



AGENDA

FOR RESOURCES AND GOVERNANCE COMMITTEE MEETING TO BE HELD ON

**15 OCTOBER 2018 AT THE CONCLUSION OF THE BUDGET AND FINANCE
COMMITTEE**

IN COMMITTEE ROOM 1, 12 JAMES STREET, SALISBURY

MEMBERS

Cr S Bedford (Chairman)
Mayor G Aldridge (ex officio)
Cr D Balaza
Cr B Brug
Cr D Bryant
Cr L Caruso
Cr R Cook (Deputy Chairman)
Cr D Pilkington
Cr D Proleta

REQUIRED STAFF

General Manager Business Excellence, Mr C Mansueto
General Manager City Development, Mr T Sutcliffe
Manager Governance, Mr M Petrovski
Manager Communications and Customer Relations, Mr M Bennington

APOLOGIES

LEAVE OF ABSENCE

PRESENTATION OF MINUTES

Presentation of the Minutes of the Resources and Governance Committee Meeting held on 17 September 2018.

REPORTS

Administration

3.0.1	Future Reports for the Resources and Governance Committee	7
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External Relations

3.4.1	Voting Advice to Council Delegate for the Local Government Association Annual General Meeting - 26 October 2018	11
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Corporate Management

3.5.1	Draft 2017/18 Annual Report.....	23
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Corporate Governance

3.6.1	Council Committee Structure - Recommendation for Incoming Council.....	211
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OTHER BUSINESS

CLOSE



MINUTES OF RESOURCES AND GOVERNANCE COMMITTEE MEETING HELD IN COMMITTEE ROOM 1, 12 JAMES STREET, SALISBURY ON

17 SEPTEMBER 2018

MEMBERS PRESENT

Cr S Bedford (Chairman)
Mayor G Aldridge (ex officio)
Cr D Balaza
Cr L Caruso
Cr D Pilkington
Cr D Proleta

STAFF

General Manager Business Excellence, Mr C Mansueto
General Manager City Development, Mr T Sutcliffe
Manager Governance, Mr M Petrovski
Manager Communications and Customer Relations, Mr M Bennington

The meeting commenced at 8:00 pm.

The Chairman welcomed the members, staff and the gallery to the meeting.

APOLOGIES

Apologies were received from Cr B Brug, Cr D Bryant, Cr R Cook (Deputy Chairman).

LEAVE OF ABSENCE

Nil

PRESENTATION OF MINUTES

Moved Cr D Pilkington
Seconded Cr L Caruso

The Minutes of the Resources and Governance Committee Meeting held
on 20 August 2018, be taken and read as confirmed.

CARRIED

REPORTS

Administration

3.0.1 Future Reports for the Resources and Governance Committee

Moved Cr D Proleta

Seconded Cr D Balaza

1. The information be received.

CARRIED

External Relations

3.4.1 Election of the Local Government Association President

Moved Cr D Pilkington

Seconded Cr L Caruso

1. Council indicates its preference for Mayor Samuel Telfer, District Council of Tumby Bay, for the position of Local Government Association President and instructs its delegate to vote accordingly.

CARRIED

3.4.2 Election of Two Representative Members to the Local Government Finance Authority Board of Trustees

Moved Cr D Pilkington

Seconded Cr D Proleta

1. Council indicates its two preferences for:
 - a. Annette Martin; and
 - b. Steve Mathewsonfor the position of representative members of the Board of Trustees for the Local Government Finance Authority and instructs its delegate to vote accordingly.

CARRIED

3.6.1 Variations to Delegations

Moved Cr L Caruso

Seconded Cr D Proleta

1. In exercise of the powers contained in Section 44 of the Local Government Act 1999, the powers and functions under the following Acts and contained in the proposed Instrument of Delegation forming an attachment to this report (Attachments 2, Item No. 3.6.1, Resources and Governance Committee, 17/09/2018) are hereby delegated from 1 October 2018 to the person occupying the office of Chief Executive Officer, subject to the conditions and or limitations specified herein or in the Schedule of Conditions contained in the proposed Instruments of Delegation under the *Road Traffic Act 1961, Road Traffic (Miscellaneous) Regulations 2014 and the Road Traffic (Road Rules—Ancillary and Miscellaneous Provisions) Regulations 2014* as follows:
 - 1.1 Sections 17(1), 17(2), 17(3), 17(5), 20(3), 20(4), 20(6), 20(9), 20A(1) – Shaded areas of Attachment 2.
2. Such powers and functions may be further delegated by the Chief Executive Officer in accordance with Sections 44 and 101 of the Local Government Act 1999 as the Chief Executive Officer sees fit otherwise indicated herein or in the Schedule of Conditions contained in the proposed Instrument of Delegation under the *Road Traffic Act 1961, Road Traffic (Miscellaneous) Regulations 2014 and the Road Traffic (Road Rules—Ancillary and Miscellaneous Provisions) Regulations 2014*.

CARRIED

3.6.2 Summary Report for Attendance at Training and Development Activity - Cr Steve White

Moved Cr L Caruso

Seconded Cr D Proleta

1. The information be received.

CARRIED

OTHER BUSINESS

Nil

The meeting closed at 8:08 pm.

CHAIRMAN.....

DATE.....

ITEM	3.0.1
	RESOURCES AND GOVERNANCE COMMITTEE
DATE	15 October 2018
HEADING	Future Reports for the Resources and Governance Committee
AUTHOR	Michelle Woods, Projects Officer Governance, CEO and Governance
CITY PLAN LINKS	4.3 Have robust processes that support consistent service delivery and informed decision making.
SUMMARY	This item details reports to be presented to the Resources and Governance Committee as a result of a previous Council resolution. If reports have been deferred to a subsequent month, this will be indicated, along with a reason for the deferral.

RECOMMENDATION

1. The information be received.

ATTACHMENTS

There are no attachments to this report.

1. BACKGROUND

- 1.1 Historically, a list of resolutions requiring a future report to Council has been presented to each committee for noting.

2. CONSULTATION / COMMUNICATION

- 2.1 Internal
 - 2.1.1 Report authors and General Managers.
- 2.2 External
 - 2.2.1 Nil.

