funding)
- New clubrooms and reserve upgrade works at Yalumba Drive Reserve, Paralowie – \$2 million (including \$500,000 State Government funding awarded to the club)

- Renewal of clubrooms at Reg Groth Reserve, Parafield Gardens – \$1.1 million
- Road reseal and construction – \$9.8 million
- Upgrades for new playgrounds – \$1.1 million
- Burton Community Hub – \$5.8 million (Funding across multiple years)
- New community clubroom facility at the Paddocks – \$2.6 million (including \$1.4 million State Government funding)
- John and Church Streets Revitalisation – \$2.9 million
- Streetscape program – \$2.1 million
- Technology Drive Mawson Lakes upgrade – \$1.9 million (Funding across multiple years)
- New adult change facility, Unity Park, Pooraka – \$450,000

Please note: The above figures only include the budget allocated for 2021/22 and may not reflect the total value of the project.

Annual Plan for 2021-22

How do we set rates?

Setting rates is a balance between funding Council operations, maintaining our financial sustainability and the need to contain increases to minimise the impact on ratepayers. Council is mindful of the impact and affordability of rates and regularly compares our rates with those of other metropolitan councils; in terms of average rates Salisbury ranks third lowest based on 2020/21 data.

The first step we take in setting rates is to remove the impact of the average market increase/decrease in property values for the year. What this means is that if property values go up 15 per cent on average in a year, we adjust our calculations down to remove this impact. Then we apply the increase we need to fund Council services and projects for the coming year.

This year the 'market' movement also includes adjustments undertaken by the Valuer-General through the Revaluation Initiative. This project is a comprehensive review of market valuations to ensure accuracy which contributes to equity in the distribution of rates across assessments. More information regarding this project is available at: www.dit.sa.gov.au/land/ovg/resources/what_is_the_revaluation_initiative

For the financial year 2021/22 Council has adopted an average rate increase of 2.8 per cent. The increase for each property may vary where the change in market value is different to the average market movement, or as a result of improvements, a change in land use or zoning, a change in ownership, or a correction to property values.

Rate Categories

Minimum Rates apply to all properties where the capital value falls below a certain level so that all ratepayers make a fair contribution. The minimum rate for 2021/22 has been fixed at \$1,044 reflecting a 2.8 per cent increase over the 2020/21 minimum rate.

Differential Rating – 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. The differential rate for vacant land is 30 per cent higher compared to the residential rate to support development of land.

Separate Rates – Council collects rates for other organisations:

- Salisbury Business Association - to enable it to market and promote the City Centre
- Globe Derby Community Club - to maintain an area of common land held through 63 shares
- Regional Landscape (RL) Levy which councils are required to collect on behalf of the State Government. All enquiries about the RL Levy can be directed to the Green Adelaide Board on 08 8204 1910 or at dew.greenadelaide@sa.gov.au

Annual Plan for 2021-22

OPERATING BUDGET BY KEY DIRECTION	2021/22		
	EXP \$000's	INC \$000's	NET \$000's
A WELCOMING AND LIVEABLE CITY			
Community Development	1,853	15	1,838
Library Services	7,995	688	7,307
Community Centres	2,721	356	2,365
Recreation Services	1,699	99	1,600
Community Sport and Club Facilities	4,084	-	4,084
Community Health and Wellbeing	6,292	3,279	3,013
Cemetery	580	500	80
Food and Health Regulation	1,192	228	964
Inspectorate Services	865	441	424
Animal Control	1,765	1,047	718
Crime Prevention and Repair	485	-	485
Street Lighting	3,039	-	3,039
TOTAL A WELCOMING AND LIVEABLE CITY	32,570	6,653	25,917
A SUSTAINABLE CITY			
Water Management	10,270	2,601	7,669
Waste Management	18,751	790	17,961
Parks and Landscapes	31,195	124	31,071
City Infrastructure	2,044	1,033	1,011
TOTAL A SUSTAINABLE CITY	62,260	4,548	57,712
A GROWING CITY THAT CREATES NEW OPPORTUNITIES			
Economic Development	1,510	56	1,454
Development Services	4,892	1,576	3,316
Urban Planning and Development	1,436	-	1,436
Roads	12,881	3,328	9,552
Footpaths	2,983	-	2,983
TOTAL A GROWING CITY THAT CREATES NEW OPPORTUNITIES	23,702	4,960	18,742
INNOVATION AND BUSINESS DEVELOPMENT			
Innovation and Business Development	4,302	595	3,708
Council	2,547	2	2,545
Sundry	2,222	6,918	(4,697)
TOTAL INNOVATION AND BUSINESS DEVELOPMENT	9,071	7,515	1,556
Rates Revenue	-	105,611	(105,611)
TOTAL OPERATING SURPLUS / (DEFICIT)	127,602	129,286	1,684

Elected Members

MAYOR



Gillian Aldridge OM
0411 703 706
galdridge@salisbury.sa.gov.au

CENTRAL WARD



Cr Chad Buchanan JP
Deputy Mayor
0403 677 807
cbuchanan@salisbury.sa.gov.au



Cr Donna Proleta
0433 750 832
dproleta@salisbury.sa.gov.au

HILLS WARD



Cr Shirlee Reardon JP
0427 095 566
sreardon@salisbury.sa.gov.au



Cr Peter Jensen JP
0437 987 990
pjensen@salisbury.sa.gov.au

PARA WARD



Cr Kylie Grenfell
0433 703 691
kgrenfell@salisbury.sa.gov.au



Cr Sarah Ouk JP
0423 002 064
souk@salisbury.sa.gov.au

EAST WARD



Cr Maria Blackmore
0411 281 164
mblackmore@salisbury.sa.gov.au



Cr Adam Duncan
0429 662 933
aduncan@salisbury.sa.gov.au

NORTH WARD



Cr David Hood
0432 799 931
dhood@salisbury.sa.gov.au



Cr Graham Reynolds
0413 966 500
greynolds@salisbury.sa.gov.au

WEST WARD



Cr Lisa Braun
0413 046 069
lbraun@salisbury.sa.gov.au



Cr Beau Brug JP
bbrug@salisbury.sa.gov.au

SOUTH WARD

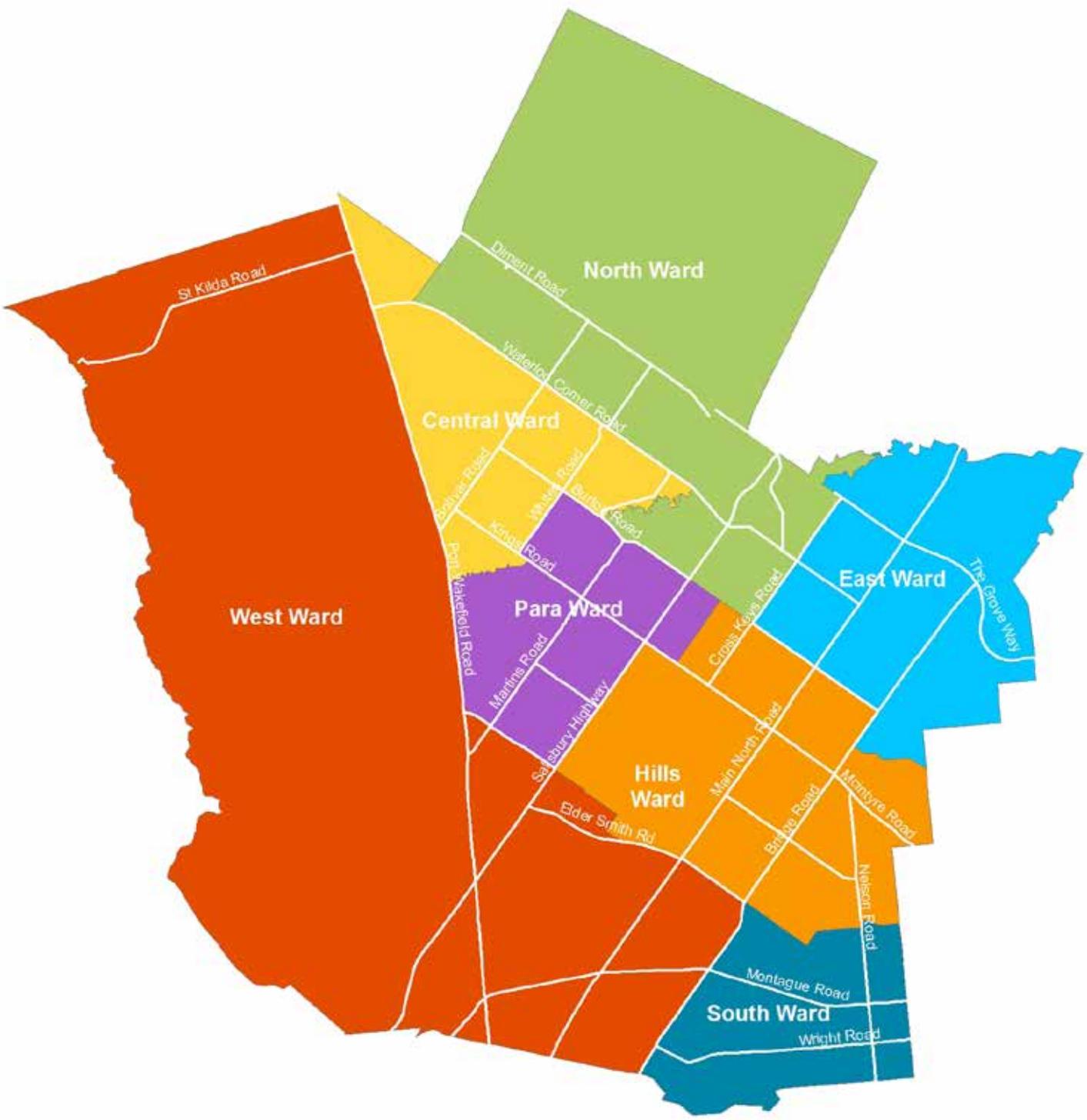


Cr Natasha Henningsen
0477 413 108
nhenningsen@salisbury.sa.gov.au



Cr Julie Woodman JP
0431 188 788
jwoodman@salisbury.sa.gov.au

Ward Boundaries



Council

Elector Representation

The community of the City of Salisbury is currently represented on Council by a Mayor who is elected from the whole community, and 14 Elected Members. Elected Members represent one of seven wards, and are elected by the residents of their respective ward.

In accordance with Section 12 of the **Local Government Act 1999** ('the Act'), Council is required to conduct an Elector Representation Review at least once in every eight years.

The Representation Review process requires Council to review all aspects of the composition of Council including ward boundaries. The process involves public notification and opportunity for community submissions at key stages of the review.

Council must:

1. Prepare a Representation Options Paper

- By public notice, published in a newspaper circulating within its area, inform the public of the preparation of the Representation Options Paper and invite written submissions on the subject of the review within a period specified by the Council (being a period of at least 6 weeks)
- Ensure copies of the Representation Options Paper are available for inspection (without charge) and purchase (on payment of a fee fixed by the Council) at the principal office of the Council during the period of consultation.

2. Prepare a Representation Report

- Make copies of the Report available for public inspection at the principal office of the Council; and
- By public notice, published in a newspaper circulating within its area, inform the public of the preparation of the report and its availability and invite written submissions on the report within a period specified by Council (being a period of at least 3 weeks)
- Give any person who makes a written submission an opportunity to appear personally or by representative before the Council or a Council Committee and to be heard on those submissions.

3. Finalise the Report

- Submit the report, accompanied by copies of written submissions received, to the Electoral Commissioner for certification.

The Act also provides for a group of at least 20 eligible electors to submit to Council a submission for a representation review and the Act prescribes how and in what circumstances this might proceed.

Council

The City of Salisbury conducted a Representation Review in 2016-2017, in readiness for the November 2018 local government elections. The Representation Review resulted in changes to the number of wards and Elected Members in the City of Salisbury and Ward Boundaries were adjusted to ensure a balanced and appropriate representation quota within each ward. Following formal certification, Council published an appropriate notice in the Government Gazette on 13 December 2017 which provided for the implementation of the future composition and structure of Council at the November 2018 Local Government elections.

No public initiated submissions under section 28 of the Act have been received in 2020/21. Council intends to conduct the next review under Chapter 3 Part 1 Division 2 of the Act in 2024-2025.

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

¹ Data supplied by the Local Government Association.

Council	Elected Members ²	Electors	Representation Quota ³
Salisbury	15	96811	6454
Playford	16	64825	4052
West Torrens	15	42378	2825
Charles Sturt	17	88269	5192
Port Adelaide/Enfield	18	87314	4851
Marion	13	66795	5138
Onkaparinga	13	128502	9885
Tea Tree Gully	13	73820	5678
Metropolitan Average ⁴	13	49762	3582

² Including the Mayor

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

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

Council

Elected Member Allowances

The Remuneration Tribunal is responsible for the determination of Elected Member allowances to be applied. Elected Member allowances were reviewed by the Remuneration Tribunal in Determination No. 6 of 2018, which resulted in an increase to allowances for City of Salisbury Elected Members as follows:

Councillor:	\$24,471 per annum
Mayor:	\$97,884 per annum
Deputy Mayor:	\$30,588.75 per annum
Chairman of Standing Committees:	\$30,588.75 per annum
Sitting fee payable to a Councillor (other than the principal member or deputy principal member, chairman or deputy Chairman or a presiding member of a prescribed committee) who is the presiding member of a committee, that is not a prescribed committee, such as a sub-committee.	\$242 per meeting limited to an aggregate amount of \$1,447 per annum

In accordance with section 76(9) and 76(15) of the Act, allowances set out in Determination No. 6 of 2018: Members of Local Government Councils will be adjusted annually on the first, second and third anniversary of the 2018 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.

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

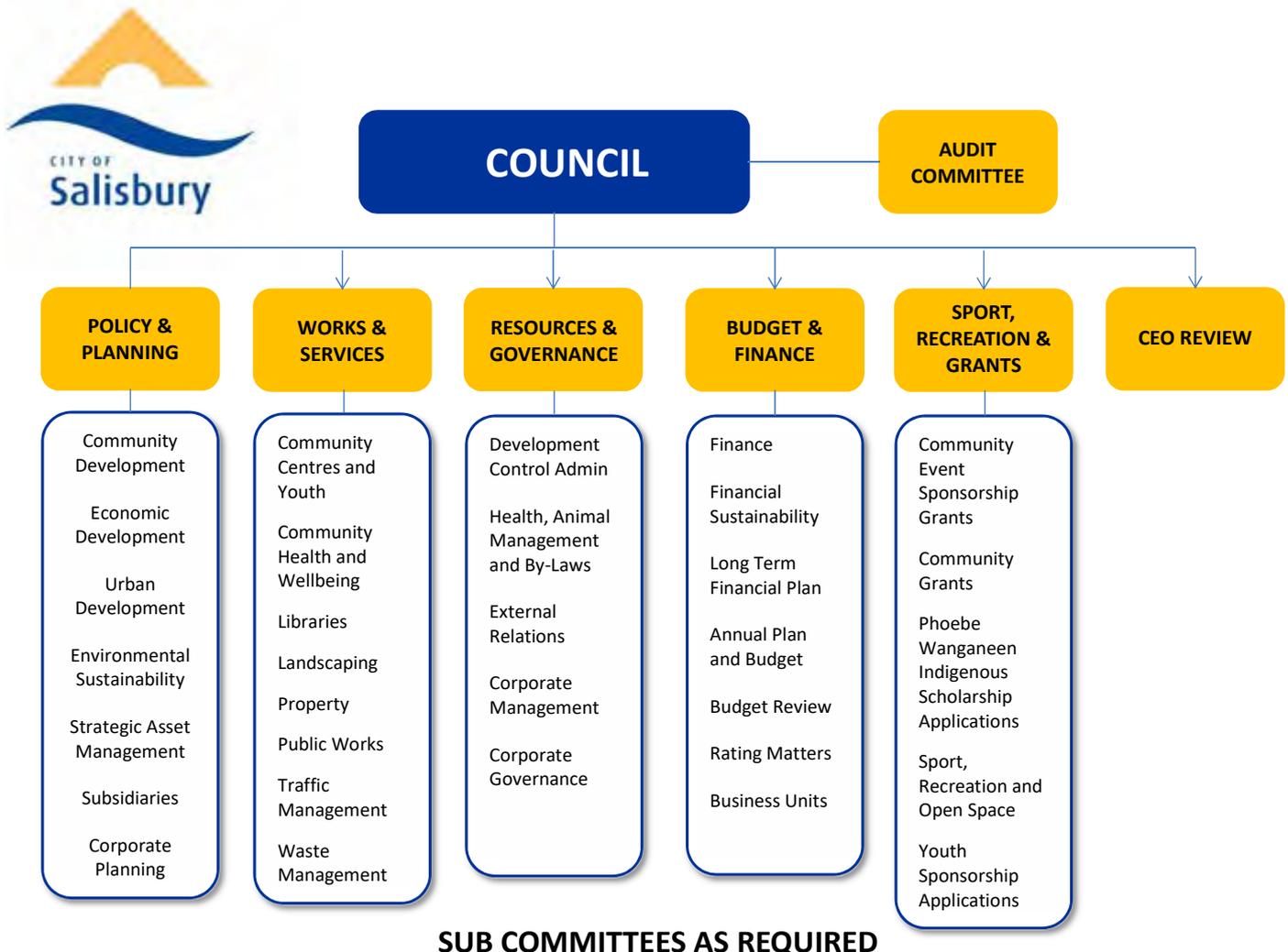
Council and Committee Structure from July 2020 to October 2020

From July 2020 to October 2020, Council was supported in its decision making process by six Standing Committees: Policy and Planning; Budget and Finance; Works and Services; Resources and Governance; Sport, Recreation and Grants; and Audit Committee. The Sport, Recreation and Grants Committee meets on the second Monday of the month and the remaining standing committees met on the third Monday of each month. The Audit Committee met on a quarterly basis or as was needed.

The CEO Review Committee was also established by Council and met at a minimum twice per year or as required.

Council also established a Council Assessment Panel (CAP) as an independent Committee comprising of experts external to Council as well as an Elected Member which meets as required.

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



Council

Membership of each of the Committees from July 2020 to October 2020 was as follows:

Policy and Planning Committee

- Cr Chad Buchanan JP (Chairman)
- Cr Adam Duncan (Deputy Chairman)
- All members of Council

Works and Services Committee

- Cr Shiralee Reardon JP (Chairman) – Hills Ward
- Cr Lisa Braun (Deputy Chairman) – West Ward
- Cr Maria Blackmore – East Ward
- Cr Chad Buchanan JP – Central Ward
- Cr Graham Reynolds – North Ward
- Cr Sarah Ouk JP – Para Ward
- Cr Natasha Henningsen – South Ward
- The Mayor was, ex-officio, a member of this Committee

Resources and Governance Committee

- Cr Donna Proleta (Chairman) – Central Ward
- Cr Peter Jensen JP – (Deputy Chairman) - Hills Ward
- Cr Beau Brug JP – West Ward
- Cr Adam Duncan – East Ward
- Cr David Hood JP – North Ward
- Cr Kylie Grenfell – Para Ward
- Cr Julie Woodman JP – South Ward
- The Mayor was, ex-officio, a member of this Committee

Budget and Finance Committee

- Cr Beau Brug JP (Chairman)
- Cr Lisa Braun (Deputy Chairman)
- All members of Council

Sport, Recreation and Grants Committee

- Cr Adam Duncan (Chairman) – East Ward
- Cr Chad Buchanan JP (Deputy Chairman) – Central Ward
- Cr Lisa Braun – West Ward
- Cr Natasha Henningsen – South Ward
- Cr David Hood JP – North Ward
- Cr Sarah Ouk JP – Para Ward
- Cr Shiralee Reardon JP – Hills Ward
- The Mayor was, ex-officio, a member of this Committee

Audit Committee

- Cr Graham Reynolds (Chairman)
- Cr Kylie Grenfell (Deputy Chairman from December 2019)
- Mr Neil Ediriweera (Independent Member)
- Mr Craig Johnson (Independent Member)
- Ms Kristyn Verrall (Independent Member)

Council Assessment Panel from July 2020 to June 2021

- Mr Terry Mosel (Presiding Member)
- Mr Ross Bateup (Independent Member)
- Ms Cherie Gill (Independent Member)
- Mr Matt Atkinson (Independent Member)
- Cr Beau Brug JP

CEO Review Committee

- Mayor Gillian Aldridge OAM (Chairman)
- Ms Julie Woodman JP, whilst holding the position of Deputy Mayor (Deputy Chairman)
- Cr Chad Buchanan JP
- Cr Donna Proleta
- Cr Shiralee Reardon JP

Council

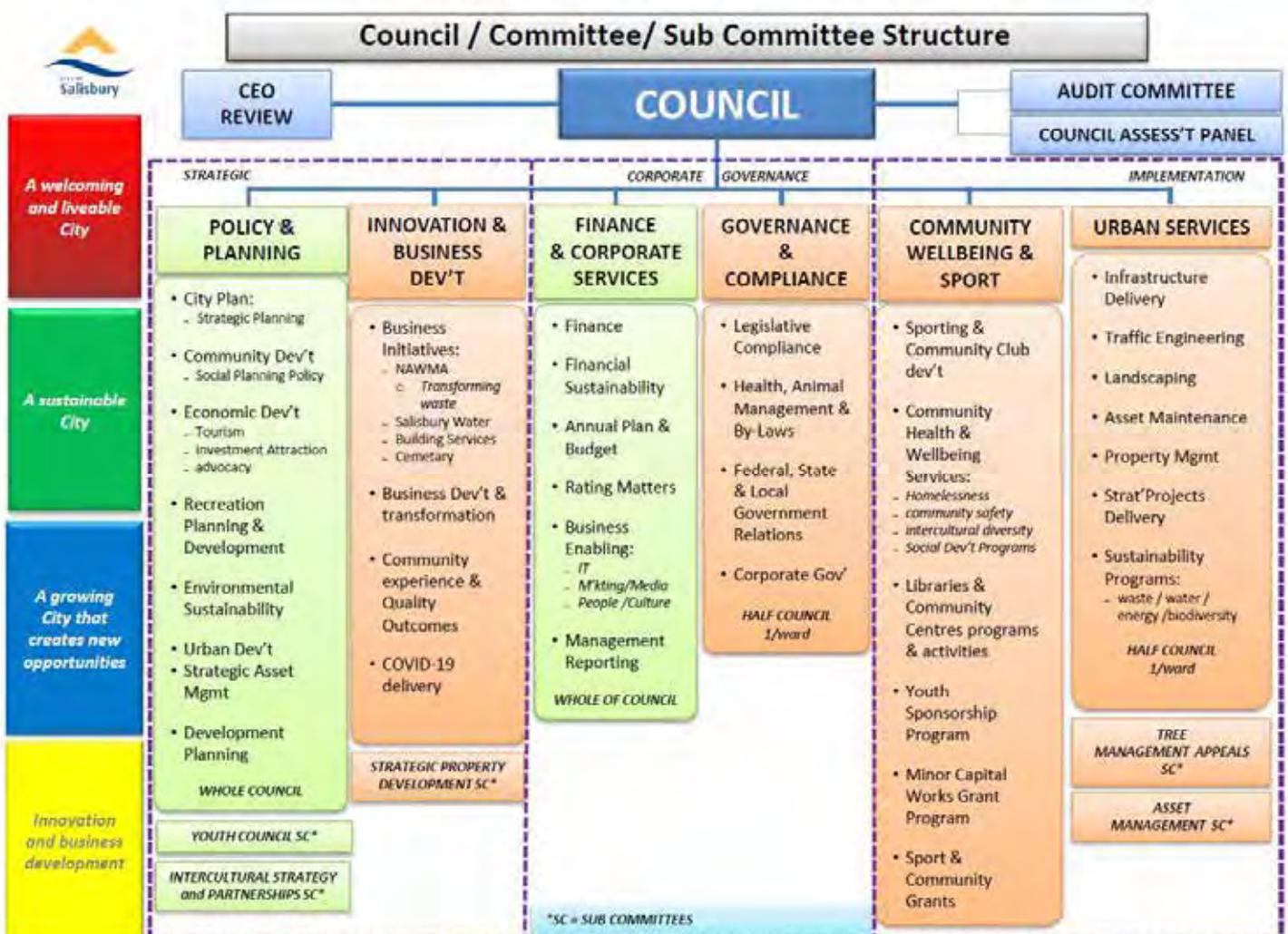
Council and Committee Structure from November 2020 to June 2021

Following a review of Council's Committee structure in October 2020, Council is now supported in its decision making process by seven Standing Committees: Policy and Planning; Finance and Corporate Services; Governance and Compliance; Innovation and Business Development; Community Wellbeing and Sport; Urban Services; and Audit Committee. All Committees meet on the third week of the month on Monday and Tuesday evenings. The Audit Committee meets on a quarterly basis or as needed.

The CEO Review Committee has also been established by Council and meets at a minimum twice per year or as required.

Council has also established a Council Assessment Panel (CAP) as an independent Committee comprising of experts external to Council as well as an Elected Member which meets as required.

The Mayor is, ex officio, a member of the Urban Services Committee, Governance and Compliance Committee and the Community Wellbeing and Sport Committee. The Committee structure and membership is set out below:



Council

From November 2020 Membership of each of the Committees was as follows:

Policy and Planning Committee

- Cr Chad Buchanan JP (Chairman)
- Cr Maria Blackmore (Deputy Chairman)
- All members of Council
- Cr Peter Jensen JP – Hills Ward
- Cr Sarah Ouk JP – Para Ward
- Cr Julie Woodman JP – South Ward
- The Mayor is, ex-officio, a member of this Committee

Urban Services Committee

- Cr Lisa Braun – West Ward (Chairman)
- Cr David Hood JP – North Ward (Deputy Chairman)
- Cr Maria Blackmore – East Ward
- Cr Chad Buchanan JP – Central Ward
- Cr Natasha Henningsen – South Ward
- Cr Peter Jensen JP – Hills Ward
- Cr Sarah Ouk JP – Para Ward
- The Mayor is, ex-officio, a member of this Committee

Governance and Compliance Committee

- Cr Julie Woodman JP (Chairman) – South Ward
- Cr Shiralee Reardon JP – (Deputy Chairman) - Hills Ward
- Cr Beau Brug JP – West Ward
- Cr Adam Duncan – East Ward
- Cr Kylie Grenfell – Para Ward
- Cr Donna Proleta – Central Ward
- Cr Graham Reynolds – North Ward
- The Mayor is, ex-officio, a member of this Committee

Finance and Corporate Services Committee

- Cr Donna Proleta (Chairman)
- Cr Peter Jensen JP (Deputy Chairman)
- All members of Council

Community Wellbeing and Sport Committee

- Cr Adam Duncan (Chairman) – East Ward
- Cr Chad Buchanan JP (Deputy Chairman) – Central Ward
- Cr Beau Brug JP – West Ward
- Cr David Hood JP – North Ward

Innovation and Business Development Committee

- Cr Kylie Grenfell (Chairman) – Para Ward
- Cr Beau Brug JP (Deputy Chairman) – West Ward
- Cr Maria Blackmore – East Ward
- Cr Chad Buchanan JP – Central Ward
- Cr Peter Jensen JP – Hills Ward
- Cr Graham Reynolds – North Ward
- Cr Julie Woodman JP – South Ward
- The Mayor is, ex-officio, a member of this Committee

Audit Committee

- Cr Graham Reynolds (Chairman)
- Cr Kylie Grenfell (Deputy Chairman)
- Mr Neil Ediriweera (Independent Member)
- Mr Craig Johnson (Independent Member)
- Ms Kristyn Verrall (Independent Member) (until November 2020)
- Ms Paula Davies (Independent Member) (from February 2021)

Council Assessment Panel

- Mr Terry Mosel (Presiding Member)
- Mr Ross Bateup (Independent Member)
- Ms Cherie Gill (Independent Member)
- Mr Matt Atkinson (Independent Member)
- Cr Beau Brug JP

CEO Review Committee

- Mayor Gillian Aldridge OAM (Chairman)
- Cr Chad Buchanan JP
- Cr Donna Proleta
- Cr Shiralee Reardon JP
- Cr Julie Woodman JP

Council

Participation in decision-making forums

In 2020/21, there were four Committees with 34 non-elected members in their membership as follows:

Name of Committee/Sub Committee	No. of non-elected members
Youth Council	22
Audit Committee of Council	3
Council Assessment Panel	4
Tourism and Visitor Sub Committee	5

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 makes in confidence.

In 2020/21 a total of 725 items were considered by Council and Committees. Of these, 63 were confidential.

	No. of items considered in confidence	Confidential items as a % of total no. of items considered
2015/16	55	9.56%
2016/17	44	8.05%
2017/18	33	6.21%
2018/19	31	5.64%
2019/20	43	7.06%
2020/21	63	8.70%

Of the 63 items where members of the public were excluded, all or part of the documents presented remained confidential after discussion in confidence had taken place.

Council

The following table is a summary of the number of occasions that the provisions listed in Section 90 (excluding the public during debate) OR Section 91 (documents to be kept confidential for a period of time) of the **Local Government Act** (1999) were used during the 2020-2021 financial year.

Date	Item	Subject matter	Section 90(3) subsection reference	Number of occasions moved into confidence Section 90(2)	Number of occasions with retention order on reports, minutes and/or appendices.
July 2020	2.9.1	Revocations and Disposal of Lot 8 Third Avenue, Mawson Lakes	(b)(i) + (ii) (d)(i) + (ii)	2	1
July 2020	3.8.1	Council Assessment Panel - Appointment of Independent Member to Vacant Position	(a)	2	1
July 2020	3.8.1	Council Assessment Panel - Appointment of Independent Member to Vacant Position	(a)	2	1
July 2020	13.3	Request for Extension of Confidentiality Order - Employment Contract and Legal Advice	(a) (g) (h)	1	1
July 2020	13.4	NAWMA Waste Management Opportunities	(b)(i) + (ii) (d)(i) + (ii)	1	1
August 2020	4.4.1	Auditor General's Examination of Management of Road Asset Maintenance in the City of Salisbury	(j)(i)	2	1
August 2020	3.8.1	Composition of the NAWMA Audit Committee	(a)	2	1
August 2020	6.9.1	Strategic Projects	(b)(i) + (ii) (d)(i) + (ii)	2	1
September 2020	SPDSC2	Strategic Development Projects - Project Status Report	(b)(i) + (ii)	3	1
September 2020	2.9.2	Little Para Par 3 Golf Course	(d)(i)+(d)(ii)	2	1

Council

Date	Item	Subject matter	Section 90(3) subsection reference	Number of occasions moved into confidence Section 90(2)	Number of occasions with retention order on reports, minutes and/or appendices.
September 2020	2.9.3	Sale of the Len Beadell - Progress Update	(b)(i)+(b)(ii)	2	1
October 2020	SPDSC3	Community Engagement Strategy - Lake Windemere	(b)(i)+(b)(ii)	3	1
October 2020	SPDSC4	Community Engagement Strategy - Walkleys Road	(b)(i)+(b)(ii)	3	1
October 2020	1.10.1	Better North East Initiative	(b)(i)+(b)(ii)	2	1
October 2020	6.9.1	Operating Surplus Initiative Update	(b)(i)+(b)(ii)	2	1
October 2020	2.9.1	Mawson Lakes Interchange	(b)(i)+(b)(ii)	2	1
October 2020	3.8.1	Audit Committee Membership - Appointment of Independent Members	(a)	2	1
November 2020	1.10.1	Bridgestone Reserve Athletics Centre - Sponsorship Opportunities	(b)(i)+(b)(ii) (d)(i)+(d)(ii)	2	1
November 2020	6.9.1	Operating Savings Initiatives - Library Services	(b)(i)+(b)(ii)	2	1
December 2020	1.4.1	Dry Creek Saltfields Rezoning Proposal	(b)(i)+(b)(ii) (m)	2	1
December 2020	2.4.1	Operating Savings Initiatives - Library Services	(b)(i)+(b)(ii)	2	1
December 2020	2.4.1FI	Operating Savings Initiatives - Library Services	(b)(i)+(b)(ii)	1	1
December 2020	4.4.1	Parafield Gardens Swim Centre Carpark Lease	(b)(i)+(b)(ii)	2	1
December 2020	4.4.2	Belgravia Leisure Recreation Services Agreement	(b)(i)+(b)(ii) (d)(i)+(d)(ii)	2	1

Council

Date	Item	Subject matter	Section 90(3) subsection reference	Number of occasions moved into confidence Section 90(2)	Number of occasions with retention order on reports, minutes and/or appendices.
December 2020	4.4.3	Carpark Options for Kingswood Reserve, Paralowie	(b)(i)+(b)(ii)	2	1
December 2020	4.4.4	Review of Commercial Leases as a Result of COVID-19	(b)(i)+(b)(ii)	2	1
December 2020	4.4.5	St Kilda Mangroves - Update	(f) (h)	2	1
December 2020	4.4.6	Sale of the Former Len Beadell Site (53-59 John Street Salisbury)	(b)(i)+(b)(ii)	2	1
December 2020	4.4.7	Little Para Par 3 Golf Course	(b)(i)+(b)(ii)	2	1
December 2020	5.4.1	Compensation Request - Salisbury United Soccer Club - Burton Park Community Recreation Facility	(b)(i)+(b)(ii) (d)(i)+(d)(ii)	2	1
December 2020	6.4.1	Property Services Review - Consultants Report and Recommendations	(a)	2	1
January 2021	4.4.1	Further Grant Funding Opportunities for Capital Infrastructure Delivery	(b)(i)+(b)(ii) (d)(i)+(d)(ii)	2	1
January 2021	13.2	Little Para Par 3 Golf Course	(b)(i)+(b)(ii) (d)(i)+(d)(ii)	1	1
January 2021	13.3	Blanco Horner Pty Ltd as operators of the Jim Dandy Café	(b)(i)+(b)(ii) (d)(i)+(d)(ii)	1	1
February 2021	SPDSC2	Strategic Development Projects - Project Status Report	(b)(i)+(b)(ii)	3	1
February 2021	SPDSC4	Strategic Land Review - Bi-Annual Update Report	(b)(i)+(b)(ii)	3	1

Council

Date	Item	Subject matter	Section 90(3) subsection reference	Number of occasions moved into confidence Section 90(2)	Number of occasions with retention order on reports, minutes and/or appendices.
February 2021	2.4.1	Update on Action on Rates Assessment Outstanding under Section 184 of the Local Government Act 1999	(a)	2	1
February 2021	2.4.2	Joint Use Animal Pound - Project Update and Budget Review	(b)(i)+(b)(ii)	2	1
February 2021	7.4.1	11426 External Audit Services - Acquisition Plan	(b)(i)+(b)(ii)	2	1
March 2021	2.4.1	Operating Surplus Initiative Update	(b)(i)+(ii)	2	1
March 2021	6.4.1	Community Hubs Management Model and Community Centre's Collaboration Agreement Review	(b)(i)+(b)(ii)	2	1
March 2021	13.3	Request for Extension of Confidentiality Order: Appeal Against ERD Court Decision - Old Spot Farmers Market	(h)	1	1
March 2021	OB1	Submission to Department for Environment and Water - North Western Sustainable Precincts Plan	(d)(i)+(d)(ii)	1	1
April 2021	SPDSC2	Lake Windemere - Project Status Update	(b)(i)+(b)(ii)	3	1
April 2021	SPDSC3	Salisbury Oval Development Project Status Update	(b)(i)+(b)(ii)	3	1
April 2021	2.4.1	Request for Extension of Confidentiality Orders: Update on Rates Accounts Outstanding under Section 184 of the Local Government Act 1999	(a)	2	1

Council

Date	Item	Subject matter	Section 90(3) subsection reference	Number of occasions moved into confidence Section 90(2)	Number of occasions with retention order on reports, minutes and/or appendices.
April 2021	3.4.1	Dog Attack Investigations and Legislative Authority	(h)	2	1
April 2021	3.4.2	Request for Extension of Confidentiality Order: Local Government Governance Panel - Report on the Investigation of Code of Conduct Complaint 03/2015	(a)	2	1
April 2021	4.4.1	Acquisition Portion of 45 to 55 Barndioota Road, Salisbury Plain	(b)(i)+(b)(ii)	2	1
April 2021	4.4.2	Little Para River Corridor Land Acquisition	(b)(i)+(b)(ii)	2	1
April 2021	4.4.3	Salisbury Recreation Precinct Redevelopment	(b)(i)+(b)(ii)	2	1
April 2021	13.10	Assignment of the Lease - Jim Dandy Cafe	(b)(i)+(b)(ii)	1	1
May 2021	6.4.1	Exceptional Community Experience Project Update	(a)	2	1
May 2021	13.1	Code of Conduct Complaint - 01/2021	(a)	1	1
May 2021	13.2	Request for Extension of Confidentiality Orders	(b)(i)+(b)(ii)	1	1
June 2021	1.4.1	Residential Opportunities in the Salisbury City Centre	(d)(ii)+(d)(ii) (k)	2	1
June 2021	2.4.1	Public Lighting LED Business Case	(b)(i)+(b)(ii)	2	1
June 2021	4.4.1	Salisbury Operations Centre Upgrade - Status Report and Budget Adjustment	(d)(ii)+(d)(ii) (k)	2	1
June 2021	6.4.1	Waste to Energy	(b)(i)+(b)(ii)	2	1

Council

Date	Item	Subject matter	Section 90(3) subsection reference	Number of occasions moved into confidence Section 90(2)	Number of occasions with retention order on reports, minutes and/or appendices.
June 2021	6.4.2	Property Services Review Progress and Status Update	(a)	2	1
June 2021	7.4.1	External Audit Services – Tender Recommendation	(b)(i)+(b)(ii) (k)	2	1
June 2021	13.7	Request to extension of Confidentiality Orders	(b)(i)+(b)(ii)	1	1
June 2021	MON5	Motion on Notice: Burton Rock Throwing	(e) (f)	1	1

29 confidentiality orders were revoked or expired during 2020/21. 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.

162 orders remained operative at the end of 2020/21.

Council

Freedom of Information

During the 2020/2021 financial year, the City of Salisbury made determinations on 16 applications under the provision of the **Freedom of Information Act 1991**.

Of these 16, 5 applications were granted full release:

- One was in relation to access to all building plans and specifications in relation to a residential property in Ingle Farm
- One was in relation to a request for a list of high risk manufactured water systems (HRMWS) in the City of Salisbury
- One was in relation to all documents including application for development approval and any executed Development Act Statement of Compliance in relation to building on a residential property at Brahma Lodge
- One was in relation to a list of all addresses on the City of Salisbury ratepayer roll for which Housing SA is listed as the ratepayer as well as any other public/community housing providers such as Anglicare, Housing Australia, Junction Australia, United Wesley
- One was in relation to a request for documents related to construction and/or renovations of a residential property at Para Vista.

Of these 16, 9 applications were granted partial release;

- One was in relation to copies of all communication and enquiries between past property owners of a residential property at Ingle Farm and Council regarding applications for property improvements, including the additional building in the backyard and carport and verandah. Also a copy of the Section 7 search

- One was in relation to all documents and other evidence including video relied on by the City of Salisbury in issuing a Nuisance Abatement Notice in respect of a property located at Parafield Gardens
- One was in relation to a request for copy of noise diaries submitted to Council by neighbours
- One was in relation to a request for a copy of documents relating to the stormwater over-flow systems, stormwater collection system, all photos and diagrams relating to trenching and pipelines and drawings of pipelines relating to a residential property at Gulfview Heights
- One was in relation to a request for all planning approvals and stamped drawings associated with existing petrol stations at Burton
- One was in relation to a request for all witness statements, any correspondence including emails and letters, logs of phone calls and associated notes made by the investigating officer and copies of any expiation notices issued for a dog attack
- One was in relation to a request for copies of correspondence between Council and nominated persons
- One was in relation to a request for any correspondence between Council and the property owner of residential property at Globe Derby Park in relation to septic system or related
- One was in relation to a request for a copy of the original complaint and subsequent diaries for a property at Paralowie.

Council

Of these 16, 2 applications were denied on the grounds that no such documents exist:

- One was in relation to a request for a copy of all Council logs and maintenance records associated with tree removal in Alfred Street, Pooraka for three years prior to 1 September 2020
- One was in relation to a request for a copy of a report from Manager of Governance to the Mayor for the rejection of request for deputation to speak at the Council meeting on 28 September 2020.

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 its operations.

The Act provides the legislative foundation for Council and contains a range of reporting and operating requirements that contribute toward good governance. As part of its compliance with the Act, 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*
- Register of Gifts and Benefits*

- Register of Community Land
- Register of Building Upgrade Agreements
- Delegations Register*

Codes

- Code of Conduct for Council Members*
- Code of Practice for Access to Meetings and Documents*

Policies

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

Other

- Internal Audit Charter
- Governance Framework and Statement
- Risk Management Charter
- Public Interest Disclosure Act 2018 Policy*

A comprehensive list of codes, documents, policies, registers and guidelines are available for public inspection either at the Council offices, 34 Church Street, Salisbury or at www.salisbury.sa.gov.au

Council

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

Number of Requests for a Review of Council Decisions

During the 2020/21 financial year, the City of Salisbury received one (1) request for review of a Council decision, as follows:

- Review of a decision not to remove a tree in front of a property at Burton. The original decision was upheld, however the time taken to close out the matter was beyond expected service levels. It was further noted that in line with the newly adopted Council guidelines all previous removal requests would be submitted to the Planning Department and be reconsidered as part of this process. The tree was subsequently recommended for removal as part of the Street Tree Renewal Program.

Local Nuisance and Litter Control

Set out in the table below are details of the performance by Council of functions conferred on it under the Local Nuisance and Litter Control Act 2016.

Local Nuisance and Litter Control Act, Section 8 — Annual reports by councils

Council must, in its annual report prepared pursuant to section 131 of the **Local Government Act 1999** in relation to a particular financial year, include details of the performance by Council during that year of functions conferred on it under this Act.

Local Nuisance and Litter Control Regulations, Regulation 5 — Annual reports Council

For the purposes of section 8 of the **Local Nuisance and Litter Control Act 2016**, Council's annual report should include details of —

- (a) the number of complaints of local nuisance or littering received by Council; and
- (b) the number and nature of —
 - (i) offences under the Act that were expiated; and
 - (ii) offences under the Act that were prosecuted; and
 - (iii) nuisance abatement notices or litter abatement notices issued; and
 - (iv) civil penalties negotiated under section 34 of the Act; and
 - (v) applications by Council to the Court for orders for civil penalties under section 34 of the Act and the number of orders made by the Court on those applications; and
- (c) any other functions performed by Council under the Act.

Council

The number of complaints of local nuisance or littering received by the council	2020/21
General Litter - Development Pollution	24
General Litter - Discharge Liquid Waste	86
Litter Bill Posting	1
Litter Class A - Asbestos	1
Litter Class B - Glass/Syringe/lit cigarettes	
Litter General - Litter dumped/thrown/deposited	654
Nuisance Animal Mosquitoes Residential	18
Nuisance Animals (other)	183
Nuisance Animals Vermin/Rats/Mice	88
Nuisance Dust	28
Nuisance Insanitary Condition Offensive Matr/Odour	17
Nuisance Insanitary Condition Rodents/Other Pests	12
Nuisance Noise	85
Nuisance Noise Environmental Health S17(1)(a) LNLC	11
Nuisance Odours/Fumes/Aerosols	37
Nuisance Projection Image onto Property	1
Nuisance Smoke	32
Nuisance Smoke Combustion Heaters	22
Nuisance Unsightly Condition Excessive Vegetation	34
Nuisance Unsightly Condition Graffiti	4
Nuisance Unsightly Disused/Derelict Items/Material	39
Nuisance Unsightly Excessive Vegetation/Vacant Land	53
Nuisance Unsightly Rub/Waste Excessive/Unconstrained	122
Nuisance Vibration	1
Totals	1553

Council

The number and nature of offences that were expiated	2020/21
Causing a local nuisance	0
Disposing of 50L or more of litter	8
Disposing of up to 50L of General Litter	1
Failing to comply with abatement notice	3
Totals	12

The number and nature of offences that were prosecuted	2020/21
	0
Totals	0

The number and nature of nuisance abatement notices or litter abatement notices issued	2020/21
LNLCAct 2016 Nuisance Abatement Notice S30(1)(a) - Insanitary Condition	6
LNLCAct 2016 Nuisance Abatement Notice S30(1)(a) -Nuisance Animals	6
LNLCAct 2016 Nuisance Abatement Notice S30(1)(a) -Unsightly condition	0
LNLCAct 2016 Nuisance Abatement Notice S30(1)(a) - Noise Construction	0
LNLCAct 2016 Nuisance Abatement Notice S30(1)(a) -Noise, odour, smoke, fumes, aerosols or dust;	1
Totals	13

The number and nature of nuisance abatement notices or litter abatement notices issued	2020/21
LNLCAct 2016 Litter Abatement Notice S30(1)(b) - littering / depositing materials	7
Totals	7

The number and nature of civil penalties negotiated under section 34 of the Local Nuisance and Litter Control Act; and Applications by the council to the Court for orders for civil penalties under section 34 of the Act and the number of orders made by the Court on those applications	2020/21
	0
Totals	0

Any other functions performed by the council under the Local Nuisance and Litter Control Act	2020/21
SACAT Appeal on Abatement Notice for Insanitary condition	1
Totals	1

Council

Audit Committee of Council

The Audit Committee reports to Council and is a critical component of the Council's governance framework. The Audit Committee is established in accordance with Section 126 of the **Local Government Act 1999**. Its role is to comply with the legislative obligations and the requirements of its terms of reference.

The Audit Committee will:

- Satisfy itself that appropriate policies, practices and procedures of internal control are implemented and maintained.
- Ensure that these controls are appropriate for achieving Council's goals and objectives, safeguarding Council's assets and, as far as possible, maintaining the accuracy and reliability of Council records.

- Satisfy itself that the organisation is meeting its fiduciary and legislative responsibilities.

Further information regarding the roles and responsibilities of the Audit Committee are contained in its Terms of Reference, which are available on the City of Salisbury website.

The Audit Committee consists of five members, three of whom are independent of the Council. Independent members are appointed by Council based on their individual skills, knowledge and experience to ensure the effective discharge of the Committee's responsibilities.

Audit Committee Membership

Name	Elected Member or Independent Member	Dates	Attendance
Cr Graham Reynolds	Elected Member (Chairman)	July 2020 – June 2021	6 of 6 meetings
Cr Kylie Grenfell	Elected Member (Deputy Chairman)	July 2020 – June 2021	6 of 6 meetings
Mr Craig Johnson Independent consultant	Independent Member	July 2020 – June 2021	6 of 6 meetings
Mr Neil Ediriweera Partner, KPMG	Independent Member	July 2020 – June 2021	6 of 6 meetings
Ms Paula Davies Professional Standards Director	Independent Member	February 2021 – June 2021	3 of 3 meetings
Ms Kristyn Verrall General Manager, Governance and Strategy/ General Counsel, Statewide Super	Independent Member	July 2020 – November 2020	1 of 3 meetings

Council

Number of internal controls rating 4 or higher

The City of Salisbury utilises a risk and control management application called ControlTrack, to monitor and review its internal financial controls. There are approximately 260 controls within ControlTrack across 7 classes: Assets, Expenses, External Services, Liabilities, Revenue, Strategic Financial Planning and Financial Governance.

We use a five point rating scale when self-assessing the effectiveness of our internal financial controls (1 = ineffective, 2 = requires significant improvement, 3 = partially effective, 4 = majority effective and 5 = effective).

Of the controls assessed and reviewed in 2020/21, six controls (2%) were assessed as being partially effective, and the other controls assessed are rated as either effective or majority effective. Treatment plans have been established to improve the rating for the six controls that are assessed as partially effective.

High risk outcomes/findings from internal audits

The City of Salisbury operates a risk-based Internal Audit Plan, where audits are conducted to provide assurance on the risks identified in the Strategic Risk Register.

The following audits were completed and reported to the Audit Committee in the 2020/2021 period:

- Management of Contaminated Sites;
- Purchase Cards;
- Trade Card Review;
- Legislative Compliance; and
- Complaints Handling Process.

The audit on the Management of Contaminated Sites was performed to provide assurance that the controls in place to prevent and manage contamination incidents / sites are robust.

The audit on Purchase Cards was performed to provide assurance on the efficiency and effectiveness of the processes and controls in place in relation to the use and management of the City of Salisbury's Purchasing Cards.

The Trade Card audit was performed as an ad hoc review to provide assurance regarding the controls in place relating to the use and management of the Bunnings and Dulux trade accounts.

The audit on Legislative Compliance was performed to provide assurance regarding the controls in place relating to the process for managing, monitoring, reviewing and reporting of legislative compliance matters.

The audit on the Complaints Handling Process was performed to provide assurance regarding the effectiveness of the City of Salisbury's processes that are in place regarding the process for managing, monitoring, reviewing, and reporting on complaints received from the community relating to services or actions of the Council, employees of the Council, or other persons acting on behalf of the Council.

The actions identified to address the risk findings from internal audits are implemented by the Council. Five high and one very high risk-rated outcome / finding from internal audits were identified and reported on to the Audit Committee in the 2020/2021 financial year. During the year, the one very high risk-rated and three high risk-rated findings are closed and resolved, and there are three high risk-rated findings outstanding at the end of 2020/2021, with agreed action plans to be completed in 2021/2022.

Council

Financial Internal Controls Framework

The City of Salisbury follows the Better Practice Model – Financial Internal Control for South Australian Councils. In order to demonstrate compliance with this model the City operates an extensive financial internal controls framework. The framework is designed to ensure financial processes, procedures, policies and systems are applied efficiently and effectively in order to mitigate the financial risks identified in the Model. Oversight of the financial internal controls framework is provided by the Audit Committee of Council, through the Governance Division. The financial internal controls framework of the Council is audited by the City of Salisbury’s external auditor and no critical, significant, not material or area for improvement matters were reported in relation to the financial internal control framework of the City of Salisbury.

Overseas Travel by Elected Members and Staff for 2020/2021

It is a decision of Council that all overseas travel and associated expenditure undertaken during the financial year be reported in the Council’s Annual Report for that year.

During the period 01/07/2020 through to 30/06/2021 there were no overseas trips that involved Elected Members or Staff.

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;
- Provision of a fully maintained Council vehicle or equivalent (with the exception of the CEO); and

- Provision for professional development fees - \$750 per annum.

No bonuses are paid to any member of staff or management.

Executive membership on External Boards and Committees:

Below is a list of membership on external bodies by City of Salisbury Executive during the past financial year.

Chief Executive Officer, John Harry

- Local Government Chief Officers Group

General Manager City Development, Terry Sutcliffe

- Nil

General Manager Business Excellence, Charles Mansueto

- Northern Adelaide Waste Management Authority (NAWMA) (Board Member)

General Manager Community and Organisational Development, Gail Page

- Nil

General Manager City Infrastructure, John Devine

- Northern Adelaide Waste Management Authority (NAWMA) (Deputy Board Member)
- Local Government Functional Support Group (Commander)

Council

Elected Member Training and Development

Below is a table showing training and development activities attended by Elected Members during the 2020-2021 financial year.

Gillian Aldridge OAM	Chairing Meetings Training Meeting Procedures Training Local Government Association Annual General Meeting Elected Member Weekend Workshop Executive Leadership Coaching Local Government Association Ordinary General Meeting
Maria Blackmore	Chairing Meetings Training Meeting Procedures Training Elected Member Weekend Workshop
Lisa Braun	Chairing Meetings Training Meeting Procedures Training Elected Member Weekend Workshop
Beau Brug JP	Chairing Meetings Training Meeting Procedures Training Elected Member Weekend Workshop Local Government Association Ordinary General Meeting (via livestream)
Chad Buchanan JP	Chairing Meetings Training Meeting Procedures Training Local Government Association Annual General Meeting Elected Member Weekend Workshop Local Government Association Ordinary General Meeting
Adam Duncan	Chairing Meetings Training Meeting Procedures Training Elected Member Weekend Workshop
Kylie Grenfell	Chairing Meetings Training Meeting Procedures Training Elected Member Weekend Workshop
Natasha Henningsen	Chairing Meetings Training Meeting Procedures Training Elected Member Weekend Workshop
David Hood JP	Chairing Meetings Training Meeting Procedures Training Elected Member Weekend Workshop
Peter Jensen JP	Chairing Meetings Training Meeting Procedures Training Elected Member Weekend Workshop
Sarah Ouk JP	Chairing Meetings Training Meeting Procedures Training Elected Member Weekend Workshop

Council

Elected Member Training and Development Cont'd

Donna Proleta	Chairing Meetings Training Meeting Procedures Training Elected Member Weekend Workshop
Shiralee Reardon JP	Chairing Meetings Training Meeting Procedures Training Elected Member Weekend Workshop
Graham Reynolds	Chairing Meetings Training Meeting Procedures Training Elected Member Weekend Workshop
Julie Woodman JP	Chairing Meetings Training Meeting Procedures Training Elected Member Weekend Workshop National General Assembly of Local Government, Canberra (Voting Delegate)

Council

Elected Members Representation on External and Community Organisations

Gillian Aldridge OAM	Local Government Association of SA (Deputy Voting Representative) Local Government Association Board of Directors Greater Adelaide Regional Organisation of Councils (Voting Member)
Maria Blackmore	Australian Local Government Women's Association SA Branch (Committee Member)
Lisa Braun	Local Government Finance Authority (Deputy Voting Delegate) Metropolitan Seaside Councils Committee St Kilda and Surrounds Development and Tourism Association
Beau Brug JP	Metropolitan Seaside Councils Committee (Deputy Elected Member Representative) St Kilda and Surrounds Development and Tourism Association
Chad Buchanan JP	Local Government Association of SA (Voting Representative) Paralowie R-12 School Governing Council
Adam Duncan	Salisbury East High School Governing Council (Chairman) Salisbury Heights Primary School Governing Council Salisbury Park Primary School Governing Council Salisbury East Neighbourhood Centre Parafield Airport Consultative Committee
Kylie Grenfell	Northern Adelaide Waste Management Authority Board (Deputy Member) The Pines Primary School Governing Council Parafield Gardens High School Governing Council Australian Local Government Women's Association SA Branch (Metro Vice President)
Natasha Henningsen	Local Government Finance Authority of SA (Voting Representative) Northridge Scouts Group (Committee Member)
David Hood JP	Lake Windemere B-7 School Governing Council Salisbury City Centre Business Association (Deputy Member)
Peter Jensen JP	Parafield Airport Consultative Committee Parafield Gardens High School Governing Council
Sarah Ouk JP	Morella Community Centre
Donna Proleta	

Council

Elected Members Representation on External and Community Organisations Cont'd

Shiralee Reardon JP	Northern Adelaide Waste Management Authority Board (Deputy Member) Para Hills High School Governing Council Salisbury and Districts Historical Society State Bushfire Coordination Committee Dog and Cat Management Board Social Participation and Diversity Advisory Committee (Chairman) The Paddocks Centre
Graham Reynolds	Salisbury City Centre Business Association Northern Adelaide Waste Management Authority Board (Member) Salisbury High School Governing Council Bagster Road Community Centre
Julie Woodman JP	Australian Local Government Women's Association (National State Delegate) Australian Local Government Women's Association SA Branch (President) Burton Centre Committee Ingle Farm East Primary School Governing Council Ingle Farm Primary School Governing Council Northern Adelaide Waste Management Authority Board (Member) Salisbury Suicide Prevention Network (Every Life Matters) Valley View Secondary High School Governing Council

Council

Elected Member Meeting Attendance

<p>Gillian Aldridge OAM</p> <p>NGillian Aldridge OAM</p> <p>NOTE: The Mayor is an ex officio member of some committees of Council (with the exception of the Audit Committee and the Council Assessment Panel). Some committees meet concurrently and as such in those instances the Mayor is unable to attend both meetings.</p>	<ul style="list-style-type: none"> • CEO Review Committee 4/4 • Tourism and Visitor Sub Committee (ex officio) (to Dec 20) 3/3 • Tree Management Appeals Sub Committee 3/4 • Innovation and Business Development Sub Committee (ex officio) 8/9 • Asset Management Sub Committee (ex officio) 6/9 • Strategic Property Development Sub Committee (ex officio) 5/5 • Strategic and International Partnerships Sub Committee (ex officio) 1/1 (to Dec 20)/ Intercultural Strategy and Partnerships Sub Committee 1/1 	<ul style="list-style-type: none"> • Youth Council (ex officio) 0/6 • Sport, Recreation and Grants Committee (ex officio) 5/5 (to Dec 20)/ Community Wellbeing and Sport Committee (ex officio) 4/7 • Policy and Planning Committee 12/12 • Budget and Finance Committee/Finance and Corporate Services Committee 12/12 • Works and Services Committee (ex officio) 3/5 (to Dec 20)/ Urban Services Committee 7/7 • Resources and Governance Committee (ex officio) 5/5 (to Dec 20)/ Governance and Compliance Committee (ex officio) 6/7 • Council 13/13
<p>Maria Blackmore</p>	<ul style="list-style-type: none"> • Strategic Property Development Sub Committee 1/2 (to Dec 20) • Tourism and Visitor Sub Committee 2/3 (to Dec 20) • Strategic and International Partnerships Sub Committee 1/1 (to Dec 20)/ Intercultural Strategy and Partnerships Sub Committee 1/1 • Youth Council 6/6 	<ul style="list-style-type: none"> • Innovation and Business Development Sub Committee 5/5 (to Dec 20)/ Innovation and Business Development Committee 7/7 • Policy and Planning Committee 10/12 • Budget and Finance Committee/Finance and Corporate Services Committee 10/12 • Works and Services Committee 5/5 (to Dec 20)/ Urban Services Committee 5/7 • Council 12/13
<p>Lisa Braun</p>	<ul style="list-style-type: none"> • Innovation and Business Development Sub Committee 5/5 (to Dec 20) • Strategic Property Development Sub Committee 1/2 (to Dec 20) • Asset Management Sub Committee 9/9 • Policy and Planning Committee 10/12 	<ul style="list-style-type: none"> • Budget and Finance Committee/Finance and Corporate Services Committee 10/12 • Sport, Recreation and Grants Committee 5/5 (to Dec 20) • Works and Services Committee 5/5 (to Dec 20)/ Urban Services Committee 6/7 • Council 11/13
<p>Beau Brug JP</p>	<ul style="list-style-type: none"> • Council Assessment Panel 10/10 • Asset Management Sub Committee (from Dec 20) 5/5 • Innovation and Business Development Sub Committee 4/5 (to Dec 20)/ Innovation and Business Development Committee 7/7 • Policy and Planning Committee 9/12 	<ul style="list-style-type: none"> • Budget and Finance Committee/Finance and Corporate Services Committee 10/12 • Resources and Governance Committee 5/5 (to Dec 20)/ Governance and Compliance Committee 5/7 • Community Wellbeing and Sport (from Dec 20) 4/7 • Council 13/13
<p>Chad Buchanan JP</p>	<ul style="list-style-type: none"> • Innovation and Business Development Sub Committee 5/5 (to Dec 20)/ Innovation and Business Development Committee 7/7 • Strategic Property Development Sub Committee (from Dec 20) 3/3 • Tree Management Appeals Sub Committee 4/4 • CEO Review Committee 4/4 • Asset Management Sub Committee 9/9 	<ul style="list-style-type: none"> • Sport, Recreation and Grants Committee 5/5 (to Dec 20)/ Community Wellbeing and Sport Committee 7/7 • Policy and Planning Committee 12/12 • Budget and Finance Committee/Finance and Corporate Services Committee 12/12 • Works and Services Committee 5/5 (to Dec 20)/ Urban Services Committee 7/7 • Council 13/13

Council

Elected Member Meeting Attendance Cont'd

Adam Duncan	<ul style="list-style-type: none"> Asset Management Sub Committee 3/4 (to Dec 20) Innovation and Business Development Sub Committee 5/5 (to Dec 20) Policy and Planning Committee 12/12 Budget and Finance Committee/Finance and Corporate Services Committee 12/12 	<ul style="list-style-type: none"> Resources and Governance Committee 5/5 (to Dec 20)/ Governance and Compliance Committee 7/7 Sport, Recreation and Grants Committee 5/5 (to Dec 20); Community Wellbeing and Sport Committee 6/7 Council 11/13
Kylie Grenfell	<ul style="list-style-type: none"> Innovation and Business Development Sub Committee 5/5 (to Dec 20); Innovation and Business Development Committee 7/7 Strategic Property Development Sub Committee 5/5 Tourism and Visitor Sub Committee 3/3 (to Dec 20) Audit Committee 6/6 	<ul style="list-style-type: none"> Policy and Planning Committee 12/12 Budget and Finance Committee/Finance and Corporate Services Committee 12/12 Resources and Governance Committee 5/5 (to Dec 20)/ Governance and Compliance Committee 7/7 Council 13/13
Natasha Henningsen	<ul style="list-style-type: none"> Strategic and International Partnerships Sub Committee 0/1 (to Dec 20)/ Intercultural Strategy and Partnerships Sub Committee 0/1 Strategic Property Development Sub Committee 1/2 (to Dec 20) Asset Management Sub Committee 4/4 (to Dec 20) Sport, Recreation and Grants Committee 4/5 (to Dec 20) 	<ul style="list-style-type: none"> Policy and Planning Committee 9/12 Budget and Finance Committee/Finance and Corporate Services Committee 9/12 Works and Services Committee 3/5 (to Dec 20); Urban Services Committee 6/7 Council 10/13
David Hood JP	<ul style="list-style-type: none"> Asset Management Sub Committee 5/5 (from Dec 20) Innovation and Business Development Sub Committee 5/5 (to Dec 20) Sport, Recreation and Grants Committee 5/5 (to Dec 20)/ Community Wellbeing and Sport Committee 7/7 	<ul style="list-style-type: none"> Policy and Planning Committee 11/12 Budget and Finance Committee/Finance and Corporate Services Committee 11/12 Resources and Governance Committee 5/5 (to Dec 20) Urban Services Committee (from Dec 20) 7/7 Council 13/13
Peter Jensen JP	<ul style="list-style-type: none"> Innovation and Business Development Sub Committee 5/5 (to Dec 20)/ Innovation and Business Development Committee 7/7 Strategic Property Development Sub Committee (from Dec 20) 3/3 Tree Management Appeals Sub Committee 4/4 Strategic and International Partnerships Sub Committee 1/1 (to Dec 20) Youth Council 3/4 (from Dec'20) 	<ul style="list-style-type: none"> Policy and Planning Committee 12/12 Budget and Finance Committee/Finance and Corporate Services Committee 12/12 Resources and Governance Committee 5/5 (to Dec 20) Urban Services Committee 7/7 (from Dec 20) Community Wellbeing and Sport (from Dec 20) 7/7 Council 13/13
Sarah Ouk JP	<ul style="list-style-type: none"> Asset Management Sub Committee (from Dec 20) 4/5 Intercultural Strategy and Partnerships Sub Committee (from Dec 20) 1/1 Tree Management Appeals Sub Committee 4/4 Youth Council (to Dec 20) 0/2 Sport, Recreation and Grants Committee 3/5 (to 	<ul style="list-style-type: none"> Dec 20)/ Community Wellbeing and Sport 4/7 Policy and Planning Committee 10/12 Budget and Finance Committee/Finance and Corporate Services Committee 11/12 Works and Services Committee 4/5 (to Dec 20)/ Urban Services Committee 6/7 Council 12/13

Council

Elected Member Meeting Attendance Cont'd

Donna Proleta	<ul style="list-style-type: none"> • CEO Review Committee 4/4 • Strategic and International Partnerships 1/1 (to Dec 20)/ Intercultural Strategy and Partnerships Sub Committee 1/1 • Strategic Property Development Sub Committee 5/5 • Tourism and Visitor Sub Committee (to Dec 20) 3/3 	<ul style="list-style-type: none"> • Policy and Planning Committee 10/12 • Budget and Finance Committee/Finance and Corporate Services Committee 10/12 • Resources and Governance Committee 4/5 (to Dec 20)/ Governance and Compliance Committee 6/7 • Council 10/13
Shiralee Reardon JP	<ul style="list-style-type: none"> • Strategic Property Development Sub Committee 1/2 (to Dec 20) • Tourism and Visitor Sub Committee (to Dec 20) 2/3 • Tree Management Appeals Sub Committee 4/4 • CEO Review Committee 3/4 • Asset Management Sub Committee 8/9 • Policy and Planning Committee 9/12 	<ul style="list-style-type: none"> • Budget and Finance Committee/Finance and Corporate Services Committee 9/12 • Sport, Recreation and Grants Committee 4/5 (to Dec 20) • Governance and Compliance Committee (from Dec 20) 5/7 • Works and Services Committee 4/5 (to Dec 20) • Council 11/13
Graham Reynolds	<ul style="list-style-type: none"> • Strategic and International Partnerships Sub Committee (to Dec 20) 1/1 • Strategic Property Development Sub Committee 3/5 • Youth Council 6/6 • Audit Committee 6/6 • Policy and Planning Committee 12/12 	<ul style="list-style-type: none"> • Budget and Finance Committee/Finance and Corporate Services Committee 12/12 • Governance and Compliance Committee (from Dec 20) 7/7 • Works and Services Committee (to Dec 20) 5/5 • Innovation and Business Development Committee (from Dec 20) 7/7 • Council 12/13
Julie Woodman JP	<ul style="list-style-type: none"> • Innovation and Business Development Sub Committee (to Dec 20) 5/5/ Innovation and Business Development Committee 6/7 • Strategic and International Partnerships Sub Committee 1/1 (to Dec 20)/ Intercultural Strategy and Partnerships Sub Committee 1/1 • Strategic Property Development Sub Committee (from Dec 20) 3/3 • Tourism and Visitor Sub Committee (to Dec 20) 3/3 	<ul style="list-style-type: none"> • CEO Review Committee 4/4 • Policy and Planning Committee 11/12 • Budget and Finance Committee/Finance and Corporate Services Committee 12/12 • Resources and Governance Committee (to Dec 20) 5/5/ Governance and Compliance Committee 6/7 • Community Wellbeing and Sport (from Dec 20) 6/7 • Council 13/13

Community Champions



We reward our Community Champions at The Australia Day Citizen of the Year Awards, which are proudly presented by the Australia Day Council of South Australia and the City of Salisbury.