3. REPORT

3.1 The following table outlines the reports to be presented to the Resources and Governance Committee as a result of a Council resolution:

Meeting Item	Heading and Resolution	Officer
22/06/2015 3.3.2 Due:	Amendments to the Dog and Cat Management Act 3. Council note that staff will review the need for a cat by-law 12 months after the implementation of the proposed Bill and provide a further report to Council. July 2019	John Darzanos
23/04/2018 3.3.1 Due:	Parking Technology Trials 5. A further report presenting the outcomes of the trials be presented to Council at the conclusion of the trials. August 2019	John Darzanos
25/06/2018 3.3.2 Due:	Footpath Trading Policy Review 6. A further report be presented to Council following public consultation outlining any feedback and presenting the final Draft Footpath Trading Policy for endorsement. January 2019	John Darzanos
23/07/2018 MON2 Due:	Parking in the Salisbury City Centre 2. At the conclusion of the licence plate recognition trial, the report that will be provided to Council on the outcomes of the trial also incorporate advice on the implications of the provision of four (4) and or five (5) hour parking areas in the city centre. August 2019	John Darzanos
23/07/2018 3.6.3 Due:	Media Policy Review That consideration of the Media Policy be deferred to the next Council following the local government elections. April 2019	Michael Bennington
27/08/2018 MON7.1 Due:	Council Customer Service Charter 1. That Council review all customer service and related policies with a view of increasing the level of basic services and customer requests. March 2019	Michael Bennington
27/08/2018 MON7.1 Due:	Council Customer Service Charter 2. That Council develop a community and resident customer service charter in consultation with the local community. March 2019	Michael Bennington

27/08/2018	Petition Seeking Review of Footpath Trading Policy for Coffee Amigo in John Street, Salisbury	John Darzanos
PET3.2	2. Council note that staff will report back to Council addressing the petition and a revised Footpath Trading Policy after the Caretaker period has concluded.	
Due:	January 2019	

4. CONCLUSION / PROPOSAL

- 4.1 Future reports for the Resources and Governance Committee have been reviewed and are presented to Council for noting.

CO-ORDINATION

Officer:	EXEC GROUP	GMCID	GMBE
Date:	08/10/2018	28/09/2018	28/09/2018

ITEM	3.4.1				
	RESOURCES AND GOVERNANCE COMMITTEE				
DATE	15 October 2018				
HEADING	Voting Advice to Council Delegate for the Local Government Association Annual General Meeting - 26 October 2018				
AUTHOR	Michelle Woods, Projects Officer Governance, CEO and Governance				
CITY PLAN LINKS	4.3 Have robust processes that support consistent service delivery and informed decision making.				
SUMMARY	In accordance with a previous Council resolution, this report presents the items to be considered at the Local Government Association Annual General Meeting (LGA AGM) to be convened on Friday 26 October 2018 and provides guidance to enable Council to instruct its delegate how to vote in relation to each item.				
RECOMMENDATION					
1.	Council direct its voting delegate in relation to the following recommendations listed in the Agenda for the Local Government Association Annual General Meeting being held 26 October 2018: <ol style="list-style-type: none"> 1.1 AGM181026/6.4 LGA Board Director Remuneration <p><i>That the Annual General Meeting adopts the following remuneration structure for LGA Board Directors:</i></p> <table> <tr> <td><i>LGA President</i></td><td><i>\$47,982 (unchanged from the current allowance)</i></td></tr> <tr> <td><i>Directors (x 9 including the Immediate Past President)</i></td><td><i>\$4,291 (unchanged from the current allowance paid to Vice Presidents) plus reasonable expenses for directors to attend meetings</i></td></tr> </table> <p>– <i>SUPPORT / NOT SUPPORT</i></p> 1.2 AGM181026/8.12 Suspension of Allowances during State or Federal Elections (Mitcham) <p><i>The Local Government Act 1999, be amended such that any local government elected member on nomination, endorsement or declaration of candidacy for any position in State or Federal Parliament shall for the duration of the Election cycle have all allowances suspended. This should include provision of motor vehicle and other support.</i></p> <p><i>The LGA will liaise with the Minister for Local Government to determine any further detail that makes the intent of this motion acceptable and enforceable.</i></p> <p>– <i>SUPPORT / NOT SUPPORT</i></p> 	<i>LGA President</i>	<i>\$47,982 (unchanged from the current allowance)</i>	<i>Directors (x 9 including the Immediate Past President)</i>	<i>\$4,291 (unchanged from the current allowance paid to Vice Presidents) plus reasonable expenses for directors to attend meetings</i>
<i>LGA President</i>	<i>\$47,982 (unchanged from the current allowance)</i>				
<i>Directors (x 9 including the Immediate Past President)</i>	<i>\$4,291 (unchanged from the current allowance paid to Vice Presidents) plus reasonable expenses for directors to attend meetings</i>				
2.	Council direct its voting delegate (Mayor Gillian Aldridge or Deputy Mayor Linda Caruso as proxy) to vote on the recommendations of the Local Government Association				

Annual General Meeting as set out in the attachment to this report (Resources and Governance Committee, 15 October 2018, Item 3.4.1).

ATTACHMENTS

This document should be read in conjunction with the following attachments:

1. Suggested Voting Guidance for the Local Government Association Annual General Meeting to be Held on 26/10/2018

1. BACKGROUND

- 1.1 At the February 2015 meeting of Council, it was resolved that Council direct the City of Salisbury's voting delegate in relation to voting on Local Government Association (LGA) General Meeting recommendations. To give effect to this resolution a report is prepared prior to each LGA Ordinary General Meeting (OGM) and Annual General Meeting (AGM) that summarises the matters being considered and puts forward a recommended position for each matter, based on advice from the Chief Executive Officer (CEO).

1. CONSULTATION / COMMUNICATION

1.1 Internal

- 1.1.1 Recommendations contained within this report are as a result of discussions between the Manager Governance and the Chief Executive Officer.

1.2 External

- 1.2.1 Nil.

2. REPORT

- 2.1 Due to the size of the agenda in its entirety (316 pages), a hard copy of the full agenda is not distributed to all Elected Members. Mayor Gillian Aldridge, current voting delegate and Deputy Mayor Linda Caruso (proxy delegate) have been given a copy of the agenda. A printed copy has also been made available for review by Elected Members in the Members' Room adjacent to the Council Chamber.
- 2.2 The full agenda contained within LGA Circular 39.10 dated 26 September 2018 has been circulated by email to Elected Members.
- 2.3 Attachment A to this report contains a list of each of the recommendations to be considered at the LGA AGM taking place on Friday 26 October 2018. The CEO has provided guidance regarding the appropriate voting position for the City of Salisbury for the majority of motions.

- 2.4 Guidance is sought in relation to voting direction for the following recommendations listed in the Agenda for the Local Government Association Annual General Meeting being held 26 October 2018:

2.4.1 AGM181026/6.4 LGA Board Director Remuneration

That the Annual General Meeting adopts the following remuneration structure for LGA Board Directors:

LGA President	\$47,982 (unchanged from the current allowance)
Directors (x 9 including the Immediate Past President)	\$4,291 (unchanged from the current allowance paid to Vice Presidents) plus reasonable expenses for directors to attend meetings

2.4.2 AGM181026/8.12 Suspension of Allowances during State or Federal Elections (Mitcham)

The Local Government Act 1999, be amended such that any local government elected member on nomination, endorsement or declaration of candidacy for any position in State or Federal Parliament shall for the duration of the Election cycle have all allowances suspended. This should include provision of motor vehicle and other support.