The Awards reward and recognise individuals and organisations that have made a noteworthy contribution during the current year, and/or given an outstanding service over a number of years, to a local community over and above normal employment duties.

Outstanding contribution and community service includes areas such as education, health, fundraising, charitable and voluntary services, business, sport, arts, the environment, or any other area that contributes to the advancement and well being of a community.

Community Champions Categories



Citizen of the Year Award

To be eligible, the person must be an Australian Citizen and live, work or play within the City of Salisbury.

Young Citizen of the Year Award

To be eligible, the person must be an Australian Citizen under 30 years of age on 26 January 2021 and live, work or play within the City of Salisbury.

Senior Citizen of the Year Award

To be eligible, the person must be an Australian Citizen 60 years or over on 26 January 2021 and live, work or play within the City of Salisbury.

Community Event of the Year Award

This is presented to the person/group who has staged the most outstanding community event during the past year. The person/group must live or the event must take place within the City of Salisbury.

Award for Active Citizenship

(open to all including non-Australian citizens)

This new Award would be for a person or group delivering outstanding work or for an event or cause staged in the community during the past year.

Salisbury Community Achievement Award

(open to all Salisbury residents and ratepayers regardless of citizenship)

This new Award would be for a person or group delivering outstanding work or for an event or cause staged in the community during the past year.

Community Champions 2021 Recipients



Citizen of the Year: Frank Wangutya Wanganeen

Frank Wanganeen has lived in City of Salisbury for the better part of 20 years and has been a significant contributor to building relationships between City of Salisbury and the Kurna and border Aboriginal community. He has also been a valuable cultural and language educator for the community, actively participating in educational activities within the community and particularly with young people.

Frank's advice to Council on a range of key matters has been invaluable, as it is informed by his strong drive towards

reconciliation and in sharing understanding about Aboriginal cultural beliefs and practices. He is a passionate advocate for young people, cultural education and environmental issues. For example; Frank is Chairman of Council's Reconciliation Action Plan Working Group, is a member of the Phoebe Wanganeen Scholarship Selection Group, and provides support for the Morella Community Centre via its Thriving Intercultural Communities program.

Frank is always looking to the future, with a view on education for next generation, for example sharing the Kurna language with younger people to ensure it is preserved for generations to come. He is always happy to perform the important Welcome to Country at community events, and has shared his knowledge within recent events including heading guided cultural walks along the Mangrove Trail and conducting a native plants talk at Paralowie Community Garden.

Frank is a recognised leader within our community and it is richer for his involvement and ongoing leadership.

Community Champions 2021 Recipients

Young Citizen of the Year: Zahra Bayani

Zahra Bayani is an outstanding young leader that does so much for her community. Zahra is currently studying Bachelor of Physiotherapy Honours at University of South Australia and hopes that one day her studies will empower her to work with disadvantaged youth and women to support them in overcoming adversity to reaching their full potential as integral members of the community.

Zahra herself has had to overcome adversity, having arrived in Australia in 2017 from Esfahan, Iran in 2017 with no grasp of English. Upon her arrival, Zahra completed the New Arrivals program at Thebarton Senior College before going on to finish Year 12 and receiving an acceptance into university. Her leadership, development and will to achieve and lead her community are re exemplary.

Zahra is a Team Leader and Assistant Coordinator for two youth leadership programs called RYLA (Rotary Youth Leadership Award) and RYPEN (Rotary Youth Program of Enrichment). These programs teach more about leadership, teamwork, communication, conflict resolution and management, public speaking and interpersonal skills. Zahra is also a Mentor for Spire Coaching which is a youth development program for high school students where they are taught leadership skills and how to utilize these skills and become great members of their community.

Furthermore, she is an Event Responder or First Aider with St John Ambulance where she provides first aid to members of the public at football, cricket, soccer, concert and other public events. She is the Past President of Global Peace Rotaract club at Thebarton Senior College and also member of the Salisbury City Rotaract Club. Zahra is the Secretary for the Afghan Student Association at UniSA. Additionally, she is an Ambassador for the Australian Migration Museum. She is also volunteering with Australian Refugee Association (ARA) and Australian Migration Resource Center (AMRC).

Zahra interviewed Penny Wong, Leader of the Opposition in the Senate for the Global Peace Conference for 2020 and was interviewed by Penny Wong too. She is a great leader, role model and mentor with the Afghan and also wider Australian community. Zahra has integrated well into the Australian Community and also has a great heart and spirit for helping those in need.

Zahra is driven to contribute to the community and does not do so for recognition, but is truly deserving of it.



Community Champions 2021 Recipients



Senior Citizen of the Year: Christine Pike

Christine Pike is secretary/treasurer of the Ingle Farm Sporting Club and has dedicated more than 20 years of voluntary service to the Club. Chris also represents the Club on a number of committees and is the 'go to' person for anything Club-related. Chris holds the keys to the Club meaning she is on site from open to close. Chris is also a valued netball and basketball coach, contributing her time to coaching for more than 10 years.

Recently, while many sporting organisations struggled as a result of the COVID-19 pandemic, Chris guided the Club through this tough period via keeping on

top of the administration and bookwork and ensuring responsible spending. As a result of this careful handling of the situation, Chris ensured the Club was able to not only remain open, but to maintain its traditions such as a Christmas Party held for the community at the end of the year. This was significant during what was a difficult year for many.

Some time ago, when the Club was going through a tough patch financially, Chris offered to volunteer behind the bar and help out wherever else she could to ensure the Club returned to a financially sustainable position.

Chris has also built up relationships with community organisations, and different levels of government, in order to tap into grant funding and raise money for the benefit of the Club to enable it to afford new infrastructure including a balcony, scoreboard and kitchen.

The Ingle Farm Sporting Club would be lost without Chris, and it is great to be able to acknowledge her today for everything she has done over the years behind the scenes.

Community Champions 2021 Recipients

Active Citizenship: Bianca Simeoni

Bianca Simeoni is recognised for her tremendous volunteering efforts as President of Salisbury International Soccer Club, which has grown massively under her guidance. Bianca has always had strong links with the Club, which is known as “Salisbury Inter”, as her father and uncles all played for it at various stages over the past 50 years.

When Bianca began in her role the Club consisted of three senior men’s teams with a total of about 45 players and was run out of small clubrooms with a single pitch at Underdown Park. Today, thanks to Bianca’s efforts, Salisbury Inter is unrecognisable, boasting about 350 players made up from more than 20 teams including girls and women’s programs and, more recently, a junior boys program.

Bianca has advocated and overseen an upgrade of facilities, and the Club now has three state-of-the-art pitches and two large sheds. This is thanks to Bianca’s vision to introduce new elements to the Club, which she has acted on by working tirelessly to seek partnership with key local, state and federal governing bodies and ministers.

Other highlights include Bianca’s efforts in guiding Salisbury Inter into the National Premier League competition, gaining Australia-wide exposure for Salisbury. She has also encouraged players from a range of different backgrounds, including in 2018 when the club fielded a team made up entirely of Bhutanese women. In addition, every ‘off season’ Bianca works tirelessly arranging a seven-per-side female competition to allow girls and women to enjoy the game in a less formal setting.

These are just some of Bianca’s achievements in volunteering her time and talents for Salisbury Inter to grow the club and bring the community together, and she is an excellent example of active citizenship.



Community Champions 2021 Recipients

Salisbury Community Achievement: The Community

Last year Council decided to introduce a new commendation, the Salisbury Achiever's Award, with the very first recipient to be acknowledged today, as part of the 2021 ceremony.

The Award is intended to acknowledge the outstanding and significant contributions of an individual or group to the wellbeing and prosperity of our community.

Council received a number of strong and deserving nominations, featuring local people and groups which have contributed to our community across a diverse range of fields – from protecting us and our properties during the bushfires that arose in early 2020, to providing meaningful assistance to those who are less fortunate.

This diversity highlighted the collective efforts of everyone in performing admirable feats during 2020.

As you are of course aware, 2020 served up many challenges for the entire community.

But on the back of that, we overcame physical distancing to connect in ways we had not before. We saw members of our community step up to assist Council in offering support to those who were vulnerable, as well as checking in on those around them to make sure everybody was doing OK.

In order to acknowledge these widespread and collective efforts during what has been a truly difficult period, we are proud to present this award to each and every one of you; The City of Salisbury community.

A plaque will be installed in the Salisbury Plaza for the community.



A welcoming and liveable City



A welcoming and liveable City

A welcoming and liveable City encompasses issues such as the health and wellbeing of our people, including safety, social connections, the look and feel of neighbourhoods and the facilities and programs available to support our community's aspirations.

There are a number of foundations which will be used to measure Salisbury as welcoming and liveable, including promoting a City that is attractive and well maintained with the health and wellbeing of our community a priority. Community members are valued and should feel safe, included and connected, while our community is resilient and adaptive to change. As a welcoming and liveable City, should also be proud of our strengths, achievements and cultural diversity.

Strategic Projects

Council has worked on a number of strategic projects that will enhance Salisbury as a welcoming and liveable City, with focus on key sites across the region. These included;

- **Burton Community Hub:** Council started consultation on the Burton Community Hub in March 2021 and this project is in the design and development phase with an expected completion date of June 2022.
- **St Kilda Masterplan:** Council has been working closely with State Government to advocate for development opportunities for the land west of Port Wakefield Road, while preserving the existing character of Globe Derby and St Kilda. Council has produced a North West precinct Scoping Paper, which is currently with the State Government for consideration.
- **Paddocks Masterplan:** Council is progressing the implementation of this major plan, with Stage 2 currently in design phase. Preliminary construction is also underway for the inclusive and 'nature play' play space and associated infrastructure.
- **Bridgestone Athletics Centre:** A successful and well-attended opening ceremony for the Bridgestone Athletics Centre at Bridgestone Reserve was held in March 2021. Local sporting clubs are due to begin operating from the site in September 2021 and it will also be open to public bookings in order to maximise use of this facility.

Council also continued to be active in delivering affordable housing, in line with the critical action of providing 15 per cent affordable housing through Council's development projects. This activity included partnering with non-for-profit housing providers and investigating future opportunities to facilitate innovative affordable housing outcomes. More than six projects have been successfully implemented to date with 39 per cent of housing delivered at or below the State Government's affordability price points.

A welcoming and liveable City Cont'd

In order to enhance the visual appearance and amenity of public spaces in our City, Council adopted an expanded verge maintenance program following service levels trials that were carried out in 2020. In 2020/21, Council irrigated an additional 11 reserves, with a further eight scheduled to be irrigated in the coming financial year. As part of Council's annual reserve upgrade program, 10 play spaces were upgraded this year.

Improving our shared-use paths is also a priority, with a portion of the trail between Carisbrook Park and Jenkins Reserve completed under the Green Trails Program. Further funding has been approved for the next stage of this project, which will see the upgrade of the trail through to the Upper Little Para River. Meanwhile, works on the Springbank Waters shared-use path has been completed with the next stage set to begin in early 2021/22.

Council is also working to implement the Ability Inclusion Strategic Plan 2020-2024 (ASIP), which includes providing additional equipment in our playgrounds that is able to be used by people with different abilities. As a foundation for the delivery of ASIP, staff members are being trained in Disability Inclusion Awareness and Universal Design. In consultation with the Disability Access and Inclusion Network, additional diverse play spaces are being planned for the Salisbury Oval, Para Hills and Paddocks redevelopments.

Operational Focus

There are a number of operational focuses for Council in ensuring Salisbury is welcoming and liveable.

Improving the quality and cleanliness of residential areas is pivotal to achieving this, with an increased service level for verge maintenance this year contributing to this critical action. Council is currently in the planning phase of its street-verge renewal program which has a pilot of 20 streets to be renewed by October 2022. In 2021/22, additional street sweeping services have been budgeted to build on these efforts. Meanwhile, Council has continued to meet a 10-day deadline for the removal of rubbish that is illegally dumped on public land. Council also began a trial into using a larger compactor to improve the efficiency of this waste removal service and will report back findings.

Accessibility was at front of mind within all reserve and play space upgrades completed this year, for example, in terms of ensuring continuing accessibility from the carpark and path networks to destinations. Each play space upgrade has an increased presence of rubber pour to promote inclusiveness for children of all abilities.

The safety of our community is paramount, with a CCTV trial completed in March 2021 as part of the Community Safety Implementation Plan and work set to continue in this space.

The creation of effective and well-received programs for a broad range of community groups is another critical action for Council. In 2020/21, Council continued to regularly invite formal and informal feedback from attendees within programs offered out of our community and senior centres. For example, a Salisbury Home and Community Services Customer Service survey was distributed to 2030 clients and completed in April 2021. Staff members worked closely with key partners including the Salisbury Seniors Alliance, peak bodies (COTA SA and Carers SA) and service providers (including Sonder, Aged Rights Advocacy Service and Arthritis SA) to better understand the current priorities of older Salisbury residents and to shape services accordingly.

A welcoming and liveable City Cont'd

Another focus during 2020/21 was the continued delivery of Council's Intercultural Strategic Plan, which aims to build connections and increase collaboration among community groups and service providers. A majority of scheduled actions for 'Year Two' of the plan were fulfilled with 27 complete and another four in progress. Regular collaboration occurred with community and sector leaders via the Salisbury Intercultural Community Alliance and the Salisbury Intercultural Strategic Alliance, which strengthened relationships in order to improve services and shared information.

Future Planning

In 2020/21, Council worked on developing a Place Activation Strategy, with four elements endorsed including Informal Recreation, Formal Recreation, Community Facilities and Economic. Formal endorsement for the remaining element, Linkages, is expected to be endorsed in the first half of 2021/21.

Advocacy Priorities

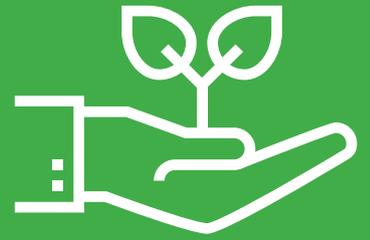
Council plays an advocacy role in a number of areas, including improving public transport options for community members. Council continued to deliver a bus stop renewal program in 2020/21 which assisted in significantly improving access to and from bus stops. The investment into shared-use paths also promoted active transportation options.

Work continued on the Church and John Street Improvement Plan, which is in the final design phase with tendering due to occur in early 2021/22. A major focus of this upgrade is the improvement of public transport, such as through the relocation of bus stops in the vicinity of the Salisbury City Centre and improvements to the Salisbury Interchange. Similarly, Council has partnered with the State Government to upgrade a number of additional bus stops in different locations across the city, including at Wynn Vale Drive.

The need for improved infill development policies was this year a significant consideration within Council's response to the State Government's Planning and Design Code. A free internal design review process has been established for developers, including those seeking to undertake infill development, in order to improve urban design. Infill guidelines for narrow frontage houses and verge reinstatement were developed and made public. Meanwhile, an Ingle Farm Neighbourhood Improvement Plan was presented to Council Informal Strategy meeting in October last year and is being progressed.

Equally important is the establishment of programs and services to address mental health, housing and income inequality issues. Protocol for rough sleepers has been developed with finalisation pending consultation with new service providers and State Government service tender outcomes. In addition, the Salisbury Homelessness Strategy outlines the strategic framework and priorities related to associated mental health, house and income inequality. In order to improve employment pathways and educations outcomes, Council continued to deliver targeted programs through community centres, libraries and hubs.

A sustainable City



A sustainable City

A sustainable City includes protecting and conserving our diverse natural environment to support biodiversity, reducing Council's environmental footprint, ensuring we make the most of our resources and enabling our community, environment and infrastructure to be resilient to a changing climate.

The foundations used to measure Salisbury as a sustainable City include the existence of a balance of green spaces and natural environments that support biodiversity, making the most of our resources including water, waste and energy and a community, environment and infrastructure that are adaptive to a changing climate.

Strategic projects

In 2020/21 Council progressed a number of strategic projects that will contribute to creating a sustainable city.

These include starting work to replace 10,000 street lights across the City with LED lighting which will create a reduction in energy consumption. This project is due for completion in mid-2022.

Council has also introduced a monitoring program for energy usage in Council buildings. In early 2021/22, audit work on the environmental performance of Council buildings will take place to assess for potential improvements.

Enhancing our biodiversity corridors is another prioritised project, with Dry Creek and Little Para River recognised as key areas alongside other environmentally sensitive areas such as coastal mangroves. This year Council continued to deliver the Watercourse Management Plan with sections along Dry Creek corridor between Park Way and Bridge Road now complete. Work is also underway towards a Coastal Scoping Study, which is due to be presented in the first half of 2021/22. We continued to liaise with the Department of Environment and Water and the Department of Energy and Mining to provide professional advice and support for the renewal of the damaged coastal samphire and mangrove areas.

Council proudly planted 10,000 trees along the Little Para Creek channel this year, involving schools and the wider community in planting days which instilled a sense of pride and a greater understanding about the importance of greening our City.

Streamlining the way we record and measure environmental health remains front of mind, with work starting to enable our water quality and water flow data to be easily recorded and available on the City of Salisbury website directly, as opposed to via the Natural Resource Management website. Council has also engaged a Smart City expert to guide the design and construction of 'smart' infrastructure including sensors for movement and environmental information, as part of the John and Church Street upgrade.

A sustainable City Cont'd

Operational Focus

A number of operational practices contributed to creating a more sustainable City in 2020/21.

Council continued to work with Northern Adelaide Waste Management Authority (NAWMA) in order to better utilise recycled materials, with a number of projects making use of recycled glass. Council has included the use of recyclables as a key assessment component for future tenders for capital works, such as the road reseal program. Road reseal projects involve a high level of recycled materials, including recycled plastics used to reinforce road base. In addition, use of recycled materials in building works and outdoor furniture is mandated where available.

NAWMA continued to deliver weekly rubbish collection for residents this year with minimal complaints regarding the service. Council has introduced the green bin and kitchen caddy rollout, with State Government funding support, to encourage green bin take up and to provide free caddies to boost the amount of organic materials being recycled and in turn, reduce landfill.

The 10,000 trees planted along the Little Para River this year will assist in making the City cooler in order to combat an increasingly warm climate. Council streets are meanwhile lined with appropriate species and Council has also introduced specialist road surface treatment to be implemented over the next five years.

Other initiatives include the stabilisation of further sections in Dry Creek and the removal of an additional 3,000 tonnes of silt and rubbish.

Future Planning

A Climate Risk Governance Audit has been undertaken to identify appropriate governance frameworks to manage the impacts of climate change through adaptation and mitigation strategies. A sustainability framework and directions have been considered and a consultant has been engaged to develop a strategy and emissions plan. This will encompass the issues of waste and energy management, cooler suburbs, biodiversity and water.

Good design techniques that improve the environmental performance of housing and streets are showcased within Council's strategic property development program. These projects are used to highlight to the market and community outcomes that can raise the bar in terms of environment and amenity outcomes and also be commercially viable.

Advocacy Priorities

Council has introduced the inclusion of fine glass into its specification for shared use paths and continues to modify its tender requirements to mandate the use of locally acquired recyclable materials where possible.

Council's Dry Creek Stormwater Management Plan includes both flood management and water quality/ harvesting opportunities to consist of a total water cycle approach. This plan is expected to be completed in the first half of 2021/22.

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A growing City that creates new opportunities



A growing City that creates new opportunities

Council's commitment to be a growing City that creates new opportunities is focused on how we support the success and growth of local businesses, job opportunities for our residents, attracting investment, quality urban planning and providing infrastructure that supports economic activity.

We are consistently working on supporting businesses to be successful and establishing the region as a place of choice for business while supporting investment and business activity and well-planned urban growth.

Strategic Projects

A key aspect in achieving a successful growing City is the delivery of the Church Street and John Street Improvement Plan. Consultation regarding this plan occurred during this year with key stakeholders including traders, landowners, specific interest groups and the broader community. The consultation included seeking additional private sector investment into the Salisbury City Centre.

The City of Salisbury is renowned for its regional strengths in food processing, defence, logistics and education. In 2020/21, it further built on these strengths to attract new investment and support existing firms. Council's economic development team working with 21 firms regarding inward-investment activity this year, while working with 11 firms in relation to expansion plans and another five firms on relocation plans.

Creating better connectivity at Technology Park was another aim pursued this year, with collaboration occurring with Technology Park-based companies and Renewal SA with the intent to better link with Lot 14 and other innovation precincts. In February, a round table of stakeholders met and identified follow-up actions in order to achieve synergies with the Lot 14 and Tonsley innovation precincts and improve Technology Park as a foundation innovation precinct in South Australia.

Council has delivered a number of award winning residential projects under its Salisbury Living brand including, Salisbury North (The Reserve), Paralowie (Greentree Walk and Boardwalk at Greentree) and Parafield Gardens (Emerald Green).

Civil construction was completed at the Para Hills project (Hoyle Green/Irving Place) and land parcels in Ingle Farm (Walkleys Road Corridor) and Salisbury North (Lake Windermere) have been under investigation.

These projects will deliver multiple outcomes including financial returns to fund community projects, local jobs, affordable housing and upgrades to the amenity of areas through upgraded and new reserves and traffic management improvements. Each project is subject to extensive community engagement to identify needs and views on the project before a decision is made by Council whether to proceed or not proceed.

A growing City that creates new opportunities Cont'd

Operational Focus

Supporting new and existing businesses and industries to grow and create jobs is pivotal to the success of a growing City. In 2020/21, providing support to business was top of the agenda with Council's Polaris Business and Innovation Centre providing information and advice to 716 firms this year. More than 760 people also attended 83 networking events and workshops hosted by Polaris this year. Meanwhile 62 businesses participated in Polaris mentoring programs, with some receiving subsidised support through the State Government's SME Business Advisory Program. This year, the Polaris Business and Innovation Centre received a 96 per cent client satisfaction rate.

Accessing new markets is a central component of Council's business services program, whether those markets are local, interstate or overseas based. Various workshops and mentoring programs were conducted with businesses with the aim of identifying new opportunities in an economy still impacted by COVID-19. A total of 111 businesses sought digital marketing advice during 2020/21. A quarterly Manufacturing Industry Site Visit Program was also developed and engaged local businesses to host groups of like-minded manufacturers to learn about new technology, industry strengths and opportunities, as well as how challenges have been overcome.

The economic development team this year continued to work closely with the Advanced Manufacturing Growth Centre to encourage businesses to engage with federally funded programs and Business to Business opportunities. Other quarterly engagement includes Women In Business and Wednesday Wind Down networking events. During 2020/21 the Polaris Centre was also approved as a provider to the Global Expansion Program to help businesses develop Export Plans and to develop market entry and growth plans.

Council also worked to streamline processes to improve how we work with businesses. In 2020/21, Council approved a \$100 million COVID-19 Infrastructure Recovery Program which would bolster business recovery across two years. A key component of the program tracking and reporting the economic benefits for the Northern region provided through project delivery. Council's tender process includes a weighting towards engagement of northern region businesses and labour of 15 per cent.

Council continued to deliver the Streetscape and Tree Screen Renewal Programs while working with businesses to improve the entries and streetscape around commercial and industrial areas. Council is also significantly investing in improvements to parking and access around Technology Park.

Progress continued on the Church and John Street Improvement Plan this year, with the project to be rolled out in the first half of 2021/22. Improvements included within the project are clearer signage for parking, smart parking infrastructure and adjustments to existing parking to improve its efficiency and effectiveness.

A growing City that creates new opportunities Cont'd

Future Planning

Future planning is critical for a growing City and Council has established actions to allow it to create new opportunities. A high-level structure plan has been developed identifying key growth and investment areas west of Port Wakefield Road. Council will progress more detailed planning for high priority areas and continue to engage with key State Government departments to support well planned growth within the area.

This year Council also continued to promote a 2019/20 Deloitte report on an economic vision for Salisbury to relevant state and federal agencies and MPs. A review of the existing economic growth strategy will be undertaken in 2021/22.

The need for improved infill development policy was included in Council's response to the Planning and Design Code. Infill guidelines for narrow frontage homes and verge reinstatement have now been developed and have been made available to the public. Meanwhile a free internal design review process was established for developers, including those seeking to undertake infill development. This year also saw the Ingle Farm Neighbourhood Improvement Plan presented to Council Informal Strategy in October, as a response to significant levels of market-driven infill development in Ingle Farm.

Advocacy Priorities

City of Salisbury participated in an Expression of Interest call in conjunction with Renewal SA and the Department of Infrastructure and Transport for the development of the Mawson Interchange precinct. This was seeking provision of carparking and appropriate mixed-use development outcomes to activate the precinct and to deliver on the original vision for this area defined as part of the Mawson Lakes development. The market response did not result in an appropriate development proposal being put forward and the development of this precinct will be re-visited by the parties at an appropriate time in the future. The parties remain open to exploring appropriate development proposals for the precinct.

Council also continues to advocate for the improvement of State-owned roads and has completed a concept design and high-level cost estimates for the Kings Waterloo Corner improvements. Council meanwhile continues to liaise with the Department for Infrastructure and Transport regarding their road/rail grade separation removal programs, which includes Park Terrace and Kings Road. These projects are ongoing.

Innovation and Business Development



Innovation and Business Development

Innovation and Business Development outlines how Council will work to provide exceptional experiences, deliver quality outcomes and be recognised as a great place to work. The foundations of this include delivering quality outcomes, members of our community receiving an exceptional experience when interacting with Council, recognition of Council as a great place to work, effective planning and meaningful engagement to ensure the community is aware of Council initiatives.

Strategic Projects

Council this year started work on a project to review its technological requirements and enhance the ability to meet community needs. The project covers technology, data, business processes and exceptional community experience. In 2020/21, the first phase of the Exceptional Community Experience project was also completed, with work continuing with a focus on providing an exceptional community experience.

The design plan for an upgrade of Council's Operation Centre at Cross Keys Road is complete with a contractor engaged to carry out the works in early 2021/22. Another way in which Council sought to cement itself as a great place to work was the inclusion of staff in shaping new corporate values. An Organisational Culture Inventory (OCI) survey was carried out and provided an opportunity to develop action plans across the business.

Meanwhile Council supported the community through a COVID-19 response package that was successfully delivered to business and community organisations, while maintaining services within a zero per cent budgeted rate increase. Increased levels of service were provided in the areas of verge maintenance, landscape and street cleaning services. Council also reviewed library service levels and adopted new operating hours this year, while increasing a delivery program for capital works.

Operational Focus

Improving how we use data will allow us to better serve our community, with dashboards being developed for field services operations to monitor and improve service delivery. Council has trialled the Microsoft BI tool, with further work being undertaken to establish the platform for live data to enable sharing of information both internally and with our community.

Council maintained a commitment to buying locally and sustainably during 2020/21, continuing to procure goods and services from the northern region where possible. The total northern spend for 2020/21 was \$38.3 million, or 49.4 per cent of a \$77.5 million total applicable spend.

The Performance Excellence Program benchmarking initiative provided scope for Council to measure its ongoing improvements. Work also continued to enhance our internal processes using continuous improvement tools, with 52 initiatives being progressed as of 30 June 2021.

Innovation and Business Development Cont'd

In order improve meaningful engagement with the community and increase awareness of Council initiatives, a website upgrade is underway and in its final stages of implementation. The new website is on track to be launched in August and will establish a platform for more contemporary tools and applications to engage with our community. Meanwhile the Discover Salisbury social media brand was further enhanced with increased engagement reported during the year.

Meanwhile the success of our employees was celebrated through a number of avenues including at CEO-led staff meetings, Work, Health and Safety Awards and awards delivered for exceptional customer service. We also established a weekly CEO internal news encompasses successes and good news stories. The efforts and achievements of divisions towards the delivery of programs/projects were acknowledged, for example via service awards and the ReACH (Respectful, Accountable, Collaborative and Helpful) Awards.

Future Planning

Council developed a draft Smart Salisbury strategy in 2020/21. The outcomes of this strategy will also be aligned to the broader technological project. We are also working on an updated Strategic Asset Management Plan following the completion of the Place Activation Strategy. It is envisaged that this will be completed by the end of 2021.

As part of the development of the City Plan 2035 a dashboard was released and made available on Council's website. The dashboard provides key information across over 20 indicators and will be updated with data trends as the information becomes available. Progress on the Council's Critical actions are reported as part of the Annual Plan.

Work has continued in a number of fields, including identifying opportunities to increase non-rates revenue and maintaining transparent and accountable governance compliance, such as holding Council meetings within public health emergency parameters.

Advocacy Priorities

Council's CEO and executive team actively participated in cross government discussions and planning this year for the ongoing development of the City and City Plan.

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City Dashboard and Corporate Indicators



A welcoming
and liveable
City



A sustainable
City



A growing City
that creates new
opportunities



Innovation
and Business
Development

A welcoming and liveable City

City Dashboard



Population	144,872 people	+
Community perception of quality of life	6.8/10	+
Proportion of people born overseas	30%	-
Reported crime per 10,000 people	718.3 incidents	-
Housing Affordability	22.4%	●
SEIFA Index of Advantage and Disadvantage	908	○
Proportion of Salisbury's working population with Certificate 3 and above qualifications	55.1%	+

Foundations

- ✓ Our City is attractive and well maintained
- ✓ The health and wellbeing of our community is a priority
- ✓ People are valued and they feel safe, included and connected
- ✓ We are proud of our strengths, achievements and cultural diversity
- ✓ Our community is resilient and adaptive to change



DASHBOARD LEGEND

- ⊕ Increase on previous year
- Consistent with previous year
- ⊖ Decrease on previous year
- Previously not reported



Corporate Indicators

City Plan Foundation: Our City is attractive and well maintained

Proportion of households within 500 metres of irrigated open space	79% of residential areas
Timeframe for resolving customer requests to remove dumped rubbish	3.25 Days
How much open space is irrigated with harvested stormwater	120 ha

City Plan Foundation: The health and wellbeing of our community is a priority

Participation in community programs, usage and membership at sporting clubs, libraries and community centres/hubs	<p>One in three residents attend organised sport, church or community groups (32%), visit the Council libraries (29%) and attend local sports and recreation centres (18%) at least once a month.</p> <p>A total of 127,027 participants attended 5,221 sessions across libraries and community centres/hubs.</p> <p>Community programs attendance - Libraries 11,408 (672 sessions); Community Centres/Hub 75,786 (3,268 sessions); Youth Services/Twelve25 18,295 (783 sessions) and JP Services 21 538 (498 sessions). The Library service has 27,843 members and almost 510,000 people visited libraries and community hubs this year.</p>
Satisfaction with recreational areas	<p>Parks and reserves were identified in the top 3 perceived strengths for the City (48%, increasing from 8% in 2016).</p>
Social support group attendance	<p>Salisbury Home and Community Services provides 55 social support groups that incorporate a range of leisure, recreational, supportive, healthy ageing, lifelong learning, wellness and online activities.</p> <p>A total of 1,140 individuals participated in 75,000 hours of group social support this year.</p> <p>Social support and participation is enhanced with the provision of meals in seniors' centres and individual social support and home assist services in the community. Transport services provide access to social groups at our centres and social participation in the community.</p>

City Plan Foundation: People are valued and they feel safe, included and connected

Community perception of safety	Residents feel safer in the council area in 2020 with three in five residents stating they feel safe (60%) compared to 55% in 2018. A mobile CCTV trial was completed this year and will progress in the future.
Level of public transport usage	2016 Census data: Bus 4% & Train 3.3%* *Noting that 2020-2021 the Trains weren't running due the Gawler Line Electrification project
Number of playgrounds with inclusive equipment	61
Number of people participating in Council organised activities in our centres	Number participated in planting events for the 10,000 Native Trees Project - 129 Community Seniors Social Participation Programs had 1,140 participants with 556 of them being from CALD background. 30,786 people participated at Community Centre/Hubs in the following programs: partnered with City of Salisbury 13,920; ACE accredited and non accredited 4,374; DCSI funded 1,761; State/Federal Government funded 630; NDIS funded 492; Partnered with Other organisations 9,609 (data provided excludes private hirers/user pays)

City Plan Foundation: We are proud of our strengths, achievements and cultural diversity

Number of programs delivered that support intercultural partnerships and participation in same	Salisbury Intercultural Strategic Alliance includes members from five different organisations/agencies plus Elected Members and the Mayor. Salisbury Intercultural Community Alliance has approximately 13 members and strong connections to sector organisations. Events organised: NAIDOC Week programs (3), Refugee Week Programs (4), Harmony Week Program (week long), Aboriginal group and CALD group regular social participation programs. Programs (7) that support intercultural partnerships: Aboriginal and Torres Strait Islander - 10 participants / 74 hours Bhutanese - 160 participants / 10,236 hours Bosnian - 33 participants / 2,464 hours Filipino - 32 participants / 840 hours Italian - 53 participants/ 2,258 hours Intercultural - 45 participants/ 4,885 hours Vietnamese - 30 participants / 1403 hours
Council of Europe Intercultural Cities Index	City of Salisbury achieved a score of 77%. The Salisbury Intercultural Community Alliance and Salisbury Intercultural Strategic Alliance were consulted to identify sector and community priorities of the CoE Feedback Report. Action plan to implement and align Feedback Report with Intercultural Strategic Plan provided to Council.
Welcoming Cities indicator (tbd)	City of Salisbury has been actively participating in the Welcoming Cities network meetings and will progress with completing the Welcoming Cities Indicator.