The LGA will liaise with the Minister for Local Government to determine any further detail that makes the intent of this motion acceptable and enforceable. Council has previously resolved (Resolution No 0170/2015) to authorise the voting delegate to the LGA to make a determination on how to vote in relation to any late items that are received for OGM's and AGM's of the Association.

3. CONCLUSION / PROPOSAL

- 3.1 Council is asked to review the items listed in the attachment and confirm or vary the voting guidance provided by the CEO.

CO-ORDINATION

Officer:	Executive Group	MG
Date:	08/10/2018	11/10/2018

VOTING GUIDANCE FOR LOCAL GOVERNMENT ASSOCIATION ANNUAL GENERAL MEETING

Friday 26 October 2018, 11.00am, Adelaide Entertainment Centre

Item No	Item Description	Agenda Page No	Voting Guidance
6.	DISCUSSION REPORTS FROM THE LGA BOARD		
6.1	LGA Policy Manual Endorsement That the Annual General Meeting: <ol style="list-style-type: none"> 1. notes the report on outcomes of the sector-wide consultation on the updated content of the LGA Policy Manual; and 2. endorses the revised LGA Policy Manual to take effect from 26 October 2018. 	38	Support
6.2	Inclusive Representation in Local Government That the Annual General Meeting: <ol style="list-style-type: none"> 1. notes the report; 2. notes the actions undertaken by the Local Government Association to support inclusive representation in local government in South Australia; and 3. encourages all councils in South Australia to implement strategies and actions to increase participation in local government by all members of the community. 	64	Support
6.3	Ancillary Documentation That the Annual General Meeting adopts the Ancillary Documents (listed below) to the new LGA Constitution: <ol style="list-style-type: none"> a. Membership Proposition b. Terms of reference for the South Australian Regional Organisation of Councils (SAROC) c. Terms of reference for the Greater Adelaide Regional Organisation of Councils (GAROC) d. Terms of reference for the Audit & Risk Committee e. Terms of reference for the CEO Advisory Group f. Meeting procedure 	70	Support

VOTING GUIDANCE FOR LOCAL GOVERNMENT ASSOCIATION ANNUAL GENERAL MEETING

Friday 26 October 2018, 11.00am, Adelaide Entertainment Centre

Item No	Item Description	Agenda Page No	Voting Guidance
6.4	LGA Board Director Remuneration That the Annual General Meeting adopts the following remuneration structure for LGA Board Directors: LGA President \$47,982 (unchanged from the current allowance) Directors \$4,291 (unchanged from the current allowance paid to Vice Presidents) plus reasonable expenses for directors to attend meetings (x 9 including the Immediate Past President)	118	Council to determine
6.5	Annual Report 2017/18 That the Annual General Meeting receives and adopts the LGA of SA Annual Report for the year 2017/2018.	120	Support
6.6	Financial Statements 2017/18 That the Annual General Meeting receives and adopts the LGA of SA and controlled entities Financial Statements for the year 2017-18.	121	Support
7.	INFORMATION REPORTS FROM THE LGA BOARD	166-274	
8.	COUNCIL NOTICES OF MOTION		
8.1	Commonwealth Home Support Program Funding (Marion) That the Annual General Meeting requests the LGA to lobby the ALGA to continue campaigning for the Commonwealth Government to confirm funding for Local Government to provide services to older people within our local communities post June 2020 when the Commonwealth Home Support Program funding ceases.	275	Support

VOTING GUIDANCE FOR LOCAL GOVERNMENT ASSOCIATION ANNUAL GENERAL MEETING

Friday 26 October 2018, 11.00am, Adelaide Entertainment Centre

Item No	Item Description	Agenda Page No	Voting Guidance
8.2	Affordable Housing 'Deliberative Development' (Prospect) That the Annual General Meeting requests the LGA investigate whether there is sufficient evidence across Local Government for a model of co-located affordable housing (new housing models including 'Deliberative development') which maintains existing streetscapes, including planning implications and funding opportunities.	277	Support
8.3	Northern Gateway Maintenance (Adelaide Plains) That the Annual General Meeting requests the LGA to lobby the State Government that the major northern gateway to Adelaide (Port Wakefield Highway) be cleaned up and maintained, and monies be resourced from waste levies.	280	Support
8.4	State Wide Asbestos Strategy (Adelaide Plains) That the Annual General Meeting requests the LGA to liaise with the State Government to commence a state wide asbestos identification, collection and rehabilitation program with particular focus on coastal areas known for the illegal dumping of asbestos materials.	284	Support
8.5	Commitment to Managing Recyclable Waste (Prospect) That the Annual General Meeting requests the LGA to investigate whether there is sufficient evidence across Local Government for the establishment of a sector wide commitment that by 2025, local government in South Australia will fully participate in a circular economy in respect to waste management and will support waste processing which creates products for use by local government.	287	Support

Friday 26 October 2018, 11.00am, Adelaide Entertainment Centre

8.6	<p>Increasing Procurement of Recyclable Waste (Prospect)</p> <p><i>Proposed Recommendation:</i></p> <p>That the Annual General Meeting requests the LGA to investigate whether there is sufficient evidence across Local Government to:</p> <ul style="list-style-type: none"> (a) significantly increase local governments' procurement of products made partially or wholly from recycled materials through a review of procurement policies and specifications and development of templates for use across the sector; (b) establish a sector wide Memorandum of Understanding for endorsement by Councils to commit to purchasing products made partially or wholly from recycled products as a demonstration of commitment and as a foundation for supporting the establishment and development of new industries within the State; and (c) focus the 2019 LGA Showcase meeting to be held in April on waste management and recycling. <p><i>Suggested Alternative Motion:</i></p> <p>That the Annual General Meeting requests the LGA to investigate opportunities to:</p> <ul style="list-style-type: none"> (a) significantly increase local governments' procurement of products made partially or wholly from recycled materials through a pilot project to trial the adoption of sustainable procurement targets by councils; (b) establish a sector wide Memorandum of Understanding for endorsement by Councils to commit to purchasing products made partially or wholly from recycled products as a demonstration of commitment and as a foundation for supporting the establishment and development of new industries within the State; and (c) focus the 2019 LGA Showcase meeting to be held in April on waste management and recycling. 	291	<p>Do Not Support the Proposed Recommendation</p> <p>Support Alternative Motion</p>
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VOTING GUIDANCE FOR LOCAL GOVERNMENT ASSOCIATION ANNUAL GENERAL MEETING