City Plan Foundation: Our Community is resilient and adaptive to change

Proportion of affordable dwellings provided through Council's strategic property development program	Through our Strategic Property Development projects, Council is active in delivering affordable housing, including partnering with not-for-profit										
Co-investment in projects supported through Council grants	<table border="0"> <tr> <td>Community Grants</td> <td>\$59,569</td> </tr> <tr> <td>Minor Capital Works Grants</td> <td>\$265,844</td> </tr> <tr> <td>Youth Sponsorship</td> <td>\$3,148</td> </tr> <tr> <td>COVID-19</td> <td>\$185,446</td> </tr> <tr> <td>TOTAL (projects supported through Council grants)</td> <td>\$514,007</td> </tr> </table>	Community Grants	\$59,569	Minor Capital Works Grants	\$265,844	Youth Sponsorship	\$3,148	COVID-19	\$185,446	TOTAL (projects supported through Council grants)	\$514,007
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TOTAL (projects supported through Council grants)	\$514,007										

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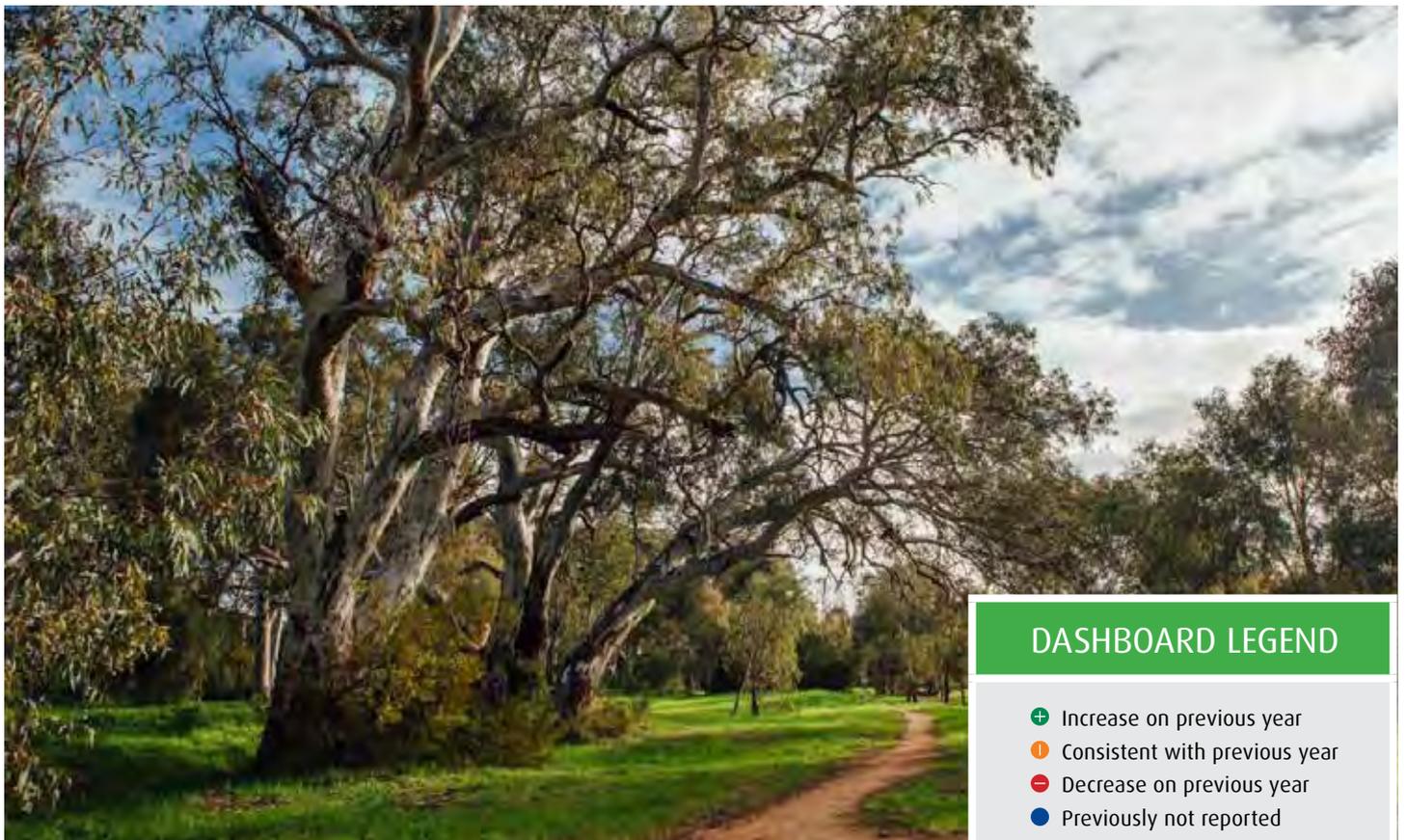
City Dashboard



Tree Canopy Coverage	18% ⓘ
Number of severe heat days in previous year	11 days ⊖
Average daily Water use per household in SA	190.49 litres ●
Domestic waste generated	56,693 tonnes ⊕
Proportion of dwellings with solar panels	42.4% ⊕
Area covered by mangroves and samphire	13.16km ² ⊖

Foundations

- ✓ Salisbury has a balance of green spaces and natural environments that support biodiversity
- ✓ We make the most of our resources including water, waste and energy
- ✓ Our community, environment and infrastructure are adaptive to a changing climate



DASHBOARD LEGEND

- ⊕ Increase on previous year
- ⓘ Consistent with previous year
- ⊖ Decrease on previous year
- Previously not reported



Corporate Indicators

City Plan Foundation: Salisbury has a balance of green spaces for our residents and natural environments that support biodiversity

Indicator for creek health (to be developed)	Turbidity is the indicator and monitoring data will be available from 2022
Length of creek bank stabilised	500 metres
Community perceptions of open space	Satisfaction with services, parks and reserves maintenance 3.6/5

City Plan Foundation: We make the most of our resources including water, waste and energy

Reduction in CO2 emissions from Council-owned street lights	20 tonne (LED Replacement Program commences in November for SA Power Network Lights)
Percentage of total spend on recycled materials used in Council's capital projects	35%
Proportion of waste diverted from landfill	41% (23,120 tonnes)
Volume of stormwater collected	2,291 Million Litres

City Plan Foundation: Our community, environment and infrastructure are adaptive to a changing climate

Proportion of houses in residential areas exhibiting heat island effects	TBA
Energy consumption by Council facilities	1,472,152 kWh (Salisbury Water 2,704,188 kWh, Lighting 5,544,521 kWh)

A growing City that creates new opportunities

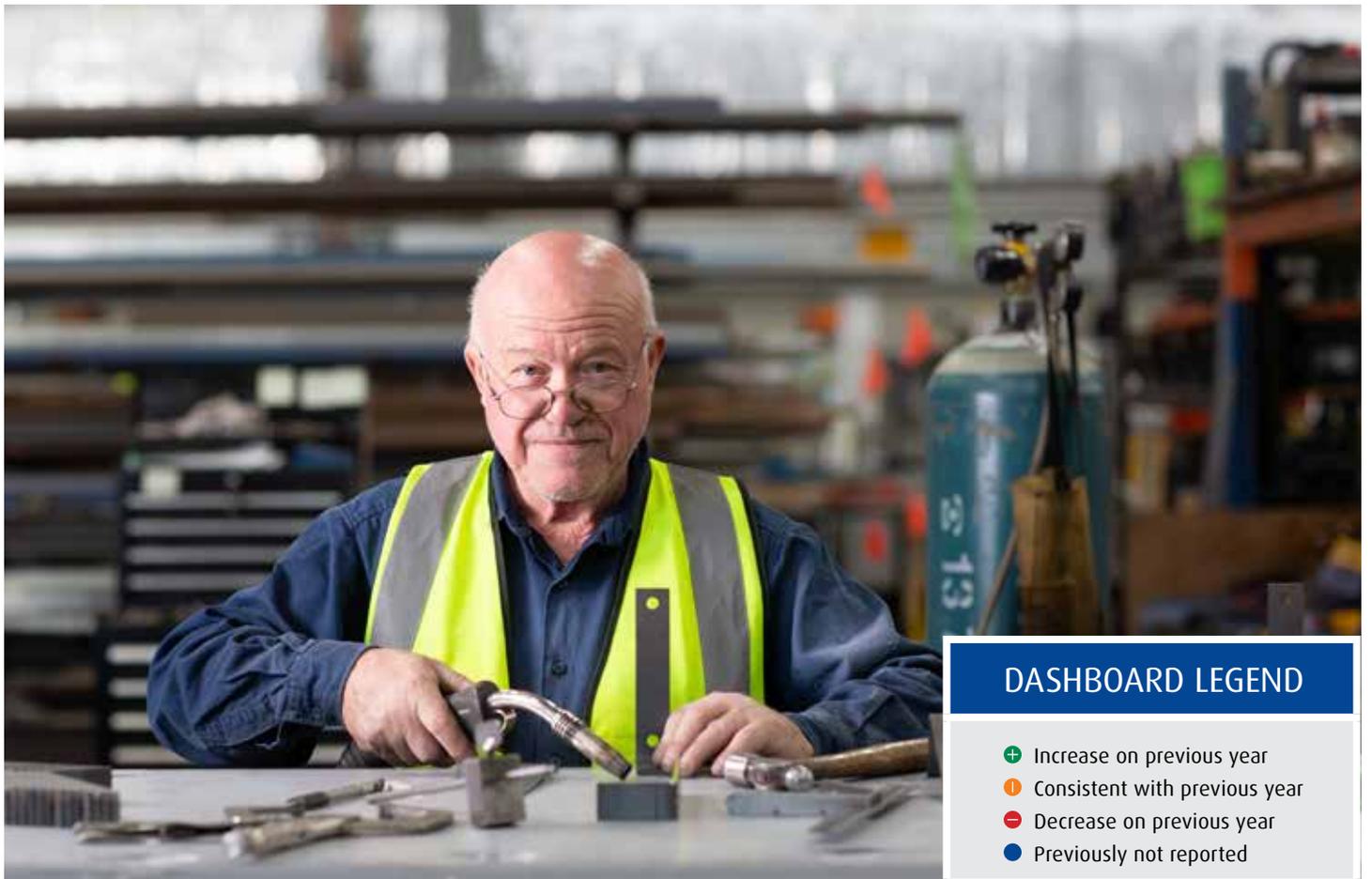
City Dashboard



Gross Regional Product	\$6.59 billion +
Local jobs	69,399 +
Actively trading businesses	7,676 +
Value of development approvals	\$305 million +
Unemployment rate	9.6% +

Foundations

- ✓ Salisbury's businesses are successful and part of our community
- ✓ Salisbury is a place of choice for businesses to start, invest and grow
- ✓ Our infrastructure supports investment and business activity
- ✓ Our urban growth is well planned and our centres are active



DASHBOARD LEGEND

- + Increase on previous year
- Consistent with previous year
- Decrease on previous year
- Previously not reported



Corporate Indicators

City Plan Foundation: Salisbury's businesses are successful and part of our community

Number of individual businesses receiving advice and information through the Polaris Centre	716
---	-----

City Plan Foundation: Salisbury is the place of choice for businesses to start, grow and invest

Value of non-Council investment in the Salisbury City Centre	\$477,348
--	-----------

Business satisfaction of interactions with Council	97%
--	-----

Value of major projects	\$720 million
-------------------------	---------------

Development assessment timeframes	8 days or less (median)
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City Plan Foundation: Infrastructure supports investment and business activity

Average travel time on arterial east-west roads	TBD
---	-----

Vacancy rates in key industrial and commercial precincts	2.20%
--	-------

Value of development activity in Edinburgh Parks and Technology Park	Edinburgh Parks - \$36.88 million Technology Park - \$113.92 million
--	---

City Plan Foundation: Our urban growth is well planned and our centres are active

Value of development on surplus land parcels released by Council	\$2,449,626 in the last financial year, relating to the Irving Place and Boardwalk developments
--	---

Corporate Dashboard



Financial sustainability	Operating Surplus Ratio – 7.76% -
	Net Financial Liabilities Ratio – 11.3% +
	Asset Sustainability Ratio – 76% -
Safety (lost time injury frequency rate)	1.4 days -
Values – staff perception survey	TBD ●
Community experience	Customer requests responded to within 10 days - 93% -
	Customer satisfaction - 71% +

Foundations

The delivery of these foundations will be underpinned by Council’s values of respect, accountability, collaboration and helpfulness.

- ✓ Members of our community receive an exceptional experience when interacting with Council
- ✓ We deliver quality outcomes that meet the needs of our community
- ✓ The City of Salisbury is recognised as a great place to work
- ✓ We plan effectively to address community needs and identify new opportunities
- ✓ We engage meaningfully and our community is aware of Council initiatives



DASHBOARD LEGEND

- + Increase on previous year
- Consistent with previous year
- Decrease on previous year
- Previously not reported



Corporate Indicators

City Plan Foundation: Members of our community receive an exceptional experience when interacting with Council

Net Promoter Score	- 2
CRMs responded to within 10 days	93%
Customer satisfaction with services delivered by Council	71%

City Plan Foundation: We deliver quality outcomes that meet the needs of our community

Proportion of procurement made locally	49.4%
Proportion of commitments in Annual Plan completed each financial year	TBD

City Plan Foundation: The City of Salisbury is recognised as a great place to work

Staff turnover rate	11.74%
Staff satisfaction (TBD)	TBD
Proportion of jobs filled in first approach to market	93.25%

City Plan Foundation: We plan effectively to address community needs and proactively identify new opportunities

Number of priority advocacy projects receiving support from other spheres of government to progress	7 @ \$889,700
Proportion of Council income received from non-rates revenue	20.9%
Financial ratios in City Scorecard	Operating Surplus Ratio - 7.76% Net Financial Liabilities - 11.3% Asset Renewal Funding - 76%

City Plan Foundation: We engage meaningfully and our community is aware of Council initiatives

Social media Followers	City of Salisbury & Discover Salisbury Facebook Pages Combined followers 20,814 (increase of 12.6%)
Visits to Council website	1,117,474 per annum visits to City of Salisbury Website (increase of 27.6%)
Number of people participating in engagement activities	14,668 (increase of 6,917 persons factoring in COVID shutdowns the year before)

City of Salisbury Financial Statements

City of Salisbury

GENERAL PURPOSE FINANCIAL STATEMENTS
for the year ended 30 June 2021



A progressive, sustainable and connected community

City of Salisbury

General Purpose Financial Statements

for the year ended 30 June 2021

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City of Salisbury

General Purpose Financial Statements

for the year ended 30 June 2021

Council Certificate

Certification of Financial Statements

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

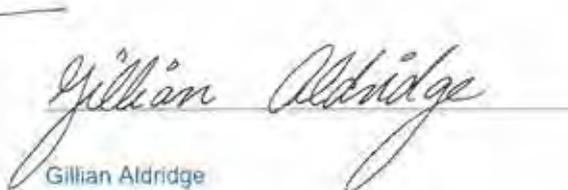
In our opinion:

- 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 2021 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

13 October 2021



Gillian Aldridge
Mayor

13 October 2021

City of Salisbury

General Purpose Financial Statements

for the year ended 30 June 2021

Understanding Council's Financial Statements

Introduction

Each year, individual Local Governments across South Australia are required to present a set of audited Financial Statements to their Council and Community.

About the Certification of Financial Statements

The Financial Statements must be certified by the Chief Executive Officer and Mayor as 'presenting a true and fair view' of the Council's financial results for the year and ensuring both responsibility for and ownership of the Financial Statements across Council.

What you will find in the Statements

The Financial Statements set out the financial performance, financial position and cash flows of Council for the financial year ended 30 June 2021.

The format of the Financial Statements is standard across all South Australian Councils and complies with both the accounting and reporting requirements of Australian Accounting Standards and the requirements as set down in the South Australia Model Financial Statements. The Financial Statements incorporate four 'primary' financial statements:

- 1. Statement of Comprehensive Income**
A summary of Council's financial performance for the year, listing all income & expenses.
- 2. Statement of Financial Position**
A 30 June snapshot of Council's financial position including its assets and liabilities.
- 3. Statement of Changes in Equity**
The overall change for the year (in dollars) of Council's "net wealth".
- 4. Statement of Cash Flows**
Indicates where Council's cash came from and where it was spent.

About the Notes to the Financial Statements

The Notes to the Financial Statements provide greater detail and additional information on the four Primary Financial Statements.

About the Auditor's Reports

Council's Financial Statements are required to be audited by external accountants (that generally specialise in Local Government).

In South Australia, the Auditor provides an audit report, with an opinion on whether the Financial Statements present fairly the Council's financial performance and position.

About the Independence Certificates

Council's Financial Statements are also required to include signed Certificates by both the Council and the Auditors that the Council's Auditor has maintained its independence in accordance with the requirements of the *Local Government Act 1999* and the *Local Government (Financial Management) Regulations 2011*.

Who uses the Financial Statements?

The Financial Statements are publicly available documents and are used by (but not limited to) Councillors, Residents and Ratepayers, Employees, Suppliers, Contractors, Customers, the Local Government Association of South Australia, the SA Local Government Grants Commission, and Financiers including Banks and other Financial Institutions.

Under the *Local Government Act 1999* the Financial Statements must be made available at the principal office of the Council and on Council's website.

City of Salisbury

Statement of Comprehensive Income

for the year ended 30 June 2021

\$ '000	Notes	2021	2020
Income			
Rates	2a	102,121	101,654
Statutory Charges	2b	3,805	2,995
User Charges	2c	4,930	4,794
Grants, Subsidies and Contributions	2g	15,116	14,939
Investment Income	2d	120	248
Reimbursements	2e	492	1,592
Other income	2f	1,488	1,067
Net Gain - Equity Accounted Council Businesses	19(a)	970	102
Total Income		129,042	127,391
Expenses			
Employee costs	3a	37,116	36,863
Materials, Contracts and Other Expenses	3b	52,409	53,267
Depreciation, Amortisation and Impairment	3c	28,862	26,950
Finance Costs	3d	642	777
Net loss - Equity Accounted Council Businesses	19(a)	-	14
Total Expenses		119,029	117,871
Operating Surplus / (Deficit)		10,013	9,520
Physical Resources Received Free of Charge	2i	3,795	-
Asset Disposal and Fair Value Adjustments	4	(1,599)	(3,532)
Amounts Received Specifically for New or Upgraded Assets	2g	5,776	1,277
Net Surplus / (Deficit)		17,985	7,265
Other Comprehensive Income			
Amounts which will not be reclassified subsequently to operating result			
Changes in Revaluation Surplus - I,PP&E	9a	28,681	10,844
Total Amounts which will not be reclassified subsequently to operating result		28,681	10,844
Total Other Comprehensive Income		28,681	10,844
Total Comprehensive Income		46,666	18,109

The above Statement of Comprehensive Income should be read in conjunction with the accompanying notes.

City of Salisbury

Statement of Financial Position

as at 30 June 2021

\$ '000	Notes	2021	2020
ASSETS			
Current Assets			
Cash and Cash Equivalent Assets	5a	9,801	1,776
Trade and Other Receivables	5b	8,242	8,067
Inventories	5c	1,608	2,185
Total Current Assets		19,651	12,028
Non-Current Assets			
Financial Assets	6a	1,040	1,117
Equity Accounted Investments in Council Businesses	6b	4,824	3,855
Other Non-Current Assets	6c	22,336	18,079
Infrastructure, Property, Plant and Equipment	7a(i)	1,550,676	1,515,971
Total Non-Current Assets		1,578,876	1,539,022
TOTAL ASSETS		1,598,527	1,551,050
LIABILITIES			
Current Liabilities			
Trade and Other Payables	8a	14,798	12,067
Borrowings	8b	2,150	2,060
Provisions	8c	7,873	7,722
Total Current Liabilities		24,821	21,849
Non-Current Liabilities			
Borrowings	8b	7,013	9,240
Provisions	8c	1,833	1,767
Total Non-Current Liabilities		8,846	11,007
TOTAL LIABILITIES		33,667	32,856
Net Assets		1,564,860	1,518,194
EQUITY			
Accumulated surplus		380,558	373,183
Asset revaluation reserves	9a	1,146,734	1,118,053
Other reserves	9b	37,568	26,958
Total Council Equity		1,564,860	1,518,194
Total Equity		1,564,860	1,518,194

The above Statement of Financial Position should be read in conjunction with the accompanying notes.

City of Salisbury

Statement of Changes in Equity

for the year ended 30 June 2021

\$ '000	Notes	Accumulated surplus	Asset revaluation reserve	Other reserves	Total equity
2021					
Balance at the end of previous reporting period		373,183	1,118,053	26,958	1,518,194
Net Surplus / (Deficit) for Year		17,985	–	–	17,985
Other Comprehensive Income					
- Gain (Loss) on Revaluation of I,PP&E	7a	–	28,681	–	28,681
Other Comprehensive Income		–	28,681	–	28,681
Total Comprehensive Income		17,985	28,681	–	46,666
Transfers between Reserves		(10,610)	–	10,610	–
Balance at the end of period		380,558	1,146,734	37,568	1,564,860
2020					
Balance at the end of previous reporting period		372,291	1,107,209	20,585	1,500,085
Net Surplus / (Deficit) for Year		7,265	–	–	7,265
Other Comprehensive Income					
- Gain (Loss) on Revaluation of I,PP&E	7a	–	10,844	–	10,844
Other Comprehensive Income		–	10,844	–	10,844
Total Comprehensive Income		7,265	10,844	–	18,109
Transfers between Reserves		(6,373)	–	6,373	–
Balance at the end of period		373,183	1,118,053	26,958	1,518,194

The above Statement of Changes in Equity should be read in conjunction with the accompanying notes.

City of Salisbury

Statement of Cash Flows

for the year ended 30 June 2021

\$ '000	Notes	2021	2020
Cash flows from operating activities			
<u>Receipts</u>			
Rates		102,430	100,847
Statutory Charges		3,942	3,082
User Charges		5,506	5,517
Grants, Subsidies and Contributions (operating purpose)		15,415	15,007
Investment Receipts		120	265
Reimbursements		541	1,751
Other Receipts		9,346	11,375
<u>Payments</u>			
Payments to Employees		(36,959)	(36,299)
Payments for Materials, Contracts and Other Expenses		(59,222)	(67,819)
Finance Payments		(642)	(777)
Net cash provided by (or used in) Operating Activities	11b	40,477	32,949
Cash flows from investing activities			
Net Disposal of Investment Securities		75	–
Sale of Real Estate Developments		2,489	525
Amounts Received Specifically for New/Upgraded Assets		5,776	1,277
Sale of Replaced Assets		581	347
Sale of Surplus Assets		363	462
Repayments of Loans by Community Groups		30	14
Distributions Received from Equity Accounted Council Businesses		–	124
<u>Payments</u>			
Expenditure on Renewal/Replacement of Assets		(14,171)	(17,745)
Expenditure on New/Upgraded Assets		(24,765)	(41,501)
Development of Real Estate for Sale		(579)	(144)
Net cash provided (or used in) investing activities		(30,201)	(56,641)
Cash flows from financing activities			
<u>Payments</u>			
Repayments of Borrowings		(1,773)	(1,977)
Repayment of Lease Liabilities		(478)	(332)
Net Cash provided by (or used in) Financing Activities		(2,251)	(2,309)
Net Increase (Decrease) in Cash Held		8,025	(26,001)
plus: Cash and Cash Equivalents at beginning of period		1,776	27,777
Cash and cash equivalents held at end of period	11a	9,801	1,776
Additional Information:			
plus: Investments on hand – end of year	6b	615	690
Total Cash, Cash Equivalents and Investments		10,416	2,466

The above Statement of Cash Flows should be read in conjunction with the accompanying notes.

City of Salisbury

Notes to and forming part of the Principal Financial Statements for the year ended 30 June 2021

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City of Salisbury

Notes to the Financial Statements

for the year ended 30 June 2021

Note 1. Summary of Significant Accounting Policies

The principal accounting policies adopted by Council in the preparation of these consolidated financial statements are set out below.

These policies have been consistently applied to all the years presented, unless otherwise stated.

(1) Basis of Preparation

1.1 Compliance with Australian Accounting Standards

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

The financial report was authorised for issue by certificate under regulation 14 of the *Local Government (Financial Management) Regulations 2011* dated 13 October 2021.

1.2 Historical Cost Convention

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

1.2 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 these Notes.

1.4 Rounding

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

(2) The Local Government Reporting Entity

City of Salisbury is incorporated under the *South Australian Local Government Act 1999* and has its principal place of business at 34 Church Street, Salisbury. These financial statements include the Council's direct operations and all entities through which Council controls resources to carry on its functions.

Other entities in which Council has an interest but does not *control* are reported in Note 19.

(3) Income Recognition

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

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

In other cases, AASB 1058 applies when a not-for-profit (NFP) entity enters into transactions where the consideration to acquire an asset is significantly less than the fair value of the asset principally to enable the entity to further its objectives. The excess of the asset recognised (at fair value) over any related amounts is recognised as income immediately, except in the case where a financial asset has been received to enable the council to acquire or construct a recognisable non-financial asset that is to be controlled by the council. In this case, the council recognises the excess as a liability that is recognised over time in profit and loss when (or as) the entity satisfies its obligations under the transfer.

Notes to the Financial Statements

for the year ended 30 June 2021

Note 1. Summary of Significant Accounting Policies (continued)

In recent years the payment of untied grants (financial assistance grants/local roads/supplementary grants) has varied from the annual allocation as shown in the table below:

Financial Year	Payment Received In Advance \$'000	Comments
2018/19	4,556	Relates to 2019/20
2019/20	4,329	Relates to 2020/21
2020/21	4,737	Relates to 2021/22

Because these grants as applicable for the current reporting period are untied, the Australian Accounting Standards require that payments be recognised upon receipt. Accordingly, the operating results of these periods have been distorted compared to those that would have been reported had the grants been paid in the year to which they were allocated.

The Operating Surplus Ratio disclosed in Note 15 has also been calculated after adjusting for the distortions resulting from the differences between the actual grants received and the grants entitlements allocated.

(4) Cash, Cash Equivalents and other Financial Instruments

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

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

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

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

(5) Inventories

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

5.1 Real Estate Assets Developments

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

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

5.2 Other Real Estate Held for Resale

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

Note 1. Summary of Significant Accounting Policies (continued)

(6) Infrastructure, Property, Plant and 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 and 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 disclosed 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. Significant uncertainties exist in the estimation of fair value of a number of asset classes including land, buildings and associated structures and infrastructure. Further detail of these uncertainties and 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; these reviews are conducted either internally or externally through the completion of asset audits and valuations.

Major depreciation periods for each class of asset are detailed 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.

6.5 Intangible Assets

Intangible Assets have been accounted for in accordance with the requirements of *AASB 138 Intangible Assets*. An item is recognised as an intangible if it meets the definition of an intangible asset, it is probable that future economic benefits will flow to Council and the cost of the asset can be reliably measured.

Intangible Assets are tested for impairment yearly or when there is objective evidence or an indication that these assets may be impaired. Further determinations on useful lives are reviewed annually.

Note 1. Summary of Significant Accounting Policies (continued)

6.6 Impairment

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, are not subject to impairment testing.

Other 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 higher of the present value of future cash inflows or value in use).

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

(7) Payables

7.1 Goods and 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, however during the COVID-19 pandemic Council introduced measures to assist the community and payment terms were amended to 14 day terms up to 31 August 2020. No interest is payable on these amounts.

7.2 Payments Received in Advance and Deposits

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

(8) Borrowings

Borrowings are carried at their principal amounts which represent the present value of future cash flows associated with servicing the debt. Interest is accrued over the period to which it relates, and is recorded as part of 'Payables'.

(9) Employee Benefits

9.1 Salaries, Wages and Compensated Absences

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

Liabilities for employee benefits not expected to be paid or settled within twelve 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 Statewide Superannuation Scheme. The Scheme has two types of membership, each of which is funded differently. 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.

Note 1. Summary of Significant Accounting Policies (continued)

(10) Leases

The Council assesses at contract inception whether a contract is, or contains, a lease. That is, if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

Lease arrangements have been accounted for in accordance with *AASB 16 Leases* which was applied by Council for the first time from 1 July 2019.

10.1 Council as a lessee

The Council recognises lease liabilities to make lease payments and right of use assets representing the right to use the underlying assets.

i) Right of Use Assets

The Council recognises right of use assets at the commencement date of the lease. Right of use assets are measured at cost, less any accumulated depreciation and impairment losses, and adjusted for any remeasurement of lease liabilities. The cost of right of use assets includes the amount of lease liabilities recognised, initial direct costs incurred, lease payments made at or before the commencement date less any lease incentives received and the estimate of costs to be incurred to restore the leased asset. Right of use assets are depreciated on a straight-line basis over the shorter of the lease term and the estimated useful lives of the assets. Land is amortised over a period of 30 years, details for both as follows:

Plant and equipment	3 to 5 years
Water Harvesting Site	30 years

The right of use assets are also subject to impairment. Refer to the accounting policies above.

ii) Lease Liabilities

At the commencement date of the lease, the Council recognises lease liabilities measured at the present value of lease payments to be made over the lease term. In calculating the present value of lease payments, the Council uses its incremental borrowing rate or the interest rate implicit in the lease.

iii) Short term leases and leases of low-value assets

The Council applies the short term lease recognition exemption to its short term leases of machinery and equipment (i.e., those leases that have a lease term of 12 months or less from the commencement date). It also applies the low value assets recognition exemption to leases of office equipment that are considered to be low value. Lease payments on short term leases and leases of low value assets are recognised as expense on a straight-line basis over the lease term.

(11) Equity Accounted Council Businesses

Council participates in cooperative arrangements with other Councils for the provision of services and facilities. Council's interests in cooperative arrangements are accounted for in accordance with *AASB 128 Investments in Associates and Joint Ventures* and set out in detail in Note 19.

(12) GST Implications

In accordance with Interpretation Abstract 1031 '*Accounting for the Goods and Services Tax*'

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

Notes to the Financial Statements

for the year ended 30 June 2021

Note 1. Summary of Significant Accounting Policies (continued)

(13) New accounting standards and UIG interpretations

The Council applied for the first time certain standards and amendments, which are effective for annual periods beginning on or after 1 January 2020. New standards and amendments relevant to the Council are listed below. The Council has not early adopted any other standard, interpretation or amendment that has been issued but is not yet effective.

Amendments to AASB 101 and AASB 108 Definition of Material

The amendments provide a new definition of material that states, *'information is material if omitting, misstating or obscuring it could reasonably be expected to influence decisions that the primary users of general purpose financial statements make on the basis of those financial statements, which provide financial information about a specific reporting entity'*. The amendments clarify that materiality will depend on the nature or magnitude of information, either individually or in combination with other information, in the context of the financial statements. A misstatement of information is material if it could reasonably be expected to influence decisions made by the primary users. These amendments had no impact on the financial statements nor is there expected to be any future impact to the Council.

Standards issued by the AASB not yet effective

The AASB has issued Australian Accounting Standards and Interpretations which are not effective at 30 June 2021, these standards have not been adopted by Council and will be included in the financial statements on their effective date. Where the standard is expected to have a significant impact for Council then further information has been provided in this note.

The following list identifies all the new and amended Australian Accounting Standards, and Interpretation, that were issued but not yet effective at the time of compiling these illustrative statements that could be applicable to Councils.

Effective for NFP annual reporting periods beginning on or after 1 January 2022

- AASB 2020-3 Amendments to Australian Accounting Standards - Annual Improvements 2018-2020 and Other Amendments
- AASB 2014-10 Sale or Contribution of Assets between an Investor and its Associate or Joint Venture (amended by AASB 2015-10 and AASB 2017-5)

Effective for NFP annual reporting periods beginning on or after 1 January 2023

- AASB 2020-1 Amendments to Australian Accounting Standards – Classification of Liabilities as Current or Non-Current and associated standards.

(14) Comparative Figures

To ensure comparability with the current reporting period's figures, some comparative period line items and amounts may have been reclassified or individually reported for the first time within these financial statements and/or the notes.

(15) Disclaimer

Nothing contained within these statements may be taken to be an admission of any liability to any person under any circumstance.

City of Salisbury

Notes to the Financial Statements

for the year ended 30 June 2021

Note 2. Income

\$ '000	2021	2020
(a) Rates		
General Rates		
General Rates	101,670	100,748
Less: Mandatory Rebates	(1,217)	(1,249)
Less: Discretionary Rebates, Remissions and Write Offs	(776)	(362)
Total General Rates	99,677	99,137
Other Rates (Including Service Charges)		
Green Adelaide Board Regional Landscape Levy	2,016	2,067
Salisbury Business Association Separate Rate	118	156
Globe Derby Community Club Separate Rate	7	6
Total Other Rates (Including Service Charges)	2,141	2,229
Other Charges		
Penalties for Late Payment	303	288
Total Other Charges	303	288
Total Rates	102,121	101,654
(b) Statutory Charges		
Development Act Fees	1,536	1,028
Town Planning Fees	832	398
Animal Registration Fees and Fines	821	828
Parking Fines / Expiation Fees	157	316
Other Licences, Fees and Fines	459	425
Total Statutory Charges	3,805	2,995
(c) User Charges		
Water Supply	2,505	2,420
Property Lease	831	875
Cemetery Fees	541	536
Aged and Disability Services	388	450
Waste Disposal Fees	52	9
Sundry	613	504
Total User Charges	4,930	4,794
(d) Investment Income		
Interest on Investments		
- Local Government Finance Authority	46	137
- Banks and Other	61	89
- Loans to Community Groups	13	22
Total Investment Income	120	248

City of Salisbury

Notes to the Financial Statements

for the year ended 30 June 2021

Note 2. Income (continued)

\$ '000	2021	2020
(e) Reimbursements		
Other	270	318
Contract Maintenance	222	251
Street Lighting	–	1,023
Total Reimbursements	492	1,592

(f) Other income

Rebates Received	749	661
Sundry	739	406
Total Other income	1,488	1,067

(g) Grants, Subsidies, Contributions

Amounts Received Specifically for New or Upgraded Assets	5,776	1,277
Total Amounts Received Specifically for New or Upgraded Assets	5,776	1,277
Other Grants, Subsidies and Contributions	6,232	6,780
Untied Financial Assistance Grant	4,147	3,830
Individually Significant Item - Additional Financial Assistance Grant (refer below)	4,737	4,329
Total Other Grants, Subsidies and Contributions	15,116	14,939
Total Grants, Subsidies, Contributions	20,892	16,216

The functions to which these grants, subsidies and contributions relate are disclosed in Note 12, with the exception of Amounts Received Specifically for New or Upgraded Assets.

(i) Sources of grants

Commonwealth Government	5,360	2,876
State Government	14,719	12,738
Other	813	602
Total	20,892	16,216

(ii) Individually Significant Items

Advanced Financial Assistance Grant Recognised as Income	4,737	4,329
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On 9 June 2021, Council received advance payment of the first two quarters of the 2021/2022 Financial Assistance Grant, totalling \$4,737k (comprising \$3,688k in general purpose funding and \$1,049k in untied local road funding). This has materially increased Council's operating results in the current year, as these amounts are recognised as income upon receipt, as detailed in Note 1. Potential material effects will be experienced when the timing of these grant payments are once again restored to a normal schedule.

City of Salisbury

Notes to the Financial Statements

for the year ended 30 June 2021

Note 2. Income (continued)

\$ '000	2021	2020
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(h) Conditions over Grants & Contributions

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	1,043	2,115
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Less:

Expended during the current period from revenues recognised in previous reporting periods

Dry Creek Park Way - City Wide Trails	(200)	(800)
NDIS Participants	(75)	-
Risk and Governance - Special Distribution Fund	(58)	-
OH&S - Special Distribution Fund	(52)	-
Tea Tree Gully Business Advisory Services	(50)	(60)
Preventative WHS Programs - Special Distribution Fund	(39)	-
Mindset for Life Program	(38)	-
Waterwatch	(38)	-
ACE Project (Accredited)	(21)	-
Perspex Screens for Public PC's - Special Distribution Fund	(15)	-
ACE Project (Non-accredited)	(13)	-
Drug and Alcohol Framework	(8)	(7)
Pooraka Farm Family Fun Day	(5)	-
Pauls Drive Valley View - Major Flooding	-	(657)
Fostering Integration Grant	-	(49)
Home and Community Support Program	-	(41)
The Shed Project	-	(5)
Subtotal	(612)	(1,619)

City of Salisbury

Notes to the Financial Statements

for the year ended 30 June 2021

Note 2. Income (continued)

\$ '000	2021	2020
Plus:		
<i>Amounts recognised as revenues in this reporting period but not yet expended in accordance with the conditions</i>		
Technology Drive Mawson Lakes - Dual Traffic	929	–
Verge Development	341	–
Fairbanks Drive Toilets and Sports Facility	323	–
Little Para River Capital Works	317	–
Salisbury Oval Indoor Community Cricket Facility	311	–
Newlyn Terrace Parafield Gardens - Tree Screen Renewal	284	–
Burton Community Hub - Shed and Community Garden	250	–
Mawson Lakes Irrigation System Upgrade	250	–
Strowan Park Picnic and Open Space	174	–
Tea Tree Gully Business Advisory Services	164	182
Morella Community Centre Outdoor Kitchen	144	–
Twelve25 Entry Upgrade and Landscaping	143	–
Redhill Road Ingle Farm - Traffic Improvements	115	–
Mawson Lakes School - Kiss and Drop	100	–
Belfree and Elder Smith Road - Major Traffic	80	–
Waterwatch General	71	38
OH&S - Special Distribution Fund	30	52
Risk and Governance - Special Distribution Fund	6	58
Mindset for Life Program	3	41
NDIS Participants	–	75
Preventative WHS Programs - Special Distribution Fund	–	39
ACE Project (Accredited)	–	21
Perspex Screens for Public PC's - Special Distribution Fund	–	15
ACE Project (Non-Accredited)	–	13
Drug and Alcohol Framework	–	8
Pooraka Farm Family Fun Day	–	5
Other	136	–
Subtotal	4,171	547
Unexpended at the close of this reporting period	4,602	1,043
Net increase (decrease) in assets subject to conditions in the current reporting period	3,559	(1,072)
 (i) Physical Resources Received Free of Charge		
Land and Improvements	86	–
Roads, Bridges and Footpaths	1,551	–
Stormwater Drainage	2,158	–
Total Physical Resources Received Free of Charge	3,795	–

City of Salisbury

Notes to the Financial Statements

for the year ended 30 June 2021

Note 3. Expenses

\$ '000	Notes	2021	2020
(a) Employee costs			
Salaries and Wages		31,083	30,608
Employee Leave Expense		5,344	5,094
Superannuation - Defined Contribution Plan Contributions	18	658	743
Superannuation - Defined Benefit Plan Contributions	18	2,765	2,698
Workers' Compensation Insurance		1,749	1,416
Less: Capitalised and Distributed Costs		(4,483)	(3,696)
Total Operating Employee Costs		37,116	36,863
Total Number of Employees (full time equivalent at end of reporting period)		405	412
(b) Materials, Contracts and Other Expenses			
(i) Prescribed Expenses			
Auditor's Remuneration			
- Auditing the Financial Reports		35	32
Bad and Doubtful Debts		2	2
Elected Members' Expenses		482	472
Election Expenses		36	41
Lease Expense - Low Value Assets / Short Term Leases		143	524
Subtotal - Prescribed Expenses		698	1,071
(ii) Other Materials, Contracts and Expenses			
Contractors		34,779	35,722
Energy		5,186	4,737
Legal Expenses		209	425
Levies Paid to Government - Regional Landscape Levy		2,046	2,038
Levies - Other		360	350
Parts, Accessories and Consumables		2,599	2,874
Insurance		1,102	1,058
Water Rates		800	911
Sundry		4,630	4,081
Subtotal - Other Material, Contracts and Expenses		51,711	52,196
Total Materials, Contracts and Other Expenses		52,409	53,267

City of Salisbury

Notes to the Financial Statements

for the year ended 30 June 2021

Note 3. Expenses (continued)

\$ '000	2021	2020
(c) Depreciation, Amortisation and Impairment		
(i) Depreciation and Amortisation		
Land Improvements	5,754	5,545
Buildings and Other Structures	4,175	3,112
Infrastructure	15,175	14,731
Right-of-Use Assets	449	444
Plant and Equipment	3,128	2,931
Library Books	181	187
Subtotal	28,862	26,950
Total Depreciation, Amortisation and Impairment	28,862	26,950
(d) Finance Costs		
Interest on Loans	532	659
Interest on Leases	98	110
Interest on Cash Advance Debentures	12	8
Total Finance Costs	642	777

Note 4. Asset Disposal and Fair Value Adjustments

\$ '000	2021	2020
Infrastructure, Property, Plant and Equipment		
(i) Assets Renewed or Directly Replaced		
Proceeds from Disposal	581	347
Less: Carrying Amount of Assets Sold	(3,621)	(3,914)
Gain (Loss) on Disposal	(3,040)	(3,567)
(ii) Assets Surplus to Requirements		
Proceeds from Disposal	363	462
Less: Carrying Amount of Assets Sold	(305)	(754)
Gain (Loss) on Disposal	58	(292)
Real Estate Development Assets		
Proceeds from Disposal	2,489	525
Less: Carrying Amount of Assets Sold	(1,106)	(198)
Gain (Loss) on Disposal	1,383	327
Net Gain (Loss) on Disposal or Revaluation of Assets	(1,599)	(3,532)

City of Salisbury

Notes to the Financial Statements

for the year ended 30 June 2021

Note 5. Current Assets

\$ '000	Notes	2021	2020
(a) Cash and Cash Equivalent Assets			
Cash on Hand at Bank		1,021	689
Short Term Deposits		8,780	1,087
Total Cash and Cash Equivalent Assets		9,801	1,776
(b) Trade and Other Receivables			
Rates - General and Other		3,926	3,950
Debtors - General		2,766	2,458
GST Recoupment		983	1,168
Prepayments		535	461
Loans to Community Organisations		32	30
Subtotal		8,242	8,067
Total Trade and Other Receivables		8,242	8,067
(c) Inventories			
Stores and Materials		247	285
Real Estate Developments	6	1,339	1,865
Cemetery Plinths, Vaults and Inurnments		22	35
Total Inventories		1,608	2,185

Note 6. Non-Current Assets

\$ '000	2021	2020
(a) Financial Assets		
Receivables		
Council Rates Postponement Scheme	58	28
Loans to Community Organisations	367	399
Subtotal	425	427
Total Receivables	425	427
Other Financial Assets (Investments)		
Mortgages over Property - Affordable Housing Scheme	615	690
Total Other Financial Assets (Investments)	615	690
Total Financial Assets	1,040	1,117

City of Salisbury

Notes to the Financial Statements

for the year ended 30 June 2021

Note 6. Non-Current Assets (continued)

\$ '000	Notes	2021	2020
(b) Equity Accounted Investments in Council Businesses			
Northern Adelaide Waste Management Authority	19	4,824	3,855
<u>Total Equity Accounted Investments in Council Businesses</u>		<u>4,824</u>	<u>3,855</u>
 Council Solutions was wound up as at 15 October 2019 and the net equity was distributed to the Constituent Councils in line with the respective interests.			
(c) Other Non-Current Assets			
Inventories			
Real Estate Developments		1,395	1,395
Total Inventories		1,395	1,395
Other			
Capital Works-in-Progress		20,731	16,474
Intangible Assets - Water Licenses		210	210
Total Other		20,941	16,684
<u>Total Other Non-Current Assets</u>		<u>22,336</u>	<u>18,079</u>

Other disclosures

Real Estate Developments - Current and Non-Current

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

Residential		2,734	3,260
Total Real Estate for Resale		2,734	3,260
Represented by:			
Acquisition Costs		1,396	1,771
Development Costs		1,338	1,489
Subtotal		2,734	3,260
(i) Apportionment of Real Estate Developments			
Current Assets		1,339	1,865
Non-Current Assets		1,395	1,395

Notes to the Financial Statements

for the year ended 30 June 2021

Note 7. Infrastructure, Property, Plant and Equipment

(a(i)) Infrastructure, Property, Plant and Equipment

	Fair Value Level	as at 30/06/20				Asset movements during the reporting period						as at 30/06/21			
		At Fair Value	At Cost	Accumulated Depreciation	Carrying amount	Transition adjustment - AASB 16	Asset Additions New / Upgrade	Asset Additions Renewals	WDV of Asset Disposals	Depreciation Expense (Note 3c)	Revaluation Increments to Equity (ARR) (Note 9)	At Fair Value	At Cost	Accumulated Depreciation	Carrying amount
Land - Other	2	474,567	-	-	474,567	-	376	-	(86)	-	12,869	487,726	-	-	487,726
Land Improvements	3	198,484	-	(79,445)	119,039	-	7,675	3,730	(472)	(5,754)	666	206,252	-	(81,368)	124,884
Buildings and Other Structures	3	121,857	-	(27,065)	94,792	-	1,267	1,847	(198)	(4,175)	9,509	151,019	-	(47,977)	103,042
Infrastructure	3	1,249,584	-	(440,247)	809,337	-	12,319	9,965	(2,864)	(15,175)	5,637	1,282,339	-	(463,120)	819,219
Right-of-Use Assets		-	3,034	(444)	2,590	-	114	-	-	(449)	-	-	3,148	(893)	2,255
Plant and Equipment		-	32,013	(17,619)	14,394	-	501	862	(307)	(3,128)	-	-	32,470	(20,148)	12,322
Library Books		-	2,494	(1,242)	1,252	-	156	-	-	(181)	-	-	2,416	(1,188)	1,228
Total Infrastructure, Property, Plant & Equipment		2,044,492	37,541	(566,062)	1,515,971	-	22,408	16,404	(3,927)	(28,862)	28,681	2,127,336	38,034	(614,694)	1,550,676
Comparatives		1,977,818	28,707	(547,860)	1,458,665	3,034	57,270	17,776	(4,668)	(26,950)	10,844	2,044,492	37,541	(566,062)	1,515,971

Notes to the Financial Statements

for the year ended 30 June 2021

Note 7. Infrastructure, Property, Plant and Equipment (continued)

(b) Valuation of Infrastructure, Property, Plant & Equipment & Investment Property

Valuation of Assets

Council measures and recognises the following assets at fair value on a recurring basis after initial recognition:

- Land
- Land Improvements
- Infrastructure
- Buildings and Other Structures

Council does not subsequently measure any liabilities at fair value on a recurring basis, or any assets or liabilities at fair value on a non-recurring basis.

a) Fair Value Hierarchy

AASB 13 *Fair Value Measurement* requires the disclosure of fair value information according to the relevant level in the fair value hierarchy. This hierarchy categorises fair value measurements into one of three possible levels based on the lowest level that a significant input can be characterised into. The levels are outlined below:

Level 1

Measurements based on quoted prices (unadjusted) in active markets for identical assets that the entity can access at the measurement date.

Level 2

Measurements based on inputs other than quoted prices included in Level 1 that are observable for the asset, either directly or indirectly.

Level 3

Measurements based on unobservable inputs for the asset.

The fair value of assets that are not traded in an active market is determined using one or more valuation techniques. These valuation techniques maximise, to the extent possible, the use of observable market data. If all significant inputs required to measure fair value are observable, the asset is included in Level 2. If one or more significant inputs are not based on observable market data, the asset or liability is included in Level 3.

b) Valuation Techniques

Council selects valuation techniques that are appropriate in the circumstances and for which sufficient data is available to measure fair value. The availability of sufficient and relevant data primarily depends upon the specific characteristics of the asset being measured. The valuation techniques selected by Council are consistent with one or more of the following valuation approaches:

- *Market Approach* uses prices and other relevant information generated by market transactions involving identical or similar assets.
- *Income Approach* converts estimated future cash flows or income and expenses into a single current (ie. discounted) value.
- *Cost Approach* reflects the current replacement cost of an asset at its current service capacity.

Each valuation technique requires inputs that reflect the assumptions that buyers and sellers would use when pricing the asset, including assumptions about risks. When selecting a valuation technique, Council gives priority to those techniques that maximise the use of observable inputs and minimise the use of unobservable inputs. Inputs that are developed using market data (such as publicly available information on actual transactions) and reflect the assumptions that buyers and sellers would generally use when pricing the asset or liability are considered observable, whereas inputs for which market data is not available and therefore are developed using the best information available about such assumptions are considered unobservable.

During 2017/18 Council initially undertook a review of the internal overhead costs, such as project management, supervision and design, that are directly related to the renewal of Council's Transport and Stormwater assets. The purpose of the review was to ensure that the appropriate level of direct internal overhead costs (expressed as a percentage) were being reflected in the unit rates that are utilised to revalue these asset classes. These overhead percentages were independently reviewed by Tonkin Consulting and continue to be incorporated into their review of Council's Asset Valuations.

Notes to the Financial Statements

for the year ended 30 June 2021

Note 7. Infrastructure, Property, Plant and Equipment (continued)

c) 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 and Equipment	5,000
Plant and Light Vehicles	5,000
Buildings - new construction/extensions	10,000
Park and Playground Furniture and Equipment	5,000
Road construction and reconstruction	10,000
Paving and Footpaths, Kerb and Gutter	5,000
Drains and Culverts	10,000
Reticulation Extensions	5,000
Sidelines and household connections	5,000
Artworks	5,000

d) 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 and Equipment

Office Equipment	3 to 10 years
Office Furniture	3 to 10 years
Vehicles and Road-making Equipment	2 to 20 years
Other Plant and Equipment	3 to 20 years

Building and Other Structures

Building Components	10 to 120 years
Playground Equipment	15 to 25 years
Benches, Seats, etc	10 to 15 years

Infrastructure

Roads - Seal	20 to 40 years
Roads - Base	50 to 150 years
Roads - Sub-Base	150 to 300 years
Unsealed Roads	5 to 10 years
Bridges	100 years
Footpaths	8 to 80 years
Kerb, Gutter and Medians	50 to 300 years
Drainage Pipes	80 to 100 years
Culverts, Headwalls and Junction Boxes	40 to 100 years
Dams and Reservoirs	400 years
Bores	75 years
Reticulation Pipes - PVC	50 to 80 years
Pumps and Telemetry	10 to 50 years

Other Assets

Library Books	3 to 7 years
Artworks/Local History	Indefinite
Street Trees	50 years
Right of Use Assets	3 to 5 years

Notes to the Financial Statements

for the year ended 30 June 2021

Note 7. Infrastructure, Property, Plant and Equipment (continued)

e) Table of Fair Values 2020/21

	Level 1 \$'000s	Level 2 \$'000s	Level 3 \$'000s	Total \$'000s
Land	-	487,726	-	487,726
Land Improvements	-	-	124,884	124,884
Buildings and Other Structures	-	3,790	99,252	103,042
Infrastructure	-	-	819,219	819,219
Total	-	491,516	1,043,355	1,534,871

f) Disclosed Fair Value Measurements

Asset Category	Fair Value Hierarchy Level	Valuation Technique	Fair Value \$'000s
Land	2	Market Value	487,726

Valuations of assets in this category are undertaken using the State Valuer Generals Site Values.

Asset Category	Fair Value Hierarchy Level	Valuation Technique	Fair Value \$'000s
Land Improvements	3	Cost Approach	124,884

Valuations of assets in this category are undertaken via one of the following methods:

a. Independent valuations are provided by Tonkin Consulting using a methodology that utilises observable Council specific contract rates to derive a unit rate used to calculate a current replacement cost for each asset. Assets valued via this method include Footpaths and Carpark Pavement/Seals all situated on Council Reserves.

b. Revalued using the Local Government Pricing Index (LGPI) for 2020/21. Assets valued via this method include Fencing, Irrigation Equipment, Playgrounds, Sports Courts/Facilities, Reserve Furniture, Landscaping and Other Structures all situated on Council Reserves.

c. Independent valuations provided by Tonkin Consulting in 2020/21 using a methodology that utilises observable Council cost information as well as their knowledge of the water industry and references to various construction guides (such as Rawlinsons Australian Construction Handbook) to derive an index for each asset component associated with Councils Recycled Stormwater Business Unit, which includes assets such as Pipework, Pumps, Bores, Valves, Electrical and Computer Equipment. In 2020/21, an independent valuation of the current replacement cost for these assets was undertaken using an ASR Asset Price Index provided by Tonkin Consulting, derived from references to various construction guides (such as Rawlinsons Australian Construction Handbook).

d. Independent valuations initially provided by JLL in 2017/18 using a methodology that utilises observable rates and cost information from their research across the Playground and Fitness Equipment industries. Assets valued via this method included Playgrounds and Fitness Equipment. These assets have been revalued from 2018/19 to 2020/21 utilising the Local Government Pricing Index (LGPI).

Notes to the Financial Statements

for the year ended 30 June 2021

Note 7. Infrastructure, Property, Plant and Equipment (continued)

Asset Category	Fair Value Hierarchy Level	Valuation Technique	Fair Value \$'000s
Building and Other Structures	2	Market Value	3,790
Building and Other Structures	3	Cost Approach	99,252
Total			103,042

Valuation of assets in this category are undertaken via the following method:

a. Independent market valuations were provided by Public Private Property for the 2020/21 financial year using a methodology that utilises observable, comparable market sales data in the Salisbury Council area.

Independent valuation of the current replacement cost for buildings at a component level was undertaken by Sprutt - Professional Engineering Services and Public Private Property as at 1 July 2020 using a methodology that utilises observable rates and cost information from their extensive knowledge across Building Infrastructure. As at 30 June 2021 for the 2020/21 financial year, an independent valuation of the current replacement cost for these assets was undertaken using Building Component Indexes provided by Tonkin Consulting, derived from references to the Rawlinsons Australian Construction Handbook.

Asset Category	Fair Value Hierarchy Level	Valuation Technique	Fair Value \$'000s
Infrastructure	3	Cost Approach	819,219

Valuation of assets in this category are undertaken via one of the following methods:

a. Independent valuations are provided by Tonkin Consulting using a methodology that utilises observable Council specific contract rates to derive a unit rate used to calculate a current replacement cost for each asset. Assets valued via this method include Footpaths, Kerbing, Carpark Pavements/Seals, Road Pavement/Seals and Drainage Pipes/Pits all situated on or under Council Roads.

b. Independent valuations initially provided by SMEC in 2016/17 using a methodology that utilises observable rates and cost information from their extensive knowledge of water retention related infrastructure. Assets valued via this method include Major Drainage Dams. In the financial years from 2017/18 to 2020/21 these assets were revalued using the LGPI.

c. Revalued using the LGPI. Assets valued via this method include Bridges, Irrigation Equipment on Roads, Road Furniture, Landscaping on Roads, Open Drainage Systems and Minor Drainage Dams.

The requirements of AASB 13 Fair Value Measurement have been applied to all valuations undertaken since 1 July 2013. There has been no change in the valuation technique(s) used to calculate the fair values disclosed in the financial statements from previous years.

Note 7. Infrastructure, Property, Plant and Equipment (continued)

Highest and best use

All of Council's non financial assets are considered as being utilised for their highest and best use, unless market or other factors suggest a different use by market participants would maximise the value of the asset.

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.

Land

Much of the land under Councils care and control is Crown land or has been declared as community land under the provision of the *Local Government Act 1999*. Other types of restrictions on the land may also apply. Valuations of this land are based on the State Valuer Generals Site Values, which are based on observable sales in an active market of similar properties with a similar land use on both vacant land and land with improvements. Adjustments to these values are then made by the State Valuer General taking into consideration the highest and best use of the property e.g. if there is a single house on the land but zoning would allow it to be divided for home units.

Infrastructure, Buildings and Land Improvements

As there is no known active market for the majority of infrastructure, building and land improvement assets owned by Council, these assets have been valued at current replacement cost using the *Cost Approach*. Upon revaluation, the current replacement cost and accumulated depreciation are restated such that the difference (the current replacement cost) represents the fair value of the asset determined in accordance with *AASB 13 Fair Value Measurement*.

This method involves the determination of the current cost to construct the asset (or its modern engineering equivalent) and then calculating the value of its remaining service capacity (current replacement cost). Council utilise a number of observable and unobservable inputs in the calculation of these values which may include:

Observable Inputs:

- Council specific contract rates
- Recent construction costs for similar assets
- Independent valuations

Unobservable Inputs/Estimates:

- Quantities of materials used
- Economic (Useful) Lives of assets
- Residual Value of assets
- Preserved Value of assets
- Pattern of consumption of an assets economic benefits
- Condition
- Obsolescence
- Impairment
- Industry construction pricing indexes e.g. Rawlinson's Construction Handbook and Cost Guide
- Other construction pricing indexes e.g. Local Government Pricing Index which is an index developed by the Australian Bureau of Statistics and is prepared quarterly by the South Australia Centre for Economic Studies and is based on price movements in the goods and services purchased by Local Governments.

Intangible Assets

Intangible Assets have been accounted for in accordance with the requirements of *AASB 138 Intangible Assets*. Council has purchased from the market in arm's length transactions, Water Licences that enable the harvesting and sale of stormwater, and is of the opinion that these Water Licences meet the definition and requirements of Intangible Assets, specifically Intangible Assets with an indefinite useful life. Initial recognition of these Water Licences is at cost, and after initial recognition they are carried at cost less any accumulated impairment losses.

Testing for impairment, in accordance with *AASB 136 Impairment of Assets*, is undertaken annually, or whenever there may be an indication that the intangible assets may be impaired. The determination that these Water Licences have an indefinite useful life is reviewed annually to determine whether events and circumstances continue to support an indefinite useful life assessment.

Note 7. Infrastructure, Property, Plant and Equipment (continued)

Street Trees

Council is of the opinion that street trees and tree screens are tangible assets that Council uses to support the provision of environmental and recreational services to the community, and have an initial cost that can be reliably measured, that is the cost of planting and establishment. It is therefore considered that costs relating to tree plantings for Street Tree and Tree Screen renewal programs only meet the recognition criteria of property, plant and equipment and are recognised as an asset.

Plant, Furniture and Fittings

Assets are carried at cost, less any accumulated depreciation and impairment losses.

Library Books

Library books are accounted for under the replacement method. Library stock at 30 June 2021 is valued using nominal values recommended by the Public Library Service (PLS). 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.

Right of Use Assets

Valued as the initial measurement of the lease liability being the present value of future lease payments and any initial direct costs, pre-paid lease payments and any estimated costs to dismantle.

City of Salisbury

Notes to the Financial Statements

for the year ended 30 June 2021

Note 8. Liabilities

\$ '000	Notes	2021 Current	2021 Non Current	2020 Current	2020 Non Current
(a) Trade and Other Payables					
Goods and Services		11,502	–	10,104	–
Payments Received in Advance		2,560	–	1,558	–
Accrued Expenses - Employee Entitlements		356	–	238	–
Accrued Expenses - Other		32	–	45	–
Deposits, Retentions and Bonds		348	–	122	–
<u>Total Trade and Other Payables</u>		<u>14,798</u>	<u>–</u>	<u>12,067</u>	<u>–</u>

(b) Borrowings

Loans		1,735	5,090	1,773	6,825
Lease Liabilities	17b	415	1,923	287	2,415
<u>Total Borrowings</u>		<u>2,150</u>	<u>7,013</u>	<u>2,060</u>	<u>9,240</u>

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

(c) Provisions

Salisbury Memorial Park Maintenance Provision		–	100	–	90
Mortgage Loss Provision		–	16	–	23
Employee Entitlements (including oncosts)		7,873	1,717	7,722	1,654
<u>Total Provisions</u>		<u>7,873</u>	<u>1,833</u>	<u>7,722</u>	<u>1,767</u>

Movements in Provisions

2021 (current and non-current)	Salisbury Memorial Park Maintenance Provision 2021	Mortgage Loss Provision 2021
Opening Balance	90	23
Additional Amounts Recognised	10	(7)
Closing Balance	100	16

City of Salisbury

Notes to the Financial Statements

for the year ended 30 June 2021

Note 9. Reserves

\$ '000	as at 30/06/20		as at 30/06/21
	Opening Balance	Increments (Decrements)	Closing Balance
(a) Asset Revaluation Reserve			
Land - Other	373,924	12,869	386,793
Land Improvements	28,195	666	28,861
Buildings and Other Structures	7,198	9,509	16,707
Infrastructure	706,398	5,637	712,035
Library Books	2,338	–	2,338
Total Asset Revaluation Reserve	1,118,053	28,681	1,146,734
Comparatives	1,107,209	10,844	1,118,053

\$ '000	as at 30/06/20			as at 30/06/21
	Opening Balance	Tfrs to Reserve	Tfrs from Reserve	Closing Balance
(b) Other Reserves				
Development and Public Infrastructure Reserve	1,430	534	(208)	1,756
Open Space Reserve	1,356	225	(100)	1,481
Car Parking Reserve	947	4	–	951
Property Disposal Reserve	751	1,686	–	2,437
Mausoleum Perpetual Care Reserve	858	17	–	875
Salisbury Memorial Park Reserve	912	3	–	915
Carried Forward Funds Reserve	18,595	26,089	(18,595)	26,089
Salisbury Water Business Unit Reserve	2,109	955	–	3,064
Total Other Reserves	26,958	29,513	(18,903)	37,568
Comparatives	20,585	19,517	(13,144)	26,958

City of Salisbury

Notes to the Financial Statements

for the year ended 30 June 2021

Note 9. Reserves (continued)

PURPOSES OF RESERVES

Asset Revaluation Reserves

The asset revaluation reserve is used to record increments and decrements arising from changes in fair value of non current assets (less any subsequent impairment losses, where applicable).

Development and Public Infrastructure Reserve

The Development and Public Infrastructure Reserve contains developer contributions towards future footpaths, street signs and street trees specific to the development site. It also contains developer contributions towards future works associated with drainage systems, water pipes and pumps, Council road network, trails and bridges necessary to facilitate the development and external to the development site.

Open Space Reserve

For developer contributions received that are to be utilised towards the future acquisition of open space areas.

Carpark Reserve

For the provision of future renewal and maintenance of car parking areas within the Salisbury Town Centre, Ingle Farm Town Centre and Mawson Lakes Town Centre.

Property Disposal Reserve

To retain the proceeds of any property sales, including surplus land and redevelopments, under the provision of Section 194 of the *Local Government Act 1999* and subject to compliance with all legal requirements thereof, and the cash proceeds received from Council's real estate developments. These proceeds are to be utilised to repay current debt or reduce future borrowing requirements.

Mausoleum Perpetual Care Fund Reserve

To provide maintenance for the Mausoleum situated 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

Generated by the allocation of surpluses, and offset by deficits resulting from the operations of the Salisbury Water Business Unit. Allocations from the Reserve can only be made following a resolution of Council and can only be utilised to fund either business development, asset renewal, offset losses or to distribute dividends to Council.

City of Salisbury

Notes to the Financial Statements

for the year ended 30 June 2021

Note 10. Assets Subject to Restrictions

\$ '000	2021	2020
<p>The uses of the following assets are restricted, wholly or partially, by legislation or other externally imposed requirements. The assets are required to be utilised for the purposes for which control was transferred to Council, or for which the revenues were originally obtained.</p>		
Cash and Financial Assets		
Open Space Contributions	1,481	1,356
Developer Contributions	2,706	2,377
Unexpended Grants and Subsidy Funds	4,602	1,043
Total Cash and Financial Assets	8,789	4,776
Total Assets Subject to Externally Imposed Restrictions	8,789	4,776

Open Space Contributions are received primarily to fund reserves/playspaces and other recreational areas within new subdivisions. Developer Contributions are received primarily to fund infrastructure works in new subdivisions. These funds are held in Reserves (as disclosed in Note 9) until required and as such are regarded as restricted. Grant and Subsidy Funds received but not yet expended are regarded as restricted, and are disclosed in Note 2h.

City of Salisbury

Notes to the Financial Statements

for the year ended 30 June 2021

Note 11. Reconciliation to Statement of Cash Flows

\$ '000	Notes	2021	2020
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(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 Statement of Cash Flows is reconciled to the related items in the Balance Sheet as follows:

Total Cash and Equivalent Assets	5	9,801	1,776
Balances per Statement of Cash Flows		9,801	1,776

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

Net Surplus/(Deficit)		17,985	7,265
Non-Cash Items in Income Statements			
Depreciation, Amortisation and Impairment		28,862	26,950
Equity Movements in Equity Accounted Investments (Increase)/Decrease		(970)	(88)
Non-Cash Asset Acquisitions		(3,795)	–
Grants for capital acquisitions treated as Investing Activity		(5,776)	(1,277)
Net (Gain) Loss on Disposals		1,599	3,532
		37,905	36,382
Add (Less): Changes in Net Current Assets			
Net (Increase)/Decrease in Receivables		(203)	892
Net (Increase)/Decrease in Inventories		51	(28)
Net (Increase)/Decrease in Other Assets		–	(44)
Net Increase/(Decrease) in Trade & Other Payables		2,507	(4,731)
Net Increase/(Decrease) in Unpaid Employee Benefits		214	468
Net Increase/(Decrease) in Other Provisions		3	10
Net Cash provided by (or used in) operations		40,477	32,949

(c) Financing Arrangements

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

Bank Overdrafts	500	500
Corporate Credit Cards	500	500
LGFA Cash Advance Debenture Facility	50,317	78,917

The bank overdraft facilities may be drawn at any time and may be terminated by the bank without notice.