Friday 26 October 2018, 11.00am, Adelaide Entertainment Centre

8.7	<p>Improved Local Government Budget Processes (Adelaide Plains)</p> <p><i>Proposed Recommendation:</i></p> <p>That the Annual General Meeting requests the LGA to:</p> <ol style="list-style-type: none"> liaise with the Natural Resources Adelaide and Mount Lofty Ranges to investigate the possibility of reimbursing Council for the unpaid NRM Levy on rateable properties. liaise with the Office of the Valuer-General and propose finalising property valuation data by 31 March of each year to align with Council budget timelines, processes and adoption. <p><i>Alternative Recommendation:</i></p> <p>That the Annual General Meeting requests the LGA to:</p> <ol style="list-style-type: none"> continue to advocate on behalf of local government to remove the requirement for councils to collect land levies via council rates in relation to both the existing Natural Resources Management Act 2004 and the proposed Landscapes SA legislation. consult with councils to determine whether the LGA liaises with the Office of the Valuer-General in relation to finalising property valuation data by 31 March of each year to align with Council budget timelines, processes and adoption. 	295	<p>Do Not Support the Proposed Recommendation</p> <p>Support Alternative Recommendation <i>(Council resolved in June 2016 to include information on our website and with rates notices that indicates the mandatory collection of NRM levies, the expense of collection of the levy to ratepayers, and Council's objection to its collection.)</i></p>
8.8	<p>Citizen Notification Power for By-law Offences (Onkaparinga)</p> <p>That the Annual General Meeting requests the LGA advocate for an extension of powers under the Local Government Act 1999 to allow for citizen notification for a breach of by-law offences.</p>	298	Do Not Support

VOTING GUIDANCE FOR LOCAL GOVERNMENT ASSOCIATION ANNUAL GENERAL MEETING

Friday 26 October 2018, 11.00am, Adelaide Entertainment Centre

8.9	Increasing the maximum penalty that can be fixed for a breach of a by-law (section 246 of the Local Government Act 1999) (Onkaparinga) That the Annual General Meeting requests the LGA to advocate for an amendment to section 246(3)(g) of the Local Government Act 1999 to increase the maximum penalty that can be fixed for any breach of a by-law and by extension the maximum expiation fee that can be fixed under section 246(5) of the Act.	300	Support
8.10	Fee for Lodgement of a Section 270 Complaint (Mitcham) That the Annual General Meeting requests the LGA to request that the Government consider placement of a small "lodgement fee" on all section 270 complaints made to various councils. Should a complaint be upheld then the fee would be refunded in full.	302	Do Not Support
8.11	Timing of Local Government Elections (NP & SP) That the Annual General Meeting requests the LGA to lobby the State Government to investigate the merits of State Government and Local Government elections being held two (2) years apart from each other, as opposed to the current arrangement of being held in the same year.	304	Support
8.12	Suspension of Allowances during State or Federal Elections (Mitcham) The Local Government Act 1999, be amended such that any local government elected member on nomination, endorsement or declaration of candidacy for any position in State or Federal Parliament shall for the duration of the Election cycle have all allowances suspended. This should include provision of motor vehicle and other support. The LGA will liaise with the Minister for Local Government to determine any further detail that makes the intent of this motion acceptable and enforceable.	308	Council to Determine
8.13	Newstart Allowance (Onkaparinga) That the Annual General Meeting requests the LGA to endorse motion 64, passed at the 2018 ALGA National General Assembly, and that the LGASA actively lobby, and work with, ALGA and our federal and state parliamentary colleagues to facilitate an increase to the Newstart allowance as a matter of urgency.	311	Support

VOTING GUIDANCE FOR LOCAL GOVERNMENT ASSOCIATION ANNUAL GENERAL MEETING

Friday 26 October 2018, 11.00am, Adelaide Entertainment Centre

8.14	<p>Statewide Industrial Relations (Marion)</p> <p><i>Proposed Recommendation:</i></p> <p>That the Annual General Meeting requests the LGA to take the lead on managing industrial relations and negotiate 1 statewide agreement within indoor staff ie ASU and 1 statewide agreement with outdoor staff ie AWU.</p> <p><i>Suggested Alternative Recommendation:</i></p> <p>That the Annual General Meeting continues to endorse the current LGA priority of seeking industrial relations reform with the view to implementing a sector wide approach to enterprise agreements.</p>	314	<p>Do Not Support Proposed Recommendation as it would become too definitive with regard to LGA doing it</p> <p>Support Alternative Recommendation</p>
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ITEM	3.5.1
	RESOURCES AND GOVERNANCE COMMITTEE
DATE	15 October 2018
HEADING	Draft 2017/18 Annual Report
AUTHOR	Nadine Bishop, Team Leader Communications & Marketing, Business Excellence
CITY PLAN LINKS	4.4 Embed long term thinking, planning and innovation across the organisation. 4.2 Develop strong capability and commitment to continually improve Council's performance. 3.4 Be a proud, accessible and welcoming community.
SUMMARY	The Annual Report is a legislative document required following each financial year to highlight the achievements and financial statements of the City of Salisbury. This has been developed under the City Plan 2030 and its key directions. It also features Key Performance Indicators, showcases work based on Council's Objectives, financial statements and annual reports from Council subsidiaries.

RECOMMENDATION

1. That the Draft 2017/18 Annual Report forming attachment 1 to this report (Resources and Governance Committee, 15 October 2018, Item 3.5.1) be endorsed, subject to any amendments by Council.

ATTACHMENTS

This document should be read in conjunction with the following attachments:

1. Draft Annual Report 2017-18

1. BACKGROUND

- 1.1 The Draft 2017/18 Annual Report reflects the performance and achievements made by Council during the past financial year under the key directions of The Prosperous City, The Sustainable City, The Liveable City and Enabling Excellence as outlined in the City of Salisbury's Strategic Management Plan 'City Plan 2030'.
 - 1.1.1 The Draft 2017/18 Annual Report has been collated with information from the different business divisions across the organisation.

- 1.1.2 In view of sustainable practices, the final version of the Annual Report will be available on the Council website for download or print. A small print run of 10 copies will be arranged for distribution to required legislative authorities, as well as each Elected Member receiving a final printed copy.