Notes to the Financial Statements
for the year ended 30 June 2021

Note 12(a). Functions

	Income, Expenses and Assets have been directly attributed to the following Functions / Activities. Details of these Functions/Activities are provided in Note 12(b).											
	2021	INCOME 2020	2021	EXPENSES 2020	2021	SURPLUS (DEFICIT) 2021	OPERATING 2020	2021	GRANTS INCLUDED IN INCOME 2020	2021	TOTAL ASSETS HELD (CURRENT & NON-CURRENT) 2021	2020
\$ '000												
Functions/Activities												
Public Order and Safety	3,889	2,941	3,960	3,705	(71)	(764)	—	—	—	582	879	
Health	210	242	1,586	1,757	(1,376)	(1,515)	5	5	5	5,112	529	
Social Security and Welfare	3,517	3,528	8,586	7,586	(5,069)	(4,058)	3,048	2,996	3,048	15,692	25,221	
Housing and Community Services	3,653	4,470	37,252	31,139	(33,599)	(26,669)	248	230	248	495,900	483,403	
Recreation and Culture	1,123	1,156	35,266	30,251	(34,143)	(29,095)	574	614	574	491,546	470,930	
Transport and Communication	3,350	4,081	18,643	19,413	(15,293)	(15,332)	3,324	4,080	3,324	507,828	498,906	
Economic Affairs	135	155	7,621	6,297	(7,486)	(6,142)	32	63	32	88	256	
Other, Not Attributed and Admin	112,195	110,716	6,115	17,709	106,080	93,007	7,885	6,951	7,885	81,779	70,926	
Total Functions/Activities	128,072	127,289	119,029	117,857	9,043	9,432	15,116	14,939	15,116	1,598,527	1,551,050	

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

City of Salisbury

Notes to the Financial Statements

for the year ended 30 June 2021

Note 12(b). Components of Functions

The activities relating to Council functions are as follows:

Public Order and 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 a senior leisure centre, aged care services, youth services and community information.

Housing and Community Services

Town planning, community development planning, road sweeping, roadside rubbish collection, domestic refuse collection, operating of waste transfer station, stormwater drainage, operation of the St Kilda Mangrove trail, street signs, landscape design, tree management and operation of cemetery.

Recreation and Culture

Maintenance and operation of libraries, recreation centres, swimming pool, community centres, parks, gardens and reserves, clubrooms, playgrounds, sports grounds and halls.

Transport and Communication

Construction and maintenance of roads, footpaths, bridges, parking facilities and bus shelters.

Economic Affairs

Building Act administration, economic initiatives, tourism.

Other, Not Attributed and 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.

Note 13. Financial Instruments

Recognised Financial Instruments

Bank, Deposits at Call, Short Term Deposits

Accounting Policy:

Initially recognised at fair value and subsequently measured at amortised cost, interest is recognised when earned.

Terms and Conditions:

Deposits are returning fixed interest rates between 0.30% and 0.45% (2020: 1.3% and 1.9%). Short term deposits have an average maturity of 30 days and an average interest rate of 0.375% (2020: 91 days and 1.6%).

Carrying Amount:

Approximates fair value due to the short term to maturity.

Receivables - Rates and Associated 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 and Conditions:

Secured over the subject land, arrears attract interest of 2% (2020: 2.0%). 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 and 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 and Conditions:

Unsecured, and do not bear interest. 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 and 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.

City of Salisbury

Notes to the Financial Statements

for the year ended 30 June 2021

Note 13. Financial Instruments (continued)

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 and Conditions:

Liabilities are normally settled on 30 day terms, however due to the financial impacts of COVID-19 on the community terms were changed by Council to settle on 14 day terms from March 2020 and subsequently reverted back to 30 day terms at the end of August 2020.

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 and Conditions:

Secured over future revenues, borrowings are repayable biannually; interest is charged at fixed rates between 4.0% and 7.01% (2020: 4.0% and 7.01%).

Carrying Amount:

Approximates fair value.

Liabilities - Leases

Accounting Policy:

Accounted for in accordance with *AASB 16 Leases* as stated in Note 17.

City of Salisbury

Notes to the Financial Statements

for the year ended 30 June 2021

Note 13. Financial Instruments (continued)

\$ '000	Due < 1 year	Due > 1 year & ≤ 5 years	Due > 5 years	Total Contractual Cash Flows	Carrying Values
Financial Assets					
2021					
Cash and Cash Equivalents	9,801	–	–	9,801	9,801
Receivables	6,724	425	–	7,149	7,149
Other Financial Assets	–	–	615	615	615
Total Financial Assets	16,525	425	615	17,565	17,565
Financial Liabilities					
Payables	12,238	–	–	12,238	12,238
Current Borrowings	2,154	–	–	2,154	1,735
Non-Current Borrowings	–	5,612	201	5,813	5,090
Leases	415	1,923	–	2,338	2,338
Total Financial Liabilities	14,807	7,535	201	22,543	21,401
2020					
Cash and Cash Equivalents	1,776	–	–	1,776	1,776
Receivables	6,438	427	–	6,865	6,865
Other Financial Assets	–	–	690	690	690
Total Financial Assets	8,214	427	690	9,331	9,331
Financial Liabilities					
Payables	10,509	–	–	10,509	10,509
Current Borrowings	2,310	–	–	2,310	1,773
Non-Current Borrowings	–	7,721	246	7,967	6,825
Leases	287	2,415	–	2,702	2,702
Total Financial Liabilities	13,106	10,136	246	23,488	21,809

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

\$ '000	2021		2020	
	Weighted Avg Interest Rate	Carrying Value	Weighted Avg Interest Rate	Carrying Value
Overdraft	6.47%	–	6.47%	–
Fixed Interest Rates	5.82%	6,825	5.99%	8,598
		6,825		8,598

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.

City of Salisbury

Notes to the Financial Statements

for the year ended 30 June 2021

Note 13. Financial Instruments (continued)

Risk Exposures

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

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

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

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

Note 14. Capital Expenditure and Investment Property Commitments

\$ '000	2021	2020
(a) Capital Commitments		
Capital expenditure committed for at the reporting date but not recognised in the financial statements as liabilities:		
Buildings	1,679	2,530
Infrastructure	16,049	5,904
Plant & Equipment	931	715
	<u>18,659</u>	<u>9,149</u>
These expenditures are payable:		
Not later than one year	<u>18,659</u>	<u>9,149</u>
	<u>18,659</u>	<u>9,149</u>

(b) Other Expenditure Commitments

Other non-capital expenditure commitments in relation to investment properties at the reporting date but not recognised in the financial statements as liabilities:

Audit Services	<u>33</u>	<u>33</u>
	<u>33</u>	<u>33</u>
These expenditures are payable:		
Not later than one year	<u>33</u>	<u>33</u>
	<u>33</u>	<u>33</u>

City of Salisbury

Notes to the Financial Statements

for the year ended 30 June 2021

Note 15. Financial Indicators

\$ '000	Amounts 2021	Indicator 2021	Indicators 2020	Indicators 2019
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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.

1. Operating Surplus Ratio

Operating Surplus	10,013			
Total Operating Income	129,042	7.8%	7.5%	11.3%

This ratio expresses the operating surplus as a percentage of total operating revenue.

2. Net Financial Liabilities Ratio

Net Financial Liabilities	14,584			
Total Operating Income	129,042	11.3%	17.2%	2.4%

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.

Adjustments to Ratios

In recent years the Federal Government has made advance payments prior to 30 June from future year allocations of financial assistance and supplementary local roads grants, as explained in Note 1. The Adjusted Operating Surplus Ratio adjusts for the resulting distortion in the disclosed operating result for each year.

Adjusted Operating Surplus Ratio

Operating Surplus	9,605			
Total Operating Income	128,634	7.5%	7.6%	9.9%

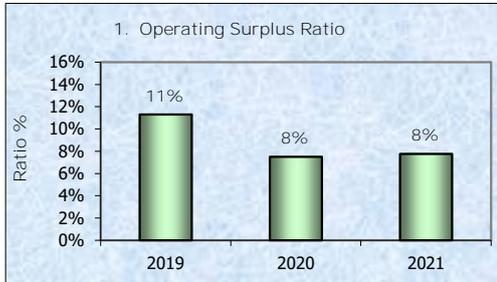
3. Asset Renewal Funding Ratio

Net Asset Renewals	13,590			
Infrastructure & Asset Management Plan required expenditure	17,881	76.0%	103.5%	82.2%

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.

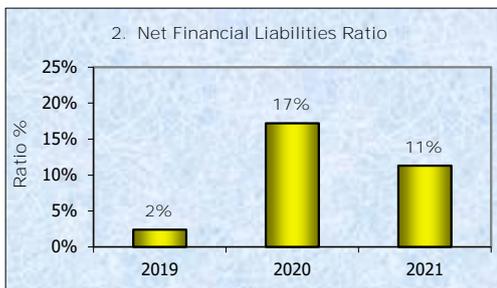
Notes to and forming part of the Financial Statements
for the year ended 30 June 2021

Note 15. Financial Indicators - Graphs (continued)



Purpose of Operating Surplus Ratio

This indicator is to determine the percentage the operating revenue varies from operating expenditure



Purpose of Net Financial Liabilities Ratio

This indicator shows the significance of the net amount owed to others, compared to operating revenue



Purpose of Adjusted Operating Surplus Ratio

This indicator is to determine the percentage the operating revenue (adjusted for timing differences in the Financial Assistance Grant) varies from operating expenditure



Purpose of Asset Renewal Funding Ratio

This indicator aims to determine if assets are being renewed and replaced in an optimal way

Notes to the Financial Statements

for the year ended 30 June 2021

Note 16. Uniform Presentation of Finances

\$ '000	2021	2020
<p>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.</p> <p>All Councils in South Australia have agreed to summarise annual budgets and long-term financial plans on the same basis.</p> <p>The arrangements ensure that all Councils provide a common 'core' of financial information, which enables meaningful comparisons of each Council's finances.</p>		
Income	129,042	127,391
less Expenses	(119,029)	(117,871)
Operating Surplus / (Deficit)	10,013	9,520
Net Outlays on Existing Assets		
Capital Expenditure on Renewal and Replacement of Existing Assets	(14,171)	(17,745)
add back Depreciation, Amortisation and Impairment	28,862	26,950
add back Proceeds from Sale of Replaced Assets	581	347
	15,272	9,552
Net Outlays on New and Upgraded Assets		
Capital Expenditure on New and Upgraded Assets (including Investment Property and Real Estate Developments)	(27,833)	(41,645)
add back Amounts Received Specifically for New and Upgraded Assets	5,776	1,277
add back Proceeds from Sale of Surplus Assets (including investment property, real estate developments & non-current assets held for resale)	2,852	987
	(19,205)	(39,381)
Net Lending / (Borrowing) for Financial Year	6,080	(20,309)

Notes to the Financial Statements

for the year ended 30 June 2021

Note 17. Leases

(i) Council as a lessee

Terms and conditions of leases

Council leases information technology equipment and a parcel of land utilised as part of its recycled water operations. The repayments for the information technology assets are fixed and the land is subject to yearly increases in-line with contractual requirements. Information technology leases are either 3 or 5 year terms, and the land has a contractual agreement in place until 2048, with another right of renewal.

Set out below are the carrying amounts of right-of-use assets recognised within Infrastructure, Property, Plant and Equipment and the movements during the period:

(a) Right of use assets

\$ '000	Information Technology Assets	Land	Total
2021			
Opening balance	1,429	1,161	2,590
Additions to right-of-use assets	32	–	32
Adjustments to right-of-use assets due to re-measurement of lease liability	82	(1)	81
Depreciation charge	(407)	(41)	(448)
Balance at 30 June	1,136	1,119	2,255
2020			
Opening balance	1,832	1,202	3,034
Additions to right-of-use assets	–	–	–
Adjustments to right-of-use assets due to re-measurement of lease liability	–	–	–
Depreciation charge	(403)	(41)	(444)
Balance at 30 June	1,429	1,161	2,590

City of Salisbury

Notes to the Financial Statements

for the year ended 30 June 2021

Note 17. Leases (continued)

(b) Lease liabilities

Set out below are the carrying amounts of lease liabilities (included under interest-bearing loans and borrowings) and the movements during the period:

\$ '000	2021	2020
Balance at 1 July	2,702	3,034
Additions	32	–
Accretion of interest	98	112
Payments	(512)	(444)
Other	18	–
Balance at 30 June	2,338	2,702
Classified as:		
Current	415	399
Non Current	1,923	2,303

The maturity analysis of lease liabilities is included in Note 13.

The Group had total cash outflows for leases of \$592k.

The following are the amounts recognised in profit or loss:

Depreciation expense of Right-of-Use Assets	449	444
Interest expense on lease liabilities	98	112
Expense relating to short term leases	143	524
Total amount recognised in profit or loss	690	1,080

City of Salisbury

Notes to the Financial Statements

for the year ended 30 June 2021

Note 17. Leases (continued)

(ii) Council as a lessor

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.

(i) 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.

\$ '000	2021	2020
Future minimum rentals receivable under non-cancellable operating leases as at 30 June, are as follows:		
Not later than one year	1,033	878
Later than one year and not later than 5 years	2,779	2,843
Later than 5 years	2,599	3,467
	<u>6,411</u>	<u>7,188</u>

Note 18. Superannuation

The Council makes employer superannuation contributions in respect of its employees to Statewide Super (formerly Local Government Superannuation Scheme). There are two types of membership, each of which is funded differently. Permanent and contract employees of the South Australian Local Government sector with Salarylink benefits prior to 24 November 2009 have the option to contribute to the Accumulation section and/or Salarylink. All other employees (including casuals) have all contributions allocated to the Accumulation section.

Accumulation only Members

Accumulation only members receive both employer and employee contributions on a progressive basis. Employer contributions are based on a fixed percentage of ordinary time earnings in accordance with superannuation guarantee legislation (9.50% in 2020/21; 9.50% in 2019/20). 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 Fund's Trustee based on advice from the appointed Actuary. The rate is currently 6.3% (6.3% in 2019/20) of "superannuation" salary.

In addition, Council makes a separate contribution of 3% of ordinary time earnings for Salarylink members to their Accumulation account. Employees also make member contributions to the Salarylink section of the Fund. As such, assets accumulate in the Salarylink section of the Fund to meet the member's benefits, as defined in the Trust Deed, as they accrue.

The Salarylink section is a multi-employer sponsored plan. As the Salarylink section's assets and liabilities are pooled and are not allocated by each employer, and employees may transfer to another employer within the local government sector and retain membership of the Fund, the Actuary is unable to allocate benefit liabilities, assets and costs between employers. As provided by AASB 119.34(a), Council does not use defined benefit accounting for these contributions.

The most recent actuarial investigation was conducted by the Fund's actuary, Louise Campbell, FIAA, of Willis Towers Watson as at 30 June 2020. 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.

City of Salisbury

Notes to the Financial Statements

for the year ended 30 June 2021

Note 19. Interests in Other Entities

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

\$ '000	Council's Share of Net Income		Council's Share of Net Assets	
	2021	2020	2021	2020
Council's Share of Net Income				
Joint Ventures	970	88	4,824	3,855
Total Council's Share of Net Income	970	88	4,824	3,855

((a)i) Joint Ventures, Associates and Joint Operations

(a) Carrying Amounts

\$ '000	Principal Activity	2021	2020
Northern Adelaide Waste Management Authority	Waste Management	4,824	3,855
Total Carrying Amounts - Joint Ventures and Associates		4,824	3,855

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.

Whilst the City of Salisbury has a 54.73% share of equity in NAWMA for the 2021 Financial Year, Council is of the opinion that it does not have control over NAWMA's operations. The rationale being that all three Constituent Councils hold equal voting power at 33.33% and NAWMA's Chairperson and CEO are independent from the constituent Councils. Therefore the ability for Council to control NAWMA's operations is limited to Council's voting power at 33.33%, not its share of equity at 54.73%. Accordingly Council has utilised the equity accounting method to recognise its share of equity in NAWMA for the 2021 Financial Year.

(b) Relevant Interests

	Interest in Operating Result		Ownership Share of Equity		Proportion of Voting Power	
	2021	2020	2021	2020	2021	2020
Northern Adelaide Waste Management Authority	54.73%	55.67%	54.73%	55.67%	33.33%	33.33%
Council Solutions	0.00%	17.00%	0.00%	17.00%	0.00%	17.00%
Council Solutions						

Council Solutions was established for the purposes of providing a centre of excellence in procurement to Constituent Councils, however this regional subsidiary was formally wound up as at 15 October 2019 and the net equity was distributed to the Constituent Councils in-line with the respective interests.

City of Salisbury

Notes to the Financial Statements

for the year ended 30 June 2021

Note 19. Interests in Other Entities (continued)

(c) Movement in Investment in Joint Venture or Associate

\$ '000	Northern Adelaide Waste Management Authority		Council Solutions	
	2021	2020	2021	2020
Opening Balance	3,854	3,753	–	138
Share in Operating Result	970	102	–	(14)
Adjustments to Equity	–	–	–	(124)
Council's Equity Share in the Joint Venture or Associate	4,824	3,855	–	–

(d) Summarised Financial Information of the Equity Accounted Business

Statement of Financial Position

Cash and Cash Equivalents	7,167	3,804	–	–
Other Current Assets	4,194	3,873	–	743
Non-Current Assets	22,914	23,828	–	–
Total Assets	34,275	31,505	–	743
Current Trade and Other Payables	6,667	5,856	–	743
Current Financial Liabilities	2,527	2,522	–	–
Current Provisions	366	255	–	–
Non-Current Financial Liabilities	10,512	12,446	–	–
Non-Current Provisions	5,388	3,502	–	–
Total Liabilities	25,460	24,581	–	743
Net Assets	8,815	6,924	–	–

Statement of Comprehensive Income

Other Income	45,686	38,648	–	81
Management Fees	–	–	–	218
Interest Income	240	210	–	2
Total Income	45,926	38,858	–	301
Employee Costs	3,827	3,042	–	–
Materials, Contracts and Other Expenses	36,523	33,754	–	386
Depreciation, Amortisation and Impairment	3,250	2,841	–	–
Finance Costs	512	529	–	–
Total Expenses	44,112	40,166	–	386
Operating Result	1,814	(1,308)	–	(85)

City of Salisbury

Notes to the Financial Statements

for the year ended 30 June 2021

Note 19. Interests in Other Entities (continued)

(e) Share of Joint Operations Expenditure Commitments

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

\$ '000	2021	2020
(i) Capital Expenditures Payable		
Not later than one year	16,791	18,976
Later that one year and not later than 5 years	35,506	62,492
	<u>52,297</u>	<u>81,468</u>

The Northern Adelaide Waste Management Authority manages multiple external contracts with external suppliers for the collection, processing and disposal of waste on behalf on its Constituent Councils and customers. The commitments disclosed above reflect a consolidation of multiple contracts entered into with external suppliers. In future years, all contracts will be required to be renewed with external suppliers in accordance with adopted procurement policies and procedures of the Authority.

(ii) Lease Payments Commitments Payable

Not later than one year	1,428	1,466
Later that one year and not later than 5 years	4,064	4,899
	<u>5,492</u>	<u>6,365</u>

((a)ii) Individually Immaterial Council Businesses

Council did not have any individually immaterial businesses

((a)iii) Unconsolidated Structured Entities

Council has no Unconsolidated Structured Entities

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 is considered relevant to the users of the financial report in making and evaluating decisions about the allocation of scarce resources.

1. LAND UNDER ROADS

As reported in the Financial 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 the 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.

2. POTENTIAL INSURANCE LOSSES

Council is a multi-purpose organisation providing a large range of building, parks infrastructure, playgrounds and other facilities accessible to the public. At any time, it is likely that claims will have been made against Council that remain unsettled.

Council insures against all known insurable risks using a range of insurance policies, each of which is subject to deductible "insurance excesses", the amount of which varies according to the class of insurance.

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

3. LEGAL MATTERS

Council is the planning consent authority for its area under the *Development Act 1993* (as amended). Pursuant to that Act, certain persons aggrieved by a planning decision of the Council may appeal. It is normal practice that parties bear their own legal costs. At the date of these reports, Council had notice of nil appeals against planning decisions made prior to reporting date. All known costs have been recognised, but the amount of further costs cannot be known until the appeals are determined.

4. CEMETERY

Council operates a Cemetery Facility - Salisbury Memorial Park. A Contingent Liability exists for the ongoing maintenance of this Cemetery. This liability remains for a period of 100 years after the expiry of the lease on the last burial of the site. In addition, Council is party to a leasing arrangement for the management and operations of the Mausoleum situated at Salisbury Memorial Park. As part of this lease the lessee is required to contribute to the Perpetual Care Fund which was established to fund the long term maintenance of the Mausoleum upon expiry of the lease.

Note 21. Events after the Statement of Financial Position Date

Events that occur after the reporting date of 30 June 2021, up to and including the date when the financial statements are 'authorised for issue' have been taken into account in preparing these statements.

Council has adopted the date of receipt of the Auditors' Report as the appropriate 'authorised for issue' date relating to these General Purpose Financial Statements.

Accordingly, the 'authorised for issue' date is 13 October 2021.

Council is unaware of any material or significant 'non adjusting events' that should be disclosed.

City of Salisbury

Notes to the Financial Statements

for the year ended 30 June 2021

Note 22. Related Party Transactions

Key Management Personnel

Transactions with Key Management Personnel

The Key Management Personnel (KMP) of the Council include the Mayor, Councillors, CEO, General Managers and certain prescribed officers under section 112 of the *Local Government Act 1999*, as well as other personnel that satisfy the criteria of KMP as contained within *AASB 124 Related Party Transactions*. In some circumstances members of the KMP have left Council during the financial year, however their compensation has still been included. In all, 48 persons were paid the following total compensation:

\$ '000	2021	2020
The compensation paid to Key Management Personnel comprises:		
Short-Term Employee Benefits	5,459	5,419
Post-Employment Benefits	454	451
Long-Term Benefits	717	704
Total	6,630	6,574

Amounts paid as direct reimbursement of expenses incurred on behalf of Council have not been included above.

Receipts from Key Management Personnel comprise:

There have been no other material amounts received from KMP during the financial year, other than amounts paid in their capacity as ratepayers or residents (e.g. rates, swimming pool entry fees, etc).

Transactions with Regional Subsidiaries:

In regards to Council's Regional Subsidiaries, further information relating to their specific activities and carrying amounts are disclosed in Note 19. Council is an equity owner, along with other member Councils, of both these Subsidiaries. Member Councils have equal representation on the Board of both Regional Subsidiaries and accordingly have influence over both the financial and operational decisions of the Subsidiaries. However, no one Member Council individually has control over these decisions. The following material transactions occurred with Council's Regional Subsidiaries, during the financial year:

	Payments	Outstanding
Northern Adelaide Waste Management Authority	15,148	1,422
Total	15,148	1,422

Budgeted future year expenditure at the reporting date but not recognised in the financial statements as liabilities:

Northern Adelaide Waste Management Authority	14,570
Total	14,570

The budgeted expenditures are payable no later than one year from the reporting date



Bentleys SA Audit Partnership

Level 5
63 Pirie Street
Adelaide SA 5000

GPO Box 939
Adelaide SA 5001

ABN 43 877 091 903

T +61 8 8372 7900
F +61 8 8372 7999

admin@adel.bentleys.com.au
bentleys.com.au

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE CITY OF SALISBURY

Opinion

We have audited the accompanying financial report of the City of Salisbury, which comprises the statement of financial position as at 30 June 2021, the statement of profit or loss and other comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies and the Certification of the Financial Statements.

In our opinion, the financial report gives a true and fair view of the financial position of the City of Salisbury as of 30 June 2021, and of its financial performance and its cash flows 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*.

Basis for Opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Report section of our report. We are independent of the entity in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* (the Code) that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

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

Responsibilities of Management and Those Charged with Governance for the Financial Report

Management is responsible for the preparation of the financial report, which gives a true and fair view in accordance with Australian Accounting Standards and the *Local Government Act 1999* and the *Local Government (Financial Management) Regulations 2011*, and for such internal control as the committee and management determines is necessary to enable the preparation of a financial report that gives a true and fair view and is free from material misstatement, whether due to fraud or error.

In preparing the financial report, management is responsible for assessing the entity's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless management either intends to liquidate the entity or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the entity's financial reporting process.



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Auditor's Responsibilities for the Audit of the Financial Report

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

A further description of our responsibilities for the audit of the financial report is located at the Auditing and Assurance Standards Board website (<http://www.auasb.gov.au/Home.aspx>). This description forms part of our auditor's report.

BENTLEYS SA AUDIT PARTNERSHIP



DAVID PAPA
PARTNER

Dated at Adelaide this 13th day of October 2021



Bentleys SA Audit Partnership

Level 5
63 Pirie Street
Adelaide SA 5000

GPO Box 939
Adelaide SA 5001

ABN 43 877 091 903

T +61 8 8372 7900
F +61 8 8372 7999

admin@adel.bentleys.com.au
bentleys.com.au

INDEPENDENT ASSURANCE REPORT ON INTERNAL CONTROLS OF THE CITY OF SALISBURY

Opinion

We have audited the compliance of the City of Salisbury (the Council) with the requirements of *Section 125 of the Local Government Act 1999* in relation to the Internal Controls established by the Council to ensure that financial transactions relating to the receipt, expenditure and investment of money, acquisition and disposal of property and incurring of liabilities for the period 1 July 2020 to 30 June 2021 are in accordance with legislative provisions.

In our opinion, the Council has complied, in all material respects, with *Section 125 of the Local Government Act 1999* in relation to Internal Controls, established by the Council in relation to the receipt, expenditure and investment of money, acquisition and disposal of property and incurring of liabilities so as to provide reasonable assurance that the financial transactions of the Council have been conducted properly and in accordance with legislative provisions for the period 1 July 2020 to 30 June 2021.

Limitation on Use

This report has been prepared for the members of the Council in accordance with *Section 129 of the Local Government Act 1999* in relation to Internal Controls. We disclaim any assumption of responsibility for any reliance on this report to any persons or users other than the members of the Council, or for any purpose other than that for which it was prepared.

Limitations of Controls

Because of the inherent limitations of any internal control structure it is possible that, even if the controls are suitably designed and operating effectively, the control objectives may not be achieved so that fraud, error, or non-compliance with laws and regulations may occur and not be detected.

An assurance engagement on internal controls is not designed to detect all instances of controls operating ineffectively as it is not performed continuously throughout the period and the tests performed are on a sample basis. Any projection of the outcome of the evaluation of controls to future periods is subject to the risk that the controls may become inadequate because of changes in conditions, or that the degree of compliance with them may deteriorate.

Independence

In conducting our engagement, we have complied with the independence requirements of the Australian professional accounting bodies.



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The Council's Responsibility for the Internal Controls

The Council is responsible for implementing and maintaining an adequate system of internal controls, in accordance with *Section 125 of the Local Government Act 1999* in relation to Internal Controls, to ensure that the receipt, expenditure and investment of money, the acquisition and disposal of property, and incurring of liabilities are in accordance with legislative provisions.

Our Responsibility

Our responsibility is to express an opinion on the Council's compliance with *Section 125 of the Local Government Act 1999* in relation only to the Internal Controls established by the Council to ensure that financial transactions relating to the receipt, expenditure and investment of money, acquisition and disposal of property and incurring of liabilities, based on our procedures. Our engagement has been conducted in accordance with applicable Australian Standards on Assurance Engagements ASAE 3000 *Assurance Engagements Other than Audits or Reviews of Historical Financial Information* and ASAE 3150 *Assurance Engagement on Controls*, issued by the Australian Auditing and Assurance Standards Board, in order to state whether, in all material respects, the *Council* has complied with *Section 125 of the Local Government Act 1999* in relation only to the Internal Controls specified above for the period 1 July 2020 to 30 June 2021. ASAE 3000 also requires us to comply with the relevant ethical requirements of the Australian professional accounting bodies.

Our procedures included obtaining an understanding of internal controls in relation to the receipt, expenditure and investment of money, the acquisition and disposal of property and the incurring of liabilities, evaluating management's assessment of these internal controls, assessing the risk that a material weakness exists, and testing and evaluating the design and implementation of controls on a sample basis on the assessed risks.

BENTLEYS SA AUDIT PARTNERSHIP



DAVID PAPA
PARTNER

Dated at Adelaide this 13th day of October 2021

City of Salisbury

General Purpose Financial Statements

for the year ended 30 June 2021

Certification of Auditor Independence

To the best of our knowledge and belief, we confirm that, for the purpose of the audit of City of Salisbury for the year ended 30 June 2021, the Council's Auditor, Bentleys has maintained its independence in accordance with the requirements of the *Local Government Act 1999* and the *Local Government (Financial Management) Regulations 2011* made under that Act.

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



John Harry
Chief Executive Officer



Graham Reynolds
Presiding Member, Audit Committee

Date: 12 October 2021

Bentleys SA Audit Partnership

Level 5
63 Pirie Street
Adelaide SA 5000

GPO Box 939
Adelaide SA 5001

ABN 43 877 091 903

T +61 8 8372 7900

F +61 8 8372 7999

admin@adel.bentleys.com.au
bentleys.com.au

Certification of Auditor Independence

I confirm that, for the audit of the financial statements of City of Salisbury for the year ended 30 June 2021, I have maintained my independence in accordance with the requirements of APES 110 – *Code of Ethics for Professional Accountants (including Independence Standards)*, Part 4A, published by the Accounting Professional and Ethical Standards Board, in accordance with the *Local Government Act 1999* and the *Local Government (Financial Management) Regulations 2011* made under that Act.

This statement is prepared in accordance with the requirements of Regulation 22 (5) *Local Government (Financial Management) Regulations 2011*.

Bentleys SA Audit Partnership



David Papa
Partner

Dated at Adelaide this 21st day of September 2021

Subsidiary Report

NAWMA Annual Report

The Northern Adelaide Waste Management Authority (NAWMA) is a Local Government Regional Subsidiary of the Cities of Salisbury and Playford and the Town of Gawler. It also provides waste management services to client councils including Barossa, Barunga West, Clare/Gilbert Valley, Copper Coast, Goyder Regional, Light Regional, Mallala, Mount Remarkable, Peterborough, Yorke Peninsula and Wakefield Regional.

NAWMA coordinates the City of Salisbury's kerbside waste management and hard waste collection. The three-bin collection service incorporates household waste, recyclables and garden/food organics.

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Annual Report

2020-2021



Recovered glass fines are being used as an aggregate and sand substitute in civil applications with some 13,000 tonnes per annum being redirected from landfill and used in roads, pipe bedding, and asphalt. Trials have taken place with City of Playford at Smith Creek Path and with City of Salisbury at Carisbrooke Walking Trail.



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Our Mission & Objectives



About NAWMA

Northern Adelaide Waste Management Authority (NAWMA) provides local waste management and resource recovery services and infrastructure of global significance. We do this on behalf of our Constituent Councils; City of Salisbury, City of Playford and Town of Gawler.

Mission

To deliver world-class recycling and waste management services to our Constituent Councils, and Client Councils.

Objectives

Objective 1: Achieve best practice in diversion of waste from landfill

Performance indicators:

- All Constituent Council households to have a three-bin system by 2020 (deferred until 2021/2022)
- Increase kerbside diversion from 45% to 70% by 2023
- Reduce the contamination rate of the kerbside recyclables bin to less than 10% by 2023

Objective 2: Advocate and facilitate a circular economy

Performance indicators:

- Recycle 100% of yellow-lid bin (household recycling) recovered material in Australia by 2020, (and only access international markets where domestic markets are not available or commercially viable)
- Engage with Constituent Councils to encourage the purchasing back of half (by weight) of their kerbside recovered recyclables in the form of sustainable procurement by 2023

Objective 3: Maintain cost-effectiveness in service delivery

Performance indicators:

- Reduce cost per Serviced Entitled Premise by 5% by 2023 (allowing for LGPI/CPI indexation, and excluding State Government Solid Waste Levy)
- Reduce cost per Constituent Council by 5% by 2023 (allowing for LGPI/CPI indexation, and excluding State Government Solid Waste Levy)
- Efficiently manage the life of the Uleybury Landfill, while investigating landfill alternative technologies in readiness for post-closure

Report from the Independent Chairman



In 2020-2021 NAWMA has aimed to deliver a high level of services to our Constituent Councils and residents where, consistent with many other organisations, we have continued to feel the effects of the global pandemic. More people working from home, and changing purchasing and consumption habits, has resulted in a substantial increase in the volume of household waste and recyclables collected at the kerbside.

We also experienced unprecedented participation in other NAWMA service offerings including our hard waste service, Resource Recovery Centres, and information accessed through our website and customer service centre.

NAWMA recorded an operating surplus of approximately \$1.8M, which was a substantial improvement from the adopted (deficit) Budget Position and subsequent Budget Revisions. The turnaround in the operating position for the financial

replacement, and sustainability targets, strategic capital projects and continuing to improve already high service delivery standards to our Constituent Councils.

Noteworthy from the Financial Year, NAWMA also successfully lobbied for, and secured, a grant funding envelope of \$7.96M from Federal and State Government for an advanced Paper Polishing Plant (a secondary sorting facility to sort out impurities from paper and cardboard recovered from resident's



NAWMA's announcement of a grant funding envelope of \$7.96M from Federal and State Government for an advanced Paper Polishing Plant.

year was a result of clear austerity and revenue boosting strategies crafted by our Chief Executive Officer and Management Team, working in lockstep with a very constructive and decisive NAWMA Board. The welcomed and sustained commercial improvement from selling sorted recyclables (particularly paper and cardboard) assisted in the final end of year result. This positive operating result allows our Administration to focus on asset renewal,

yellow top bins). The Plant, once finally designed, constructed, and commissioned will consolidate NAWMA's leadership position in Australia's emboldening circular economy. From a local perspective, the Plant will help to secure the future of our kerbside yellow-lid bin system, while creating a potential 60 construction jobs and further on-going employment opportunities for the Northern Region.



The Uleybury Balefill and Renewable Energy Park is set to close in circa 2025-2027.

In terms of governance, the NAWMA Board and Audit Committee continued to provide leadership and guidance to the organisation, with two (2) joint meetings throughout the year providing opportunity for collaboration and beneficial discussion. With a strong focus on the future, the Board established a Project Advisory Group that were charged with investigating options available for red-lid bin (non-recyclable) waste for when the Uleybury Balefill and Renewable Energy Park is closed in circa 2025-2027.

The Group met on many occasions throughout the year and took part in specialised sub-groups and workshops to accelerate the thinking of this initiative. The Group is comprised of NAWMA Board representatives, Constituent Council Executives, and highly skilled independent parties that specialise in technical/environmental, procurement, probity, social licensing and community consultation, under the leadership, dynamism and facilitation NAWMA's Chief Executive Officer Adam Faulkner, and through a Terms of Reference administered by myself (as Chairperson).

The package of work has progressed considerably in this financial year, with our sights firmly set on the introduction of community discussions within the next twelve (12) months.

As always, I take this opportunity to thank a number of important stakeholders – the NAWMA

Board for their continued guidance, leadership and astute decision making, our Constituent Councils (Mayors, Elected Members, Chief Executives and Administration) who provide very strong support and trust to our organisation as well as the NAWMA Audit Committee, and NAWMA Project Advisory Group for their valued work in 2020-21.

Finally, on behalf of all of the above who are involved, govern and advise NAWMA, I want to thank, our outstanding Chief Executive Officer Adam Faulkner and his excellent administrative team and our staff for the enormous efforts and application of their expertise to make the success that is NAWMA. We are fortunate to have such a quality team working with us for our Councils and communities.



Brian Cunningham
Independent Chairman

I look forward to another successful year in 2021-2022 continuing to deliver our Strategic Plan outcomes and I commend to you the 2020-2021 Annual Report.

Report from the Chief Executive Officer



Above all I take the opportunity provided by this Chief Executive Officer FY21 Annual Report to thank my team, the Chairperson and Board, and Constituent Council Mayors, Elected Members and Executive for their unwavering support of NAWMA in achieving our environmental, economic, and legislative objectives.

During a financial year intersected by a 1 in 100-year global pandemic, NAWMA successfully delivered high quality essential household waste and recycling services and operated five (5) fully functioning sites and facilities, almost entirely uninterrupted.

NAWMA exists to execute the waste management, recycling, and circular economy ambitions, strategies and initiatives of the City of Salisbury, City of Playford, and Town of Gawler, under the auspice of NAWMA's Board.

Through the application of NAWMA's Strategic Plan (2018-2025), the 2020-2021 Annual Business Plan, and FY21 adopted Budget (including revisions), I am pleased to point to the following successes delivered through a challenging 12 months, including:

- A reduction in the percentage of NAWMA's operating revenues contributed by Constituent Councils
- A continued and further increase in waste diverted from landfill
- A sustained increase in participation in the (opt-in) household food organics garden organics (FOGO) bin service, including further support from Constituent Councils of NAWMA's Board adopted position to remove the price-point of the FOGO bin
- The commissioning of a polystyrene recycling machine through to production of a marketable product
- Unparalleled uptime of plant and equipment; particularly impressive from the Waste Processing Facility which utilises an aging waste-baler asset to process 60-70,000 tonnes of red-lid bin waste each year
- Operating surplus of 4% positive against adopted Budget, which allows for pursuit of strategic projects, asset renewals, and long-term financial plan provisioning
- Significant improvement of Net Financial Liabilities Ratio to 29% (meaning a further strengthening of NAWMA's fiscal capacity over the reporting period(s))

- 100% WH&S Reporting Achievement as determined by the Local Government Workers Compensation and Mutual Liabilities Scheme
- Development and implementation of a Resident Engagement Strategy which investigated bin frequency and collection flexibility to determine forward service standards and responsible bin behaviour campaigns
- All time high website interactions and Customer Service Team conversations
- Very high levels of satisfaction as determined by independent staff satisfaction survey
- High (self-assessed) performance reported by Board and Audit Committee
- NAWMA in-house employees increased from 26 to 35, with an overall number near 100
- Accelerated but prudent conceptual due diligence on landfill alternative options for the NAWMA Region to maintain control of red-lid bin waste management into the future, and integration with the broader eco-precinct and sustainability agenda of City of Salisbury, City of Playford and Town of Gawler

During a time that has never been more uncertain, NAWMA has handled more volume of waste and recyclables by more employees than ever before in our proud history. This can only be achieved through careful and considered execution of strategy and a stable Board and Executive.

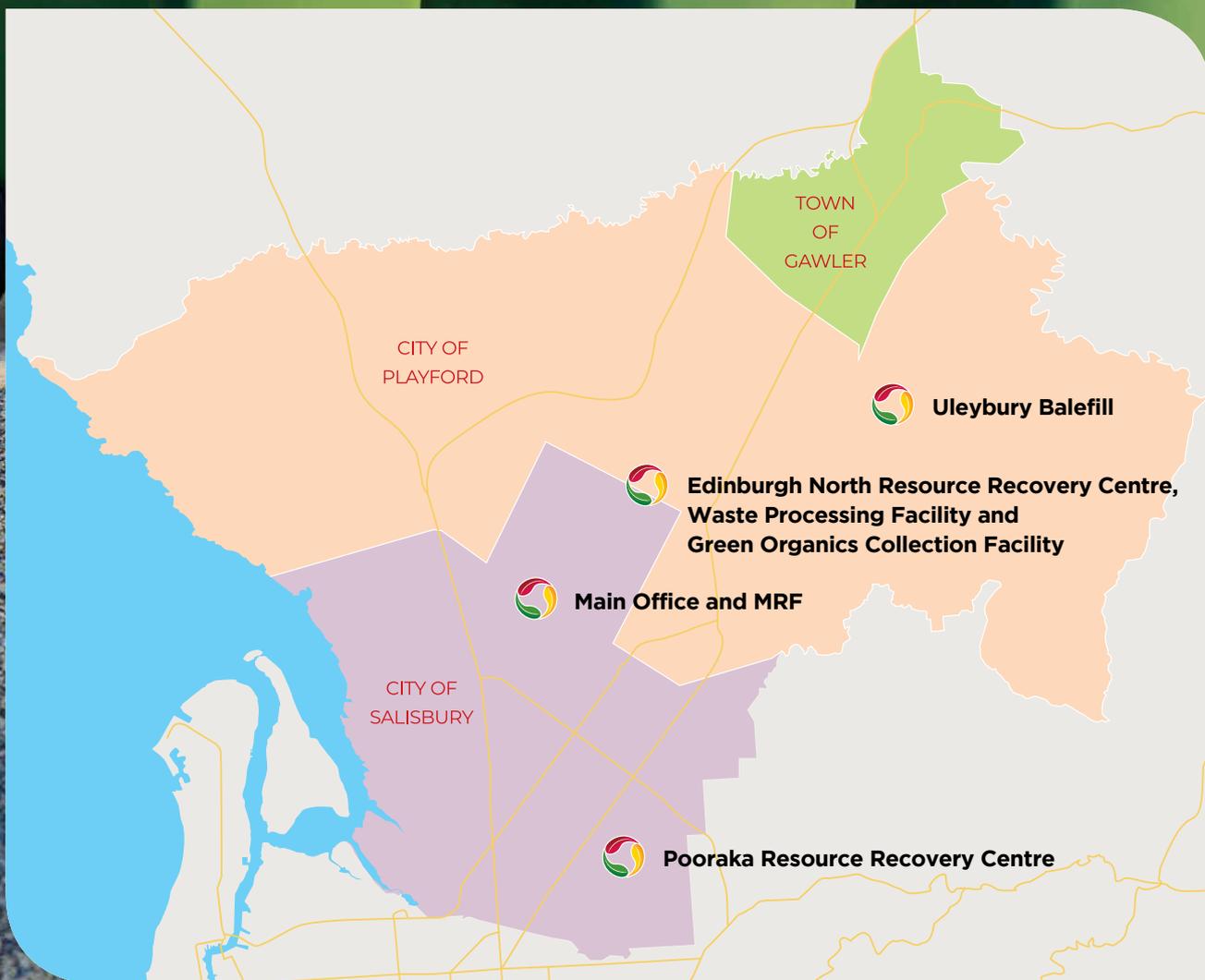


Adam Faulkner
Chief Executive Officer

Across every metric, 2020-2021 has been a success for NAWMA. I look forward to what is on-foot for FY22 and beyond.

NAWMA

Northern Area Services Map



NAWMA is administered by a Board in accordance with the requirements of the Local Government Act (1999), the NAWMA Charter and various other policies. The Board is responsible for the overall governance, management and strategic direction of the Authority.

The Board meets five (5) to six (6) times each financial year, and drives organisational performance to deliver efficient, best practice services and facilities to our Constituent Councils.

As defined by the NAWMA Charter, the membership of the Board comprises of ten (10) Directors -three Directors appointed by each of the Constituent Councils, and one independent person appointed by the Board who acts as Chair.

The Board appoints a Chief Executive Officer who is responsible for implementing the decisions made by the Board and the day-to-day operations of the Authority.

The Board held five (5) formal meetings over the 2020-2021 financial year, in addition to several other matters being resolved by Circular Resolutions out of Session. The table below details Board Member attendance at the six meetings.



Mr Brian Cunningham
Independent Chair
5 of 5 meetings



Cr Paul Koch
Town of Gawler Deputy Chair
5 of 5 meetings



Mr Sam Green
City of Playford
5 of 5 meetings



Cr Shirley Halls*
City of Playford
2 of 2 meetings



Ms Grace Pelle^
City of Playford
0 of 1 meetings



Cr Clint Marsh#
City of Playford
3 of 4 meetings



Cr David Kerrison
City of Playford
1 of 2 meetings



Mr Charles Mansueto
City of Salisbury
4 of 5 meetings



Cr Julie Woodman
City of Salisbury
5 of 5 meetings



Cr Graham Reynolds
City of Salisbury
5 of 5 meetings



Mr Henry Inat
Town of Gawler
4 of 5 meetings



Cr Paul Little
Town of Gawler
1 of 5 meetings

Deputy Board Directors

Deputy Board Directors		Meetings
Cr Shirley Halls*	City of Playford	
Cr Clint Marsh#	City of Playford	
Cr Diane Fraser	Town of Gawler	2 of 2
Mr Jack Darzanos	Town of Gawler	
Cr Shiralee Reardon	City of Salisbury	
Mr John Devine	City of Salisbury	
Cr Kylie Grenfell	City of Salisbury	

Note: Deputy Board Directors attend meetings only as required.

* Cr Shirley Halls represented City of Playford as a Board Director until November 2020, then continued as a Deputy Board Director.

^ Ms Grace Pelle represented City of Playford as a Board Director until November 2020.

Cr Clint Marsh represented City of Playford as a Deputy Board Director until November 2020, then continued as a Board Director.

Audit

In accordance with the requirements of the Local Government Act (1999), NAWMA has an established Audit Committee.

The functions of the Committee include:

- monitoring the integrity of NAWMA's financial statements, including its annual report, reviewing significant financial reporting issues and judgements which they contain;
- reviewing the adequacy of NAWMA's accounting, internal auditing, reporting and other financial management systems and practices on a regular basis; and

- reviewing and providing recommendations to NAWMA on the sustainability of its financial performance and proposals with respect to debt levels included in the strategic management plans and, in particular, the long-term financial plan.

The membership of the Audit Committee consists of six (6) members, three (3) members who are independent members (including the Chair), two (2) members who are NAWMA Board Directors, and the NAWMA Board Chair as an Ex-Officio member.

The Audit Committee held four (4) formal meetings over the 2020-2021 financial year, in addition to several other matters being resolved by Circular Resolutions out of Audit Meeting frequency. The table below details Audit Committee Member attendance at these meetings:

Technical Working Group

NAWMA's Technical Working Group (TWG), comprised of an Executive from each Constituent Council, meets ad-hoc to discuss any operational or strategic matter that has arisen for the Authority.

The membership of the Technical Working Group is based upon skillset, and various Constituent Council Executives are called upon determined by the matters at hand.

Constituent Council Chief Executive Officer Roundtable

NAWMA's Independent Chairman held eight (8) formal meetings of the Constituent Council CEOs to discuss strategic matters and facilitate collaboration in service delivery during 2020/2021. The roundtable meetings are assisted by the NAWMA Chief Executive Officer as a subject matter expert.

Project Advisory Group

NAWMA's Project Advisory Group (Industry Attraction (Energy)) was established to accelerate due diligence into options for the disposal/processing of household non-recyclable waste once Uleybury Landfill is closed.

The Project Advisory Group worked under a Board Endorsed Terms of Reference Chaired by NAWMA Independent Chairperson and led by NAWMA's Chief Executive Officer. The Group met formally on five (5) occasions, with many more meetings occurring in sub-group disciplines of technical, environmental, legal, financial and social.



Mr Mark Labaz
Independent Chair
4 of 4 meetings



Ms Claudia Goldsmith
Independent Member
4 of 4 meetings



Mr Craig Johnson
Independent Member
4 of 4 meetings



Mr Charles Mansueto
Board Director
4 of 4 meetings



Cr Graham Reynolds
Board Director
4 of 4 meetings



Mr Brian Cunningham
Ex-Officio Member
4 of 4 meetings

The Audited Financial Statements for the year ended 30 June 2021 are provided from page 20.

Resource Recovery

Resource Recovery Centres



NAWMA operates two Resource Recovery Centres (RRCs) within the northern community, which are open to the public and small commercial contractors seven days a week.

NAWMA's Edinburgh North Resource Recovery Centre continues to provide several important resource recovery services. The facility houses:

- A drive-through undercover Resource Recovery Centre for materials recovery,
- A Salvage and Save retail outlet operated by a not-for-profit group in association with NAWMA, with this outlet providing employment for the community and reuse of valuable household resources; and
- A recycling service for bottles and cans operated by Scouts SA.

Working in conjunction with Green Industries South Australia (GISA), a household chemical and

paint drop-off area is open to all South Australian residents and increases options for disposal of household volumes of these materials. The free service operates seven days a week.

In addition to the Edinburgh North Resource Recovery Centre, NAWMA operates and manages the Pooraka Resource Recovery Centre that was historically managed by City of Salisbury. In conjunction with site owner City of Salisbury, NAWMA have committed to the commencement and significant completion of an upgrade of the site. NAWMA has recently received Development Approval for the works and will deliver a contemporary site with high customer usability and transport efficiencies in FY21-22.

The NAWMA operation of two (2) Resource Recovery Centres provides consistent messaging and harmonised pricing structures for the region. Following are details of combined operations of the two Resource Recovery Centres for the year ended 30 June 2021:

Over 123,000 customers

accessed the facilities delivering green waste and general waste

Over 13,000 tonnes

of material were transported to an alternative fuels facility

Over 6,000 mattresses

were recovered and recycled

Over 4,000 tyres

were collected and recycled

Over 65 tonnes

of paint were disposed of safely

Each Year **NAWMA...**



Delivers services to more than

110,000

households within the Cities of Salisbury and Playford and the Town of Gawler



Generates

10,000

MWh of electricity to power 1,900 SA homes from Australia's first landfill gas and solar power plant at a landfill site.



Recovers

32,000

tonnes of organic material which is sent for composting in South Australia



Sends

56,000

tonnes of waste to Uleybury balefill



Provides employment for nearly

100

people



Sorts

60,000

tonnes of recyclables



Provides more than

37,000

hard-waste services

Resource Recovery

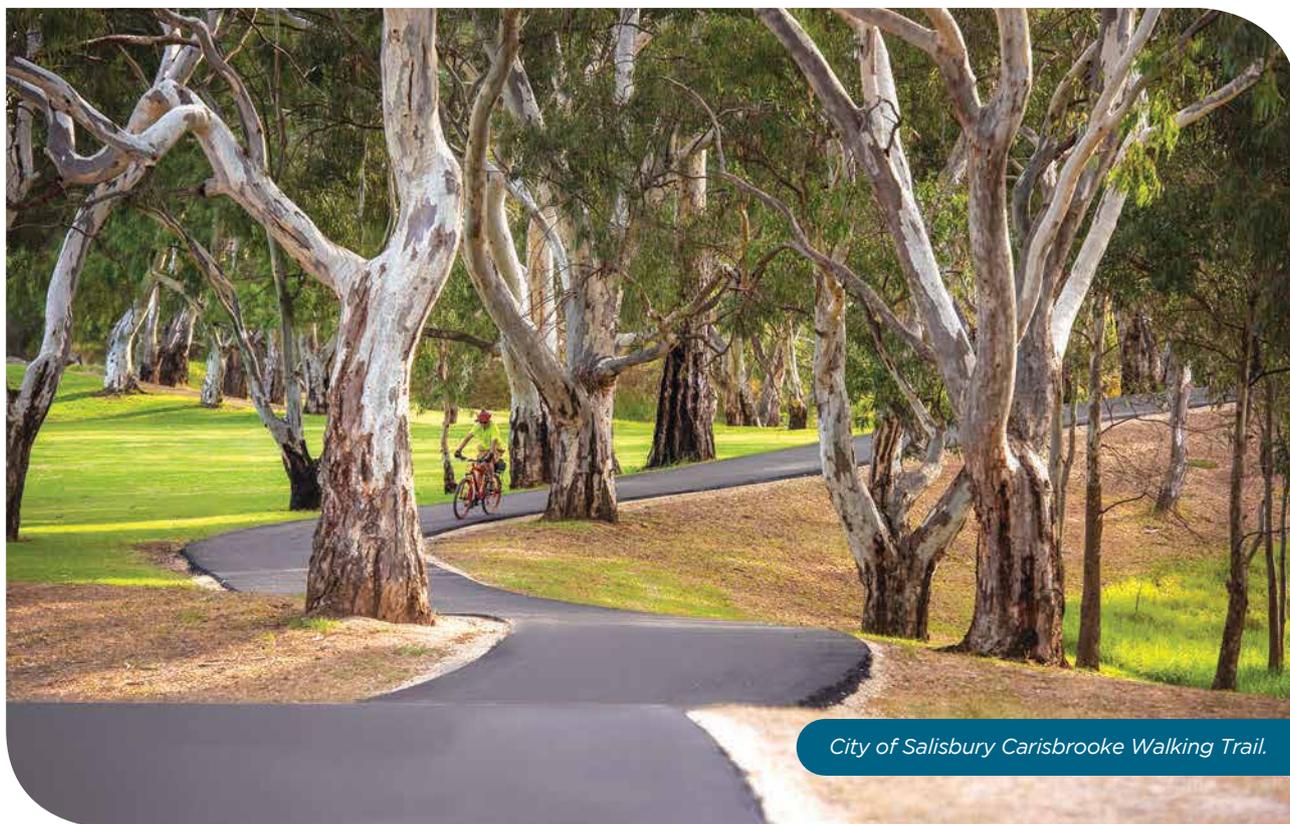
Material Recovery Facility (MRF)



NAWMA operates its own Material Recovery Facility (MRF) processing yellow-lid kerbside bin recyclables from residents in NAWMA's Constituent Council areas. The MRF also processes other Councils' recyclables, covering almost half of South Australian households.

Our world-class, best practice facility sorted more than 60,000 tonnes of kerbside recyclables during 2020-2021, meaning NAWMA was able to produce high quality finished goods such as paper, plastics, glass, aluminium, and steel. These products were marketed locally, interstate and internationally. Economically, the MRF provides jobs to more than 50 employees and a revenue stream to offset some of the costs associated with collecting and sorting

The recovered glass fines are being used as an aggregate and sand substitute in civil applications with some 13,000 tonnes per annum being redirected from landfill and used in roads, pipe bedding, and asphalt. Trials have taken place with City of Playford at Smith Creek Path and with City of Salisbury at Carisbrooke Walking Trail, with positive feedback seen from all involved parties.



City of Salisbury Carisbrooke Walking Trail.

the recyclables. At a time when the recycling industry was severely challenged, a two-shift five-workday team of 20+ sorters per shift, processed kerbside recyclables from NAWMA's Constituent Councils, in addition to material received from more than 26 Councils from both metropolitan and regional South Australia.

A highlight for the MRF this financial year was the work on developing downstream (onshore) markets for glass fines (small glass fragments not suitable for recycling back into glass bottles).

NAWMA was also successful in obtaining Federal and State Government funding to establish an advanced Paper Polishing Plant to continue the drive to create jobs through advanced (re)manufacturing in the northern suburbs.

The Plant, once established, will allow NAWMA to maximise the value of recovered paper and cardboard from yellow-lid kerbside recycling bins and meet new quality benchmarks.

Resource Recovery

Material Recovery Facility (MRF)



NAWMA's Glass Fines Recovery Plant recovers approximately

13,000 tonnes

of glass fines per annum which is redirected from landfill and used in roads, pipe bedding, and asphalt.

Resource Recovery

Food and Garden Organics

NAWMA's Food and Garden Organics (FOGO) collection is an opt-in service for the residents of our three Constituent Councils. The service continues to grow in popularity with more than 68,000 FOGO bins currently in service, with an overall participation rate of almost 61%.

Kerbside collected organic material is transported to our Edinburgh North facility by SUEZ (NAWMA's kerbside collection contractor) using side-loader vehicles, specifically designed for the kerbside collection of bins.

The material is stored short-term at this location before being bulk hauled by sealed vehicles to one of Peats Soils & Garden Supplies' facilities.

The material is processed by Peats into mulch and compost products.

Many of these products are used in large-scale operations such as vineyards and market gardens.

This financial year:

Peats processed more than
25,000 tonnes

of kerbside household collected material

7,000 tonnes

of material were sent for processing via NAWMA's Resource Recovery Centres

The following table outlines the kerbside (household) tonnes collected and diverted from landfill for the 2020/2021 financial year:



2020/2021 Tonnes Collected for our Constituent Councils

	 Waste	 Recycling	 FOGO	TOTAL	Diversion
City of Playford	20,370	6,931	6,603	33,905	39.92%
City of Salisbury	30,965	9,904	15,824	56,693	43.38%
Town of Gawler	5,270	1,743	2,618	9,631	45.29%
Total (Tonnes)	56,605	18,578	25,046	100,229	43.53%

Did You Know?



- Free hard waste drop-off or collection services are available for residents of Salisbury, Playford and Gawler councils.
- In 2018, NAWMA's Material Recovery Facility (MRF) won a Local Government Professionals Australia award for 'Excellence in Environmental Leadership and Sustainability'.
- NAWMA's Edinburgh North Resource Recovery Centre hosts a Community Chemical & Paint Drop-off facility where residents can dispose of hazardous household items for free, seven days a week.
- Free trailer hire is available for residents of Salisbury, Playford and Gawler councils to use in conjunction with a hard waste drop-off service.
- A 100kW solar system is installed on the roof of the Material Recovery Facility in Edinburgh.
- NAWMA's Uleybury Balefill and Renewable Energy Park won the Landfill Excellence category of the 2019 Australian Landfill and Transfer Stations Awards.
- A wide variety of items that can't be recycled via the yellow-lid recycling bin can be recycled at NAWMA's two Resource Recovery Centres, for example: liquid paint, x-rays, rigid polystyrene, used cooking oil and electronic waste.
- After receiving Green Industries SA grant funding, NAWMA introduced a paper and plastics detecting robot and a Glass Fines Recovery Plant into its MRF to increase recovery of recyclables.
- Food waste is accepted in the green-lid Food Organics and Garden Organics bin (FOGO), which is then composted along with garden waste.
- NAWMA offers residents, and people working with residents, from its Constituent Councils, free tours of its operational sites and Education Centre.
- Residents can request a range of services including bin repairs online via NAWMA's website.
- NAWMA's two Resource Recovery Centres are open every day of the year with the exception of New Year's Day, Good Friday, ANZAC Day and Christmas Day.

Uleybury **Balefill (Landfill)** and **Renewable Energy Park**

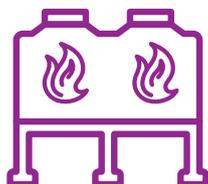


NAWMA's Uleybury Balefill and Renewable Energy Park is the first combined solar - landfill gas farm of its type in Australia and continues to generate power for the local community. The power is generated using over 11,000 solar panels and gas extracted from 18 vertical wells and a network of horizontal wells in the active cell area. NAWMA, with its South Australian partner Joule Energy, has committed to turning a once untapped waste product into a resource.

The following outlines the power generation and gas consumption during the financial year:



Over 1.6M kilowatt hours of power exported to the power network from solar panels



Over 8.2M kilowatt hours of power exported via the gas turbine engine



The accumulated total power generation close to 10M kilowatt hours



Solar power run time peaking during the month of November 2020 with 370 run hours



Over 3.2M cubic metres of landfill gas used as energy to power the gas turbine engine

Seventy-six thousand tonnes of material were deposited at the Uleybury Balefill in 2020-2021. 56,000 of these tonnes were processed and baled at NAWMA's Edinburgh North Waste Processing Facility (WPF).

After baling, on average, more than 200 bales of material are moved to Uleybury each day by our transport partner. Placement of bales in Cell 3 (the final cell) started in 2016 with revegetation of the site (Cells 1 and 2) well underway. Life after the Uleybury Balefill is currently being investigated, with several options being subject to thorough

due diligence and discussions with the Board and Constituent Councils.

The Balefill Management Consultative Committee (BMCC), chaired during the year by Cr Paul Little (Town of Gawler), continues to meet bi-monthly as necessary. The Committee provides nearby residents, Councils, the Environment Protection Authority and NAWMA the opportunity to discuss topics relating to the Uleybury site and its operations, with meeting minutes and supporting documents also distributed to nearby residents and Council.

Resource Recovery Hard Waste Service



NAWMA continued to operate a hard waste service for all three Constituent Councils during the 2020/2021 financial year.

The service proved very popular with it being accessed approximately 37,000 times across the three Councils, almost a 23% increase to the previous financial year.

The at-call collection service provides a reduction in wait time and allows residents to have their hard waste collected at a time convenient to their needs. The service level for collections is complemented by a SMS “voucher” message drop-off system for hard waste presented to either Resource Recovery Centre.

The SMS message voucher system is a real-time system that allows residents to be sent a unique voucher number while on the phone to the NAWMA Customer Service Team.

Almost 13,000 vouchers were redeemed in 2020-2021. Material collected as part of the hard waste services also provides employment benefits for the broader community. Examples of this include that recovered:

- e-waste is recycled via an accredited scheme running nation-wide
- metal is recycled via Sims Metal, based in Adelaide
- mattresses are recycled by a small local company, collecting re-usable material from each mattress with any non-recoverable material going to an alternative fuels facility

Residual material recovered via the voucher system is recycled where possible by being sent to an alternative fuels facility

NAWMA also offers a free trailer-hire service for residents of the City of Salisbury, City of Playford and Town of Gawler who have hard waste items to recycle, but no access to their own trailer.

Residents can borrow a 6x4 caged trailer from either of NAWMA’s two Resource Recovery Centres to transport hard waste as part of their drop-off service, and this service was very popular throughout the 20/21 financial year.

Education and Community Engagement



NAWMA's community engagement activities continued throughout the 20/21 financial year albeit with interruption due to COVID-19 restrictions impacting on the face-to-face activities that would normally occur.

During the period, particularly during lockdown, more emphasis was given to online communication and for the first time, virtual tours were conducted via Zoom. Our Facebook page also became a much-used tool for providing messaging to a wide audience and by the end of the financial year, posts had reached more than 20,000 people. Two (2) new videos were also launched, which focussed on the Glass Recycling Plant and the Max-AI AQC robot that was installed to help sort residents' yellow-lid bin recyclables. Communications around NAWMA's major projects and new initiatives were also undertaken to ensure consistent messaging to Constituent Councils and the community, as well as media channels.

A major undertaking during the period was the *Resident Engagement Strategy* where more than 450 households were doorknocked in three suburbs across NAWMA's Constituent Councils. From December 2020 to June 2021, a community survey was also conducted in parallel with the Resident Engagement Strategy, in which more than 3,900 community members participated.

Engaging with residents on such a large-scale resulted in NAWMA receiving a significant amount of feedback regarding the kerbside household bin collection service. For example, householders had

varying bin needs and provided direct feedback on the preferred bin sizes, frequency of collections, and the number of bins per household.

The responses from the Resident Engagement Strategy and survey will inform NAWMA's views on more flexible bin options for householders rather than a 'one size fits all' approach (subject to consultation and approval from Constituent Councils).

Once the pandemic restrictions lifted, our regular face-to-face activities resumed with lower numbers to abide with social distancing. Our Education Centre and Materials Recovery Facility (recycling plant) tours extended to community members and groups including TAFE and university groups. Many presentations were given to various groups within the NAWMA region.

We also launched our mobile display boards and were able to visit libraries, shopping centres and community centres.

The ongoing update of web-based and hard copy resources ensured correct and contemporary information was presented to the community as services evolved and new information and terms started to become commonplace, for example: 'compostable' products.

Education and Community Engagement



NAWMA Education Centre
12 January

If you have collected your household recycling in a plastic bag, you must take the items out of the bag when you place them into your yellow-lid recycling bin otherwise they cannot be recycled. All items must be placed loose into the yellow-lid recycling bin. <https://www.nawma.sa.gov.au/contamination-is-costly/>

Please don't bag your recyclables - keep them loose in your recycling bin.

Household Recycling

www.nawma.sa.gov.au **NAWMA**

Welcome to NAWMA's Food and Garden Organics (FOGO) service.

All of the material that you place into your green-lid FOGO bin will be collected and sent to our composting partner - Peats Soil & Garden Supplies. The soil improvement products they make will be used on gardens, market gardens, vineyards and farms around South Australia. This is why it is very important that only compostable items are placed into your FOGO bin. Please use the poster overlaid as a reminder of what should be put into the FOGO bin.

If you have any questions, please call NAWMA on 8259 2100.

NAWMA



NAWMA's Customer Service



Online Chat facility to launch in 2022 enabling residents instant access to Customer Service.

2020/2021 was an extremely challenging but rewarding year for the NAWMA Customer Service Team. The focus of the year was creating efficiencies despite the knock-on effects of the pandemic, whilst still maintaining a professional and seamless high-level service to the residents of our Constituent Councils.

We continued to monitor our service through feedback questionnaires and had over 800 participants, which is a vast improvement on previous financial years. More importantly, and a credit to our team, is that 90% of participants rated us either a 4 or 5 (out of 5) for our level of service. Whilst there is always room for improvement, our team is extremely proud of this result and will use this as a motivator to continue the work we have been putting into this area.

The Customer Service Team interacted with our community over 92,000 times in FY21, with almost 70% of these interactions being by phone and 30% being by email. Despite the lockdown and restrictions, we still received record numbers of hard waste collection and voucher requests, evidencing that this service is extremely well received by the community.

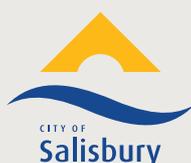
Technology is continually being reviewed, and FY21 was no exception. We trialed our online chat functionality and are looking forward to making this a permanent fixture throughout FY22. In conjunction with the online chat function, we are commissioning a new cloud-based phone system which will transform the experience for our residents.

The system will allow us to be more flexible and to capture data about the types of calls we are receiving on a regular basis. The data captured will be invaluable to the development of our team and services and will assist us in a collaborative approach towards the most effective ways in which we communicate with residents. The result will be an engaging platform that enables us to communicate with our residents on all levels and deliver the type of services that are most wanted.

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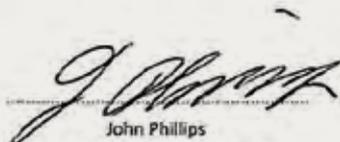
NORTHERN ADELAIDE WASTE MANAGEMENT AUTHORITY

**ANNUAL FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 June 2021**

CERTIFICATION OF FINANCIAL STATEMENTS

I have been authorised by Northern Adelaide Waste Management Authority to certify the financial statements in their final form.
In our opinion:

- the accompanying financial statements comply with the *Local Government Act 1999, Local Government (Financial Management) Regulations 2011 and Australian Accounting Standards*,
- the financial statements present a true and fair view of the Authority's financial position at 30 June 2021 and the results of its operations and cash flows for the financial year.
- internal controls implemented by the Authority provide a reasonable assurance that the Authority's financial records are complete, accurate and reliable and were effective throughout the financial year.
- the financial statements accurately reflect the Authority's accounting and other records.