2. CITY PLAN CRITICAL ACTION

- 2.1 N/A

3. CONSULTATION / COMMUNICATION

- 3.1 Internal

- 3.1.1 Governance, Business Excellence, Executive Group

4. REPORT

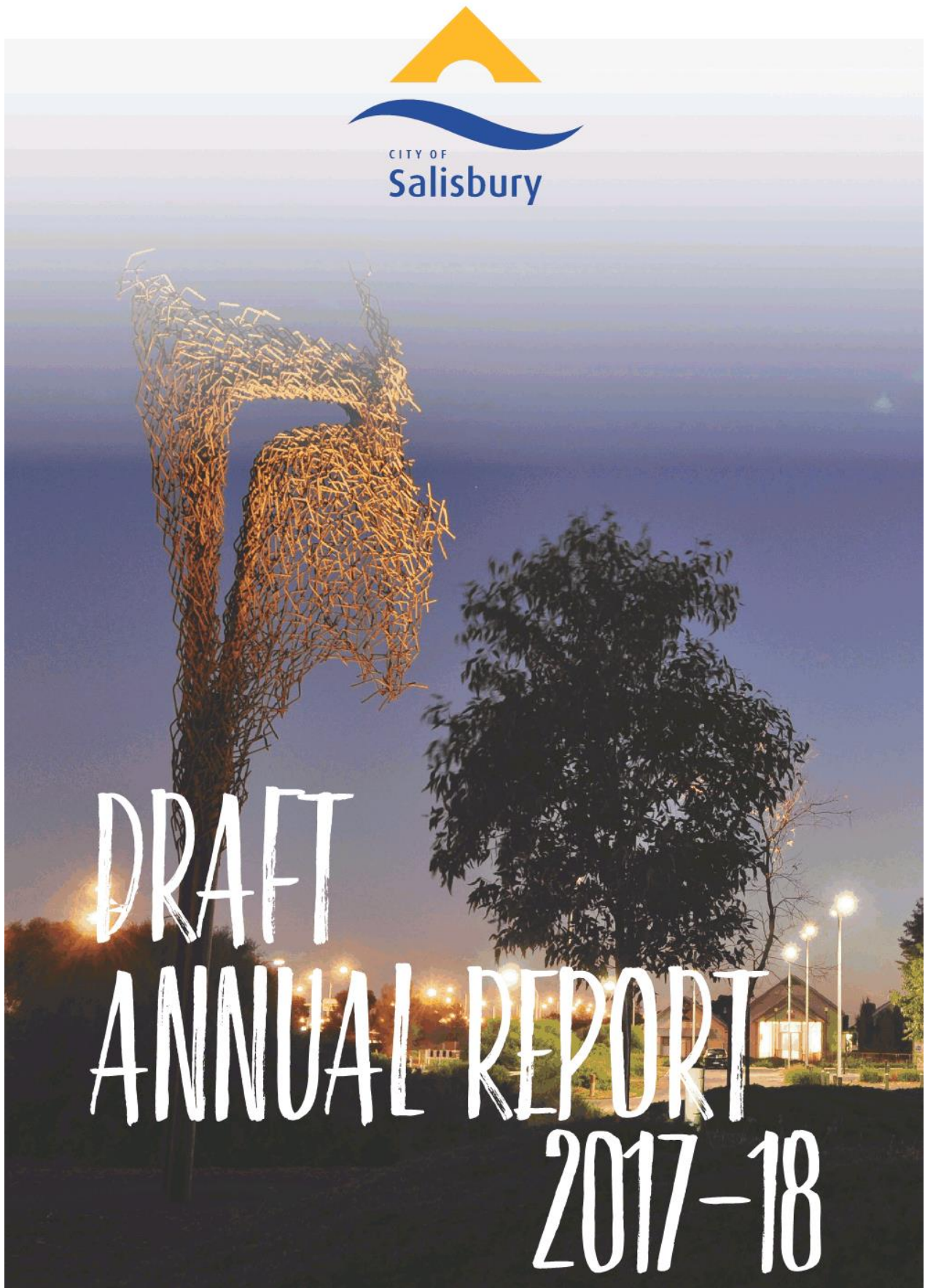
- 4.1 Attached for endorsement is the Draft 2017/18 Annual Report
- 4.2 It is a legislative requirement that Council's endorsed Annual Report is received by both Houses of Parliament no later than 31 December 2018.
- 4.3 The City of Salisbury's Financial Statements that will be included in the Draft 2017/18 Annual Report were endorsed by the Audit Committee at the 8 October 2018 meeting.

5. CONCLUSION / PROPOSAL

- 5.1 Council endorse the Draft 2017/18 Annual Report.

CO-ORDINATION

Officer: Executive Group
Date: 08/10/2018



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CEO message



The City of Salisbury continues to strive to support the health and economic wellbeing of our diverse community, while also planning and preparing to meet its future requirements.

Council's fundamental vision, to sustain a flourishing city with opportunities for residents, workers, students and business, is supported through the provision of relevant and well-utilised facilities and services.

In 2017/18 we maintained a focus of enhancing our urban environment and social spaces, including improving streetscapes, planting more trees, maintaining verges and upgrading recreation, sporting and community hubs.

The Salisbury Community Hub Project is taking shape and will culminate in a dynamic, modern civic and community centrepiece in the heart of the city.

Council's ambitious program, to revitalise this and other key precincts across the city, will ensure Salisbury is equipped with state-of-the-art facilities to meet the future needs of the community.

At the same time, the City of Salisbury continued to consolidate its position in our region as a location of choice for businesses. Leveraging its strengths in defence, advanced manufacturing, food and food production, logistics, transport and distribution, the City of Salisbury is committed to encouraging further investment and job creation opportunities to support our community.

Responsible financial management underpins the city's capacity to undertake major projects and introduce new programs in the current financial framework. This ensures debt remains at low risk levels so long-term costs are not borne by future generations.

Looking ahead, Salisbury residents will continue to enjoy access to many sporting and recreational facilities while benefiting from a significant capital works program, which ensures that our city assets are being maintained and renewed to provide for many future years of use and service.

Highlights of investments approved for 2018/19 include:

- Development of a \$2.6 million regional-level synthetic athletic facility at Bridgestone Reserve
- Implementation of next stages of Salisbury Oval Master Plan, to realise our vision for an integrated and vibrant place for sport, recreation and residential development
- The Sports Club Solar Panels Installation Fund will be available to assist all clubs within the City of Salisbury to reduce operating costs

We thank our volunteers and those who work in the community for contributing to the improvement and success of the City of Salisbury in the past year. The achievements of 2017/18 would not have been possible without these individuals, aided by the valuable contribution of Elected Members and our dedicated and professional Council workforce.

John Harry, Chief Executive Officer

CITY plan

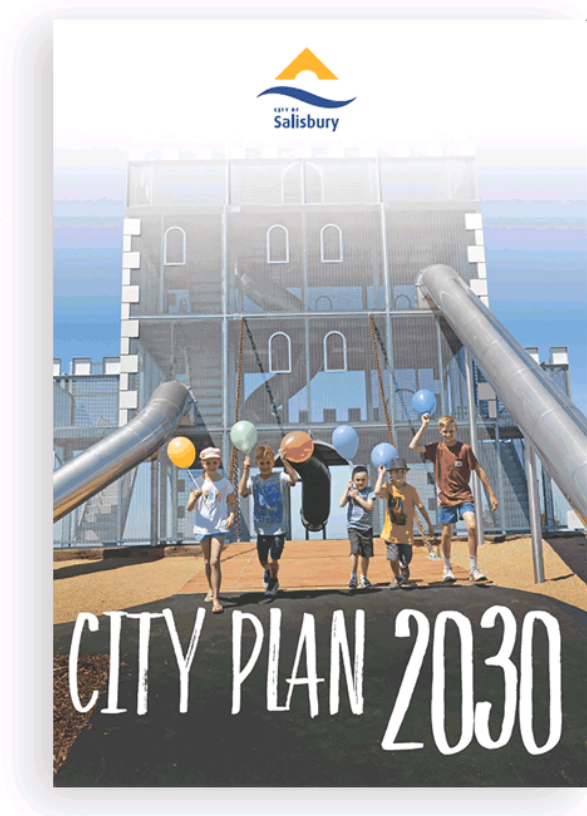
The development of City Plan 2030 was a collective effort comprising a diverse range of partnerships with stakeholders, the community, organisations and all tiers of government. Early engagement has meant the strategic document is meaningful and reflects the needs and wants of the community.

Through this early engagement, a series of key directions were formulated which underpin the community's vision for the future.

City Plan 2030 is our blueprint for achieving the vision you helped us develop:

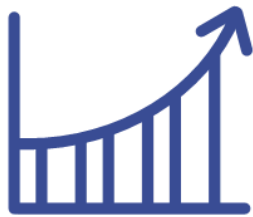
"Salisbury - a flourishing City with opportunity for all"

The Plan is visionary and broad-ranging and provides practical strategies and actions that will build on our existing assets. This is so we can make the most of opportunities that have the potential to be transformative for not only for the City of Salisbury, but the northern Adelaide region more broadly.



KEY directions

The City of Salisbury's City Plan 2030 contains four key directions. Each direction includes a statement of what we want to aspire to achieve, how we will achieve it and the indicators to monitor our progress.



The Prosperous City

Driving economic growth in South Australia, creating more jobs, providing people with the skills and knowledge to connect to those jobs and sustainably increasing our population.



The Sustainable City

A place where people actively experience and care for their natural environment, where green industries thrive and our urban and natural spaces are adaptive to future changes in climate.



The Liveable City

A welcoming community that celebrates its diversity, embraces change and where people are able to participate in community life. It is a City with interesting places and experiences.



Enabling Excellence

A Council where people work because they can make a difference, an organisation that anticipates, understands and meets community needs, a Council with a positive attitude.

OUR vision

Our vision for Salisbury is simply:

'Salisbury - A flourishing City with opportunity for all'

If we are able to capture these opportunities, the community will see:

- Increased investment and a wider range of job opportunities
- Well designed and maintained neighbourhoods and places that are inclusive and accessible
- A strong economy consisting of well established businesses and innovative entrepreneurs
- A broader range of education options and more people engaged in learning
- More opportunities to use technology in the way they work, study, relax and interact with Council
- A healthy natural environment enjoyed by more people
- New communities and a regeneration of existing urban areas

- A City that celebrates its diversity and provides opportunities for all to engage in community life regardless of ability; and
- A transport network that enables people to move easily around the City and supports freight movement.

Salisbury has unique features that make it appealing for residents, visitors and businesses.

A Living City is a city that is flourishing and provides opportunity for our residents, businesses and visitors through investment in its future, by valuing our stunning natural environments, by providing a great lifestyle, encouraging and supporting a vibrant innovative culture, is a destination for business and is a diverse and proud community.

Salisbury is a Living City. A place we are proud to be part of.



ANNUAL PLAN 2018-19



Looking ahead to 2018/19

The City of Salisbury's 2018/19 Annual Plan will strive to deliver the key projects the community has identified as priorities as well as maintain all existing service levels and being able to further invest in streetscapes, verge maintenance, flood management and recreation and sporting facilities.

The Annual Plan consists of almost \$42 million in Gross Infrastructure Investment ensuring Salisbury continues to be an inviting and inspiring place to live, do business, work and visit. This has been factored into our Long Term Financial Plan to ensure we not only maintain but improve our assets and facilities within the area in a sustainable manner.

Council continues to invest in the Salisbury Community Hub, expected to be completed in the second half of 2019, while also ensuring our services are maintained and enhanced. Examples include the increased free hard waste collection and maintaining the fees to access our recreation centres at 2017/18 levels.

We are continuing our storm response capability with increased spending on flood mitigation management as well as introducing a new footpath program to construct footpaths in older suburbs where they do not already exist as well as enhance those we have in existing streets and reserves.

The 2018/19 Annual Plan includes an average rate increase of 2 per cent which equates to a \$28 increase on the average residential rate. The minimum rate will not increase and remain at \$987 for 2018/19. The City of Salisbury is forecasting a surplus of \$3.6 million which places Council in a sustainable financial position to be able to deliver key strategic projects and meeting ongoing community needs.

Features of the 2018/19 Budget

Priorities for the 2018/19 year will continue to include building upon our services and ensuring we are meeting the needs of the community. A major component of increased services to the community will be the Salisbury Community Hub. The construction of this exciting community development began in mid-2018. This will further re-energise the area and encourage investment, as well as allow for the proposed sale of council owned properties made available due to the Hub.

A new regional athletics facility at Bridgestone Reserve will cater to the sport's booming participation rates both locally and across Adelaide. More than 3200 Little Athletics members live within a 25km radius of Bridgestone Reserve which further highlights the need for such a facility.

The City of Salisbury also has an emphasis on sustainability so funding for the provision to increase the solar panels programs for Sports Clubs within the City of Salisbury will also be a focus moving forward.

Even though there are a lot of large developments Council has been working on, our key services such as outdoor furniture will also be improved. This includes park benches, picnic shelters, bike racks, barbecues and better waste services as well as maintaining the 2017/18 fee schedule for recreation centres.

Traffic management is also something Council will improve with enhancements such as pedestrian refuges, roundabout alternations and parking bays.

Budget highlights:

- Salisbury Community Hub \$12 million (additional to funds transferred from 2017/18)
- Road Reseal Program \$7.9 million
- Major Flood Mitigation \$1 million
- Building Renewal Program \$1.1 million
- Local Flooding Program \$0.5 million
- Traffic Improvements \$0.75 million
- Bridgestone Reserve \$1.5 million
- Paddocks Masterplan \$0.5 million
- Streetscape Renewal Program \$1.5 million
- Outdoor Furniture \$0.23 million

How Do We Set Rates?

Setting rates is a balance between needing to fund Council operations, maintain 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 residential rates Salisbury ranks third lowest based on 2017/18 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 on average, property values go up 15 per cent in a year, we adjust our calculations down to remove this impact. Then we apply the increase we need to fund our activities for the coming year.