John Phillips
Acting Chief Executive Officer


Brian Cunningham
Chairperson

Date: 28/10/21

STATEMENT OF COMPREHENSIVE INCOME

for the year ended 30 June 2021

	Notes	2021 \$'000	2020 \$'000
INCOME			
User charges	2	45,571	38,644
Investment income	2	240	210
Reimbursements		-	-
Other	2	115	4
Total Income		45,926	38,858
EXPENSES			
Employee costs	3	3,827	3,042
Materials, contracts & other expenses	3	36,523	33,754
Finance costs	3	512	529
Depreciation, amortisation & impairment	3	3,250	2,841
Total Expenses		44,112	40,166
Operating Surplus / (Deficit)		1,814	(1,308)
Asset disposal & fair value adjustments	3	-	(48)
Amounts received specifically for new/upgraded assets		77	1,525
NET SURPLUS / (DEFICIT)		1,891	169
Other Comprehensive Income			
Changes in revaluation surplus - property, plant & equipment		-	-
Total Other Comprehensive Income		-	-
Total Comprehensive Income		1,891	169

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



STATEMENT OF FINANCIAL POSITION

for the year ended 30 June 2021

	Notes	2021 \$'000	2020 \$'000
ASSETS			
Current Assets			
Cash and cash equivalents	4	7,167	3,804
Trade & other receivables	4	4,167	3,848
Stock on Hand		27	25
Total Current Assets		11,361	7,677
Non-current Assets			
Property, Plant & Equipment	5	22,914	23,828
Total Non-current Assets		22,914	23,828
Total Assets		34,275	31,505
LIABILITIES			
Current Liabilities			
Trade & Other Payables	6	6,667	5,856
Provisions	6	366	255
Borrowings	6	2,527	2,522
Total Current Liabilities		9,560	8,633
Non-Current Liabilities			
Borrowings	6	10,512	12,446
Provisions	6	5,388	3,502
Total Non-current Liabilities		15,900	15,948
Total Liabilities		25,460	24,581
Net Assets		8,815	6,924
EQUITY			
Accumulated Surplus		8,155	6,264
Asset Revaluation Reserve		660	660
Total Equity		8,815	6,924

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

STATEMENT OF CHANGES IN EQUITY

for the year ended 30 June 2021

	Accumulated Surplus	Asset Revaluation Reserve	Total Equity
	\$'000	\$'000	\$'000
Balance at start of period - 1 July 2020	6,264	660	6,924
Net Surplus/ (Deficit) for Year	1,891	-	1,891
Balance at end of period - 30 June 2021	8,155	660	8,815
Balance at start of period - 1 July 2019	6,095	660	6,755
Net Surplus/ (Deficit) for Year	169	-	169
Balance at end of period - 30 June 2020	6,264	660	6,924

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



STATEMENT OF CASH FLOWS

for the year ended 30 June 2021

	Notes	2021 \$'000	2020 \$'000
CASH FLOWS FROM OPERATING ACTIVITIES			
Operating receipts from customers		45,358	37,972
Investment receipts		240	210
Operating payments to suppliers & employees		(39,439)	(34,247)
Finance payments		(462)	(504)
Net Cash provided by (or used in) Operating Activities	7	5,697	3,431
CASH FLOWS FROM INVESTING ACTIVITIES			
Amounts specifically for new or upgraded assets		77	1,525
Sale of surplus assets	3	-	15
Expenditure on renewal/replacement of assets		-	-
Expenditure on new/upgraded assets		(27)	(3,663)
Net Cash provided by (or used in) Investing Activities		50	(2,123)
CASH FLOWS FROM FINANCING ACTIVITIES			
Proceeds from Borrowings		-	2,236
Repayments of Borrowings		(891)	(1,137)
Repayment of lease liabilities		(1,493)	(1,216)
Net Cash provided by (or used in) Financing Activities		(2,384)	(117)
Net Increase (Decrease) in cash held		3,363	1,191
Cash & cash equivalents at beginning of period	7	3,804	2,613
Cash & cash equivalents at end of period	7	7,167	3,804

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

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

for the year ended 30 June 2021

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 equivalents to International Financial Reporting 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.

The Authority is a Local Government Authority Section 43 Regional Subsidiary under the control of City of Salisbury, City of Playford and the Town of Gawler.

1.2 Historical Cost Convention

Except where 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 which requires the use of certain critical accounting estimates, and requires management to exercise its judgement in applying the Authority's accounting policies.

The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the financial statements are specifically referred to in the relevant sections of 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

Northern Adelaide Waste Management Authority operates as a regional subsidiary pursuant to Section 43 of the SA Local Government Act 1999 and Section 25 of the Local Government Implementation Act, and has its principal place of business at Woomera Avenue, Edinburgh Park SA 5111.

These financial statements have been prepared for use by the Constituent Councils of the Authority.

3 Income Recognition

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

4 Cash, Cash Equivalents and other Financial Instruments

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

Receivables are generally unsecured and do not bear interest.

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

All financial instruments are recognised at fair value at the date of recognition. A detailed statement of the accounting policies applied to financial instruments forms part of Note 9.



NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

for the year ended 30 June 2021

Note 1 - SIGNIFICANT ACCOUNTING POLICIES (cont)

5 Infrastructure, Property, Plant & Equipment

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".

5.1 Initial Recognition

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

The cost of non-current assets constructed by the Authority includes the cost of all materials used in construction, direct labour on the project and an appropriate proportion of variable and fixed overhead.

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.

5.2 Materiality

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

5.3 Subsequent Recognition

Certain asset classes are revalued on a regular basis such that the carrying values are not materially different from fair value. For infrastructure and other asset classes where no active market exists, fair value is determined to be the current replacement cost of an asset 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.

5.4 Depreciation of Non-Current Assets

Other than land, all infrastructure, property, plant and equipment assets recognised are systematically depreciated over their useful lives in a manner which reflects the consumption of the service potential embodied in those assets.

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

Plant, Furniture & Equipment	5 to 10 years
Buildings	30 years
Waste Facility	10 to 20 years
Landfill Construction	Amortised proportionately to rate of filling
Landfill Capping & Rehabilitation	Amortised proportionately to rate of filling

5.5 Land Assets

As at 30 June 2018, an independent valuation was undertaken on all Land and Building assets held by the Authority. The independent valuation was undertaken by AssetVal Pty Ltd and valued land and building assets to the current market value.

Given the material value of Land and Building assets subsequent to the valuation performed, Land and Building assets are shown as a separate class of asset and disclosed accordingly in Note 5.

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

for the year ended 30 June 2021

Note 1 - SIGNIFICANT ACCOUNTING POLICIES (cont)

5.6 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 the Authority 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.

6 Payables

6.1 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 Employee Benefits

7.1 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 the Authority's experience indicates that, on average, sick leave taken in each reporting period is less than the entitlement accruing in that period, and this experience is expected to recur in future reporting periods. The Authority does not make payment for untaken sick leave.

7.2 Superannuation

The Authority makes employer superannuation contributions in respect of its employees to Statewide Super. The Scheme has two types of membership, each of which is funded differently.

Accumulation Fund Members

Accumulation fund members receive both employer and employee contributions on a progressive basis. Employer contributions are normally based on a fixed percentage of employee earnings in accordance with Superannuation Guarantee Legislation (9.5% in 2020/21; 9.5% in 2019/20). No further liability accrues to the employer as the superannuation benefits accruing to employees are represented by their share of the net assets of the Fund.

Contributions to Other Superannuation Schemes

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



NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

for the year ended 30 June 2021

Note 1 - SIGNIFICANT ACCOUNTING POLICIES (cont)

8 Rehabilitation

Expenditures relating to ongoing rehabilitation and restoration reduce any provision previously established.

Landfill Remediation

The Authority annually monitors the liability recorded for landfill rehabilitation and restoration estimates and make adjustments to the liability as required to ensure an accurate projected cost of the liability is showing in the balance sheet.

An independent assessment of the Authority's landfill capping and post closure rehabilitation obligations was undertaken by Golder Associates Pty Ltd as at 30 June 2021.

The obligation to recognise a landfill remediation liability commences when the landfill cell is developed. Provisions are stated at the present value of the expected future cash outflows to occur. The Authority has an obligation to cap each cell upon the airspace of the cell being fully consumed as well as an ongoing post-closure monitoring and remediation of the site once it is closed for a period determined by the Environment Protection Authority (EPA) and other government environmental requirements.

Industrial Property Remediation

The Authority leases industrial property which under lease agreement held, requires that the Authority undertakes remediation and rectification works to the site upon exit. The scope of works includes the remediation of damaged and/or worn facilities, the removal of plant and equipment from the site as well as undertake rectification of any site contamination issues.

9 Comparative Information

Comparative information has been reclassified to be consistent with the current year disclosure of equivalent information in accordance with Australian Accounting Standards. Comparative information has not been amended for any changes to accounting standards.

10 Critical Accounting Estimates and Judgements

The Board evaluate estimates and judgements incorporated into the financial report based on historical knowledge and best available current information.

Estimates assume a reasonable expectation of future events and based on current trends and economic data, obtained both externally and within the Authority.

11 New Accounting Standards

The Authority applied for the first-time certain new standards and amendments, which are effective for annual reporting periods beginning on or after 1 January 2020. New standards and amendments relevant to the Authority are listed below. The Authority has not early adopted any other standard, interpretation or amendment that has been issued but is not yet effective.

Amendments to AASB 101 and AASB 108 Definition of Material

The amendments provide a new definition of material that states, "information is material if omitting, misstating or obscuring it could reasonably be expected to influence decisions that the primary users of general purpose financial statements make on the basis of those financial statements, which provide financial information about a specific reporting entity". The amendments clarify that materiality will depend on the nature or magnitude of information, either individually or in combination with other information, in the context of the financial statements. A misstatement of information is material if it could reasonably be expected to influence decisions made by the primary users. These amendments had no impact on the financial statements of, nor is there expected to be any future impact to the Authority.

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

for the year ended 30 June 2021

Note 1 - SIGNIFICANT ACCOUNTING POLICIES (cont)

12 Stock on Hand

The Authority records stock on hand as at reporting date to reflect the value of stockpiled recycled finished goods held. The value attributed to stock items is based on the expected sale price of goods held based on existing contract rates held with customers and/or public market rates, whichever is applicable.

13 Related Party Transactions - Services Provided by Member Councils to the Authority

The Authority has entered into a lease agreement with the City of Salisbury to manage and operate the waste transfer station located at Pooraka. The lease with the City of Salisbury is reflected on the Balance Sheet in accordance with AASB 16.

The Authority engages the City of Playford to provide immunisation services to staff as well as pay council rates on properties occupied within the Council area. During the financial year, the Authority paid the Council a total of \$4,297 for rates and immunisation services to the Council.

Transactions between the Authority and Member Councils where services have been provided by the Authority have been separately disclosed in Note 12.



NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

for the year ended 30 June 2021

Note 2 - INCOME

	Notes	2021 \$'000	2020 \$'000
USER CHARGES			
Waste Management Operations		45,571	38,644
		45,571	38,644
INVESTMENT INCOME			
Interest Income: Local Government Finance Authority		23	26
Rental income		217	184
		240	210
OTHER INCOME			
Lease Provision Adjustment		70	-
Promotional Income		45	4
		115	4

Note 3 - EXPENSES

EMPLOYEE COSTS

Salaries and Wages		3,219	2,521
Employee leave expense		112	100
Superannuation		274	206
Workers' Compensation Insurance		62	62
Other		160	153
		3,827	3,042

MATERIALS, CONTRACTS & OTHER EXPENSES

Auditor's Remuneration			
Auditing the financial reports		27	25
Other Services		-	-
Bad and Doubtful Debts		9	1
Lease costs		32	59
Promotions		44	13
Bank Fees		51	36
Landfill Royalty		144	196
Contractors		26,482	23,948
Electricity		286	267
Environmental Protection Agency Levy		8,040	8,158
Fuels & Oils		178	187
Professional services		450	364
Administration & Other Expenses		780	500
		36,523	33,754

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

for the year ended 30 June 2021

Note 3 - EXPENSES (cont)

	Notes	2021 \$'000	2020 \$'000
DEPRECIATION, AMORTISATION & IMPAIRMENT			
Waste Processing Facility		215	218
Uleybury Landfill Plant & Equipment		27	30
Education Program Plant & Equipment		-	1
Office Furniture & Equipment		39	40
Property & Improvements		17	17
Landfill Cell Stage Three		233	315
Landfill Capping Stage Three		99	131
Post Closure Rehabilitation		151	81
Buildings		172	144
Material Recovery Facility		637	519
Right-of-use-assets		1,384	1,345
Right-of-use-assets Restoration		276	-
		3,250	2,841
FINANCE COSTS			
Interest on Loans and Overdraft		315	336
Interest on Leases		167	193
Unwinding of present value discounts		30	-
		512	529
ASSET DISPOSALS			
Proceeds from disposal		-	15
Less: Carrying amount of assets sold		-	(63)
Gain (Loss) on disposal		-	(48)
Note 4 - CURRENT ASSETS			
CASH & CASH EQUIVALENTS			
Cash on Hand and at Bank		3,378	2,786
Deposits at Call		3,789	1,018
		7,167	3,804
TRADE & OTHER RECEIVABLES			
Debtors - general		3,933	3,668
Accrued Revenues		206	180
Prepaid Expenses		37	-
Provision for Impairment		(9)	-
		4,167	3,848



NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS
 for the year ended 30 June 2021

Note 5 - PROPERTY, PLANT & EQUIPMENT

	2020 \$'000				2021 \$'000			
	AT FAIR VALUE	AT COST	ACCUM DEPN	CARRYING AMOUNT	AT FAIR VALUE	AT COST	ACCUM DEPN	CARRYING AMOUNT
Land	1,776	-	-	1,776	1,776	-	-	1,776
Waste Processing Facility	-	3,285	(1,852)	1,433	-	3,257	(1,949)	1,308
Uleybury Landfill Plant & Equipment	-	2,125	(2,024)	101	-	2,125	(2,051)	74
Education Program Plant & Equipment	-	34	(31)	3	-	34	(31)	3
Office Furniture & Equipment	-	199	(100)	99	-	199	(139)	60
Property & Improvements	-	1,605	(1,507)	98	-	1,605	(1,524)	81
Landfill Cell Stage Three	-	3,084	(1,451)	1,633	-	3,084	(1,684)	1,400
Landfill Capping Stage Three	-	1,116	(397)	719	-	1,590	(495)	1,095
Post Closure Rehabilitation	-	2,304	(1,207)	1,097	-	2,167	(1,358)	809
Buildings	3,285	1,491	(338)	4,438	3,285	1,491	(510)	4,266
Material Recovery Facility	-	7,475	(1,343)	6,132	-	7,475	(1,980)	5,495
Right-of-use-assets	-	7,581	(1,345)	6,236	-	8,049	(2,742)	5,307
Right-of-use-asset Restoration	-	-	-	-	-	1,516	(276)	1,240
WIP	-	63	-	63	-	-	-	-
	5,061	30,362	(11,595)	23,828	5,061	32,592	(14,739)	22,914

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS
for the year ended 30 June 2021

Note 5 - PROPERTY, PLANT & EQUIPMENT (Cont)

	2020	Movement in Property, Plant & Equipment during the Financial Year					2021	
	CARRYING VALUE \$'000	ADDITIONS		Disposals	Revaluation	Adjustment	Depreciation	CARRYING VALUE \$'000
		Renewal/ Replacement	New/ Upgrade					
Land	1,776	-	-	-	-	-	-	1,776
Waste Processing Facility	1,433	27	-	-	-	63	(215)	1,308
Uleybury Landfill Plant & Equipment	101	-	-	-	-	-	(27)	74
Education Program Plant & Equipment	3	-	-	-	-	-	-	3
Office Furniture & Equipment	99	-	-	-	-	-	(39)	60
Property & Improvements	98	-	-	-	-	-	(17)	81
Landfill Cell Stage Three	1,633	-	-	-	-	-	(233)	1,400
Landfill Capping Stage Three	719	-	500	-	-	(25)	(99)	1,095
Post Closure Rehabilitation	1,097	-	-	-	-	(137)	(151)	809
Buildings	4,438	-	-	-	-	-	(172)	4,266
Material Recovery Facility	6,132	-	-	-	-	-	(637)	5,495
Right-of-use-assets	6,236	-	737	-	-	(282)	(1,384)	5,307
Right-of-use-assets Restoration	-	-	1,516	-	-	-	(276)	1,240
WIP	63	-	-	-	-	(63)	-	-
	23,828	27	2,753	-	-	(444)	(3,250)	22,914
2020 \$'000	20,579	2,544	3,610	(63)	-	(1)	(2,841)	23,828



NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS
for the year ended 30 June 2021

Note 6 - LIABILITIES

	Notes	2021 \$'000		2020 \$'000	
		Current	Non-current	Current	Non-current
TRADE & OTHER PAYABLES					
Goods & Services		3,931	-	3,481	-
Accrued expenses - other		1,931	-	1,548	-
Amounts received in advance		805	-	827	-
		6,667	-	5,856	-
BORROWINGS					
Loans		1,099	6,448	1,056	7,547
Lease Liabilities		1,428	4,064	1,466	4,899
		2,527	10,512	2,522	12,446
PROVISIONS					
Annual Leave		252	-	198	-
Long Service Leave		114	101	57	99
Provision for Capping Stage 3A		-	1,590	-	1,116
Provision for Post Closure Site Rehabilitation		-	2,151	-	2,287
Provision for Property Restoration		-	1,546	-	-
		366	5,388	255	3,502
RECONCILIATION OF MOVEMENT IN LANDFILL & RESTORATION PROVISIONS					
		Provision for Capping Stage 3A	Provision for Post Closure Site Rehabilitation	Provision for Property Restoration	Total
Opening Balance		1,116	2,287	-	3,403
Additional Amounts Recognised/(Derecognised)		474	(136)	1,516	1,854
Payments		-	-	-	-
Unwinding of Present Value Discounts				30	30
Closing Balance		1,590	2,151	1,546	5,287

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

for the year ended 30 June 2021

Note 7 - CASH FLOW RECONCILIATION

(a) Reconciliation of Cash

	Notes	2021 \$'000	2020 \$'000
Total cash & equivalent assets	4	7,167	3,804
Less: Short-term borrowings		-	-
Balances per Cash Flow Statement		7,167	3,804

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

Net Surplus (Deficit)		1,891	169
Non-cash items in Income Statement			
Depreciation, amortisation & impairment	3	3,250	2,841
(Gain) / Loss on Disposal of Assets	3	-	48
Grants for capital acquisitions treated as Investing Activity		(77)	(1,525)
Bad Debts Expense	3	9	1
Unwinding of Present Value Discounts	6	30	-
		5,103	1,495
Add (Less): Changes in Net Current Assets			
Net (increase) decrease in receivables		(328)	(676)
Net (increase) decrease in inventory		(2)	39
Net increase (decrease) in trade & other payables		811	2,446
Net increase (decrease) in other provisions		113	127
Net Cash provided by (or used in) operations		5,697	3,431

(c) Financing Arrangements

Credit Card Facilities		25	15
LGFA Cash Advance Debenture Facility		2,500	2,500



NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

for the year ended 30 June 2021

Note 8 - FINANCIAL INSTRUMENTS

Recognised Financial Instruments

Bank, Deposits at Call, Short Term Deposits	<p>Accounting Policy: Carried at lower of cost and net realisable value; Interest is recognised when earned.</p> <p>Terms & conditions: Deposits on Call do not have a maturity period and have an average interest rates of 0.3% (2020: 0.4%).</p> <p>Carrying amount: approximates fair value due to the short term to maturity.</p>
Receivables - Gate Fees & Associated Charges	<p>Accounting Policy: Carried at nominal values less any allowance for doubtful debts. An allowance for doubtful debts is recognised (and re-assessed annually) when collection in full is no longer probable.</p> <p>Carrying amount: approximates fair value (after deduction of any allowance).</p>
Liabilities - Creditors and Accruals	<p>Accounting Policy: Liabilities are recognised for amounts to be paid in the future for goods and services received, whether or not billed to the Authority.</p> <p>Terms & conditions: Liabilities are normally settled on 30 day terms.</p> <p>Carrying amount: approximates fair value.</p>

Net Fair Value

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

Risk Exposure

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 Authority is the carrying amount, net of any provision for doubtful debts. All investments are made with the SA Local Government Finance Authority and Bank SA. 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 the Authority'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 the Authority will encounter difficulty in meeting obligations with financial liabilities. In accordance with the model Treasury Policy (LGA Information Paper 15), liabilities have a range of maturity dates based on cash inflows. The Authority also has available a range of bank overdraft and short-term draw down facilities that it can access.

Interest Rate Risk is the risk that future cash flows will fluctuate because of changes in market interest rates. Most of the Authority's financial instruments are at fixed rates. Any such variations in future cash flows will not be material in effect on either the Authority's incomes or expenditures.

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

for the year ended 30 June 2021

Note 8 - FINANCIAL INSTRUMENTS (Cont)

Liquidity Analysis

2021	Maturity			Non-interest bearing	Total
	≤ year	> 1 year	> 5 years		
	≤ 5 years				
	\$'000	\$'000	\$'000	\$'000	\$'000
Financial Assets					
Amortised Cost					
Cash Assets	11,100	-	-	-	11,100
Receivables	-	-	-	4,167	4,167
Total	11,100	-	-	4,167	15,267

Financial Liabilities

Payables	-	-	-	6,667	6,667
Borrowings	2,809	8,713	2,237	-	13,759
Total	2,809	8,713	2,237	6,667	20,426

2020	Maturity			Non-interest bearing	Total
	≤ year	> 1 year	> 5 years		
	≤ 5 years				
	\$'000	\$'000	\$'000	\$'000	\$'000
Financial Assets					
Amortised Cost					
Cash Assets	7,472	-	-	-	7,472
Receivables	-	-	-	3,848	3,848
Total	7,472	-	-	3,848	11,320

Financial Liabilities

Payables	-	-	-	5,856	5,856
Borrowings	2,502	9,135	3,331	-	14,968
Total	2,502	9,135	3,331	5,856	20,824



NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

for the year ended 30 June 2021

Note 9 - COMMITMENTS FOR EXPENDITURE

	Notes	2021 \$'000	2020 \$'000
Expenditure Commitments			
Other expenditure committed for (excluding inventories) at the reporting date but not recognised in the financial statements as liabilities:			
Audit Services		-	-
Waste Collection, Processing and Mobile Garbage Bin Supply Contracts		52,297	81,468
		52,297	81,468
These expenditures are payable:			
Not later than one year		16,791	18,976
Later than one year and not later than 5 years		35,506	62,492
Later than 5 years		-	-
		52,297	81,468

The Authority manages multiple external contracts with external suppliers for the collection, processing and disposal of waste on behalf of its Constituent Councils and customers. The commitments disclosed above reflect a consolidation of multiple contracts entered into with external suppliers. In future years, all contracts will be required to be renewed with external suppliers in accordance with adopted procurement policies and procedures of the Authority.

Note 10 - EVENTS OCCURRING AFTER REPORTING DATE

There were no events that occurred after reporting date that requires to be disclosed.

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

for the year ended 30 June 2021

Note 11 - LEASES

Authority as a lessee

The Authority leases external operations facilities, waste processing plant & machinery and motor vehicles.

	Buildings & Other Structures \$'000	Plant & Motor Vehicles \$'000	Total \$'000
At 1 July 2020	4,890	1,346	6,236
Additions of right-of-use-assets	-	737	737
Depreciation Charge	(759)	(625)	(1,384)
Lease Liability Adjustments	-	(43)	(43)
At 30 June 2021	4,131	1,415	5,546

Set out below are the carrying amounts of lease liabilities and the movements during the period.

At 1 July 2020	6,365
Additions	737
Accretion of interest	(167)
Payments	(1,493)
Lease Liability Adjustment	50
At 30 June 2021	5,492
Current	1,428
Non-Current	4,064

Note 12 - DISCLOSURE OF RELATED PARTY TRANSACTIONS

The Key Management Personnel include the Chair of the Board, Chief Executive and other officers prescribed under Section 112 of the *Local Government Act 1999*. In all, 6 persons were paid the following total compensation:

	2021 \$'000	2020 \$'000
Salaries, allowances & other short term benefits	713	751
Long term benefits	-	3
TOTAL	713	754



NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

for the year ended 30 June 2021

Note 12 - DISCLOSURES OF RELATED PARTY TRANSACTIONS (Cont)

Transactions with Related Parties:

Related Party Entity	Sale of Goods and Services (\$'000)	Amounts Outstanding from Related Parties (\$'000)	Description of Services Provided to Related Parties
City of Salisbury	16,907	1,421	Provision of waste collection, processing and disposal services
City of Playford	11,032	889	Provision of waste collection, processing and disposal services
Town of Gawler	2,761	395	Provision of waste collection, processing and disposal services

The Related Parties disclosed above are equity owners of the Authority and are referred to as Member Councils. Member Councils have equal representation on the Board of the Authority and accordingly have significant influence on the financial and operating decisions of the Authority. No one Member Council individually has control of those policies.

Note 13 - CONTINGENT ASSETS & LIABILITIES

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

1. POTENTIAL INSURANCE LOSSES

The Authority insures against all known 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 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.

2. LEGAL EXPENSES

All known costs have been recognised.

3. PERFORMANCE BONDS & BANK GUARANTEES

The Authority has a performance bond/guarantee held with the Local Government Finance Authority to the Environment Protection Authority for an amount of \$1,350,000 in accordance with the requirements under its Post Closure remediation obligations for the Uleybury Landfill site.

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

for the year ended 30 June 2021

Note 14 - FAIR VALUE MEASUREMENTS

The Authority measures and recognises the following assets at fair value on a recurring basis after initial recognition:

- Land assets
- Building assets
- Stock on Hand

The Authority does not subsequently measure any liabilities at fair value on a recurring basis, or any assets or liabilities at fair value on a non-recurring basis.

(a) Fair value hierarchy

AASB 13: *Fair Value Measurement* requires the disclosure of fair value information according to the relevant level in the fair value hierarchy. This hierarchy categorises fair value measurements into one of three possible levels based on the lowest level that a significant input can be categorised into. The levels are outlined below:

Level 1

Measurements based on quoted prices (unadjusted) in active markets for identical assets or liabilities that the entity can access at the measurement date.

Level 2

Measurements based on inputs other than quoted prices included in Level 1 that are observable for the asset or liability, either directly or indirectly.

Level 3

Measurements based on unobservable inputs for the asset or liability.

The fair value of assets and liabilities that are not traded in an active market is determined using one or more valuation techniques. These valuation techniques maximise, to the extent possible, the use of observable market data. If all significant inputs required to measure fair value are observable, the asset or liability is included in Level 2. If one or more significant inputs are not based on observable market data, the asset or liability is included in Level 3.

Valuation techniques

The Authority selects valuation techniques that are appropriate in the circumstances and for which sufficient data is available to measure fair value. The availability of sufficient and relevant data primarily depends on the specific characteristics of the asset or liability being measured. The valuation techniques selected by the association are consistent with one or more of the following valuation approaches:

- Market approach: uses prices and other relevant information generated by market transactions involving identical or similar assets or liabilities.
- Income approach: converts estimated future cash flows or income and expenses into a single current (i.e. discounted) value.
- Cost approach: reflects the current replacement cost of an asset at its current service capacity.

Each valuation technique requires inputs that reflect the assumptions that buyers and sellers would use when pricing the asset or liability, including assumptions about risks. When selecting a valuation technique, the Authority gives priority to those techniques that maximise the use of observable inputs and minimise the use of unobservable inputs. Inputs that are developed using market data (such as publicly available information on actual transactions) and reflect the assumptions that buyers and sellers would generally use when pricing the asset or liability are considered observable, whereas inputs for which market data are not available and therefore are developed using the best information available about such assumptions are considered unobservable.



NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

for the year ended 30 June 2021

Note 14 - FAIR VALUE MEASUREMENTS (Cont)

The following tables provide the fair values of the Authority's assets measured and recognised on a recurring basis after initial recognition, categorised within the fair value hierarchy.

	Notes	Level 1 \$	Level 2 \$	Level 3 \$	Total \$
2021					
(\$'000)					
Recurring fair value measurements					
Infrastructure, Property, Plant & Equipment					
- Land	5	-	1,776	-	1,776
- Buildings	5	-	3,285	-	3,285
- Stock on Hand		27	-	-	27
Total financial assets recognised at fair value		27	5,061	-	5,088

2020 (\$'000)

Recurring fair value measurements

Infrastructure, Property, Plant & Equipment

- Land	5	-	1,776	-	1,776
- Buildings	5	-	3,285	-	3,285
- Stock on Hand		25	-	-	25
Total financial assets recognised at fair value		25	5,061	-	5,086

(b) Disclosed fair value measurements

The following table provides the level of the fair value hierarchy within which the disclosed fair value measurements are categorised in their entirety and a description of the valuation technique(s) and inputs used.

	Fair Value Hierarchy Level	Valuation Technique	Inputs Used
There has been no change in the techniques used to measure the value of items disclosed in the financial statements.	1	Market	Based on expected sale price of goods based on existing contract prices.
There has been no change in the valuation technique(s) used to calculate the fair values disclosed in the financial statements.	2	Market Value	Observable sales of similar properties – both vacant land and land with improvements.



TO THE BOARD MEMBERS OF NORTHERN ADELAIDE WASTE MANAGEMENT AUTHORITY

**STATEMENT OF AUDITORS INDEPENDENCE
ANNUAL FINANCIAL STATEMENT FOR THE YEAR ENDED 30 JUNE 2021**

I confirm that, for the audit of the financial statements of Northern Adelaide Waste Management Authority for the year ended 30 June 2021, I have maintained my independence in accordance with the requirements of APES 110 – Code of Ethics for Professional Accountants, Section 290, published by the Accounting Professional and Ethical Standards Board, in accordance with the *Local Government Act 1999* and the *Local Government (Financial Management) Regulations 2011* made under that Act.

This statement is prepared in accordance with the requirements of Regulation 22(5) of the *Local Government (Financial Management) Regulations 2011*.

HLB Mann Judd

**HLB Mann Judd Audit (SA) Pty Ltd
Chartered Accountants**

**Jon Colquhoun
Director**

**Adelaide, South Australia
28 October 2021**

hlb.com.au

HLB Mann Judd Audit (SA) Pty. Ltd. ABN: 32 166 337 097

169 Fullarton Road, Dulwich SA 5065 | PO Box 377, Kent Town SA 5071

T: +61 (0)8 8133 5000 | F: +61 (0)8 8431 3502 | E: reception@hlbsa.com.au

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Independent Auditor's Report to the Members of Northern Adelaide Waste Management Authority

Opinion

We have audited the financial report of Northern Adelaide Waste Management Authority ("the Authority") which comprises the statement of financial position as at 30 June 2021, the statement of comprehensive income, the statement of changes in equity and the statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies, and the declaration by the those charged with governance.

In our opinion, the accompanying financial report presents fairly, in all material aspects, the financial position of the Authority as at 30 June 2021, and its financial performance and its cash flow for the year then ended in accordance with Australian Accounting Standards and complies with the *Local Government Act 1999* and the *Local Government (Financial Management) Regulations 2011*.

Basis for Opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Report* section of our report. We are independent of the Authority in accordance with the auditor independence requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants* ("the Code") that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

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

Responsibilities of Management and the Board Members for the Financial Report

Management is responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards and for such internal control as management determines is necessary to enable the preparation of the financial report that is free from material misstatement, whether due to fraud or error.

In preparing the financial report, management is responsible for assessing the Authority's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intend to liquidate the Authority or to cease operations, or have no realistic alternative but to do so.

The Board Members are responsible for overseeing the Authority's financial reporting process.

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T: +61 (0)8 8133 5000 | F: +61 (0)8 8431 3502 | E: reception@hlbsa.com.au

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Auditor's Responsibilities for the Audit of the Financial Report

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

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

- Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Authority's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the management.
- Conclude on the appropriateness of the management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Authority's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Authority to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the Board Members regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

HLB Mann Judd

HLB Mann Judd Audit (SA) Pty Ltd
Chartered Accountants

Adelaide, South Australia
28 October 2021

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Jon Colquhoun
Director



NORTHERN ADELAIDE WASTE MANAGEMENT AUTHORITY

**ANNUAL FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 June 2021**

CERTIFICATION OF AUDITOR INDEPENDENCE

To the best of our knowledge and belief, we confirm that, for the purpose of the audit of the Northern Adelaide Waste Management Authority for the year ended 30 June 2021, the Authority's Auditor, HLB Mann Judd, has maintained its independence in accordance with the requirements of the *Local Government Act 1999* and the *Local Government (Financial Management) Regulations 2011* made under that Act.

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

John Phillips
Acting Chief Executive Officer

Date: 28/10/21

Mark Labaz
Chairman - Audit Committee

Date: 28/10/21



NORTHERN ADELAIDE WASTE MANAGEMENT AUTHORITY

**ANNUAL FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 June 2021**

CONSTITUENT COUNCIL CERTIFICATION OF AUDITOR INDEPENDENCE

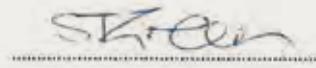
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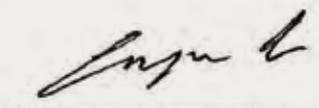
John Harry
Chief Executive Officer
City of Salisbury

Date: 9/11/21



Sam Green
Chief Executive Officer
City of Playford

Date: 1/11/21



Henry Inat
Chief Executive Officer
Town of Gawler

Date: 29/10/21

NAWMA's Uleybury Balefill and Renewable Energy Park is the first combined solar – landfill gas farm of its type in Australia and continues to generate power for the local community using over 11,000 solar panels.





NAWMA

71-75 Woomera Avenue
Edinburgh SA 5111

Box 10 Mail Delivery Centre
Edinburgh North SA 5113

Phone 08 8259 2100

Email admin@nawma.sa.gov.au

www.nawma.sa.gov.au



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City of Salisbury | PO Box 8 Salisbury SA 5108
Phone 8406 8222 | city@salisbury.sa.gov.au

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