For 2018/19 Council has determined an average increase of 2 per cent, with no increase in minimum rates.

Significant factors placing pressure on the budget include:

- Increase in State Government EPA Levy
- Increase in energy costs

Rate Categories

Minimum Rates – apply to all properties where the value falls below a certain level so that all ratepayers make a fair contribution. For 2018/19 this is set at \$987 and will not increase.

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 for vacant land is 30 per cent higher which reflects Council’s desire to encourage the development of vacant land holdings in the city.

Separate Rates – Council collects rates for three distinct purposes:

- Salisbury City Centre Business Association to enable it to market and promote the Salisbury City Centre
- Globe Derby Community Club to maintain an area of common land
- Natural Resources Management (NRM) Levy is a State Government imposed tax, which councils are required to collect on behalf of the State Government, with all funds going to the State Government. All enquiries or concerns about the NRM Levy should be directed to the Adelaide and Mount Lofty Ranges NRM Board on 08 8273 9100 or www.nrm.sa.gov.au.

These separate rates are paid to the respective entities.

Key Services

OPERATING BUDGET BY KEY DIRECTION	2018/19		
	EXP \$000's	INC \$000's	NET \$000's
THE PROSPEROUS CITY			
Economic Development	1,447	64	1,383
Development Management	3,042	1,257	1,785
Urban Planning	1,363	-	1,363
Roads	4,014	2,682	1,332
Footpaths	1,450	-	1,450
TOTAL THE PROSPEROUS CITY	11,316	4,003	7,313
THE SUSTAINABLE CITY			
Water Management	4,154	2,760	1,394
Waste Management	15,206	232	14,974
Parks and Landscape	20,021	60	19,961
City Infrastructure	-	1,129	(1,129)
TOTAL THE SUSTAINABLE CITY	39,381	4,181	35,200
THE LIVEABLE CITY			
Community Development	2,579	9	2,570
Library Services	5,605	709	4,896
Community Centres	2,267	310	1,957
Recreation Centres	1,829	-	1,829
Community Sport and Club Facilities	2,163	-	2,163
Community Health and Wellbeing	4,787	3,041	1,746
Cemetery	591	522	69
Food and Health Regulation	1,189	169	1,020
Parking & Bylaws Control	765	380	385
Dog Control	1,725	1,145	580
Crime Prevention and Repair	739	-	739
Street Lighting	3,109	-	3,109
TOTAL THE LIVEABLE CITY	27,348	6,285	21,063
ENABLING EXCELLENCE			
Corporate Services	54	458	(404)
Governance	-	2	(2)
Sundry	2,745	6,501	(3,756)
Infrastructure Depreciation	22,839	-	22,839
TOTAL ENABLING EXCELLENCE	25,638	6,961	18,677
Capital Works and Project Preparation	1,811	-	1,811
Corporate Unallocated	5,251	-	5,251
Corporate Governance Overhead	4,041	-	4,041
Rate Revenue	-	96,942	(96,942)
TOTAL OPERATING SURPLUS/(DEFICIT)	114,786	118,372	3,586

ELECTED members

MAYOR



Gillian Aldridge, OAM

CENTRAL WARD



Cr David Balaza



Cr Betty Gill

EAST WARD



Cr Joe Caruso



Cr Damien Pilkington

HILLS WARD



Cr David Bryant



Cr Shiralee Reardon JP

LEVELS WARD



Cr Steve White



Cr Beau Brug

NORTH WARD



Cr Linda Caruso
Deputy Mayor
(Nov 17 - Nov 18)



Cr Graham Reynolds

PARA WARD



Cr Robyn Cook



Cr Riccardo Zahra

SOUTH WARD



Cr Sean Bedford



Cr Julie Woodman JP

WEST WARD

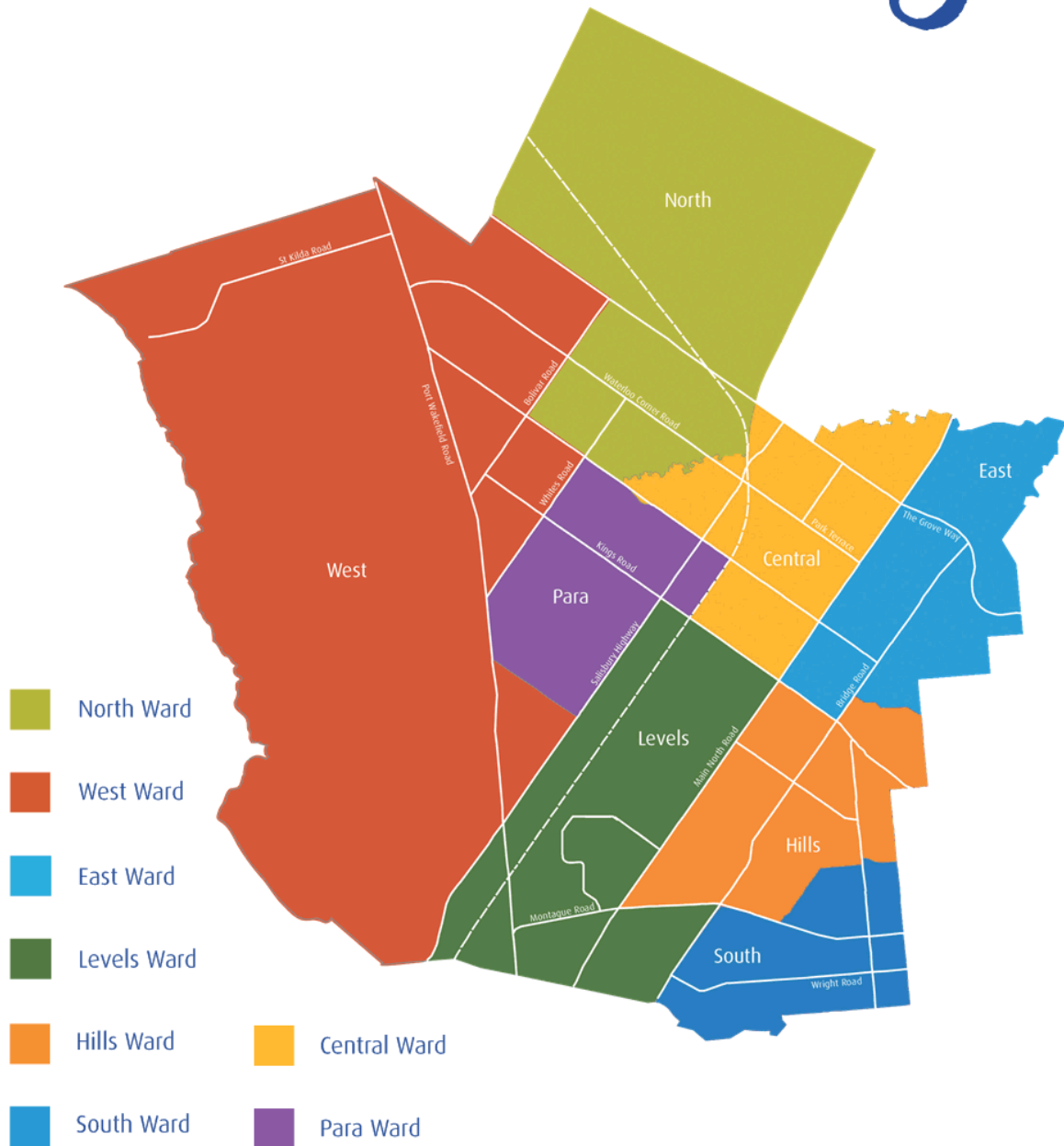


Cr Chad Buchanan JP



Cr Donna Proleta
Deputy Mayor
(Nov 16 - Nov 17)

WARD boundaries



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Elector Representation

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

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

In accordance with the existing provisions in Section 12 of the Local Government Act 1999, the Representation Review process requires Council to review all aspects of the composition of Council including ward boundaries. The process involves the 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 six 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 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 three 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 submissions for a representation review and the Act prescribes how and in what circumstances this might proceed.

Council Initiated Submissions

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 provides for the implementation of the future composition and structure of Council at the November 2018 Local Government elections.

Public Initiated Submissions

Under Section 28(2) of the Local Government Act 1999, a group of a least 20 electors may submit to Council a submission that it alter the boundaries of the Council or its wards or alter the composition of the Council or its representative structure. The process for such submission will be as found on page 13.

council

No public initiated submissions under section 28 of the Local Government Act 1999 have been received in 2017/18.

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

Council	Elected Members ²	Electors	Representation Quota ³
Salisbury	17	93,955	5,526
Playford	16	60,010	3,750
West Torrens	15	40,971	2,731
Charles Sturt	17	83,852	4,932
Port Adelaide/Enfield	18	82,987	4,610
Marion	13	64,481	4,960
Onkaparinga	21	123,631	5,887
Tea Tree Gully	13	73,139	5,626
Metropolitan Average ⁴	14	48,036	3,483

¹ Data supplied by the Local Government Association.

² Including the Mayor

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

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

In accordance with section 76(9) and 76(15) of the Local Government Act, allowances set out in Determination No. 7 of 2014: Members of Local Government Councils will be adjusted annually on the first, second and third anniversary of the 2014 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. The allowances are as follows:

Councillor:	\$22,414 per annum
Mayor:	\$89,656 per annum
Deputy Mayor:	\$27,180 per annum
Chairman of Standing Committees:	\$28,018 per annum
Sitting fee payable to a Councillor (other than the principal member or deputy principle member, chairperson or deputy chairperson 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.	\$209 per meeting limited to an aggregate amount of \$1,251 per annum

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.

Elector Member Allowances

Changes to the Local Government Act in 2010 resulted in the Remuneration Tribunal being responsible for the determination of Elected Member Allowances to be applied from the first Council Meeting following the November 2010 Elections. Elected Member allowances were reviewed by the Remuneration Tribunal in Determination No. 7 of 2014, which resulted in an increase to allowances for City of Salisbury Elected Members plus the introduction of a new allowance for a sub-committee chairman.

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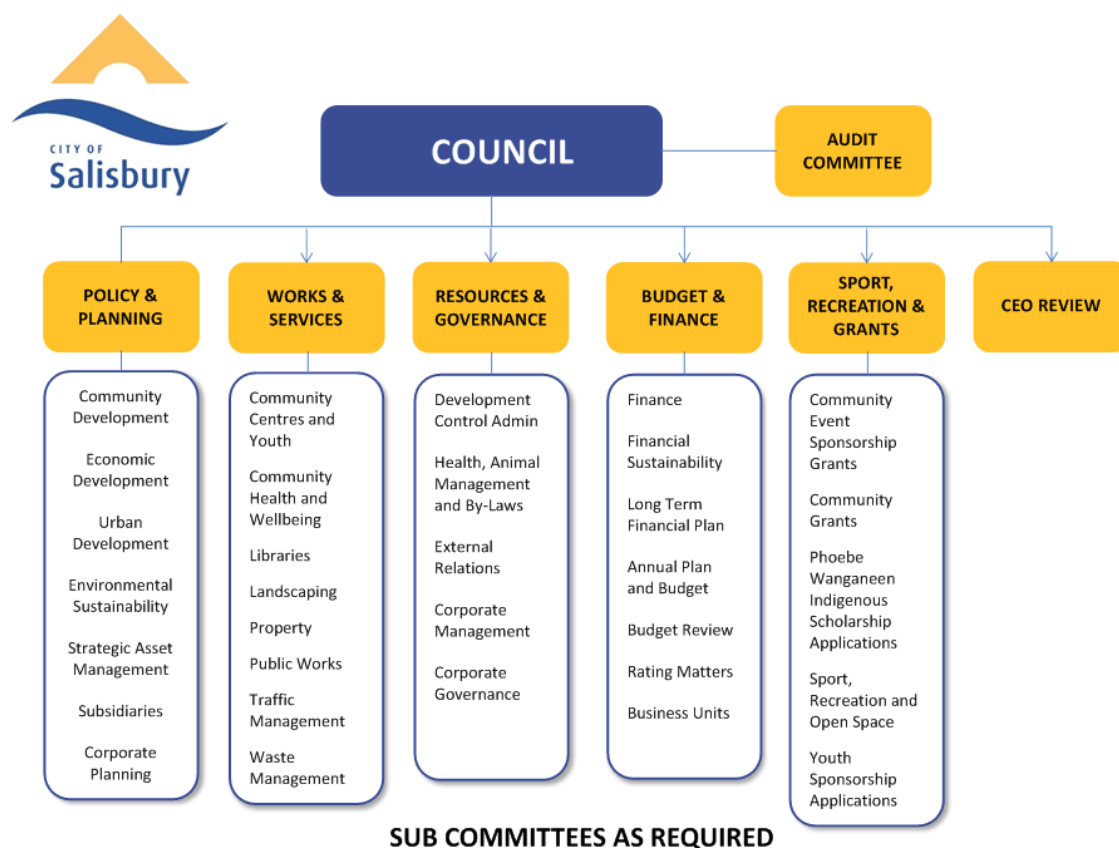
Council and Committee Structure from July 2017 to June 2018

Council is supported in its decision making process by six Standing Committees: Policy & Planning; Budget & Finance; Works & Services; Resources & Governance; Sport, Recreation & Grants; and Audit Committee. The Sport, Recreation & Grants Committee meets on the second Monday of the month and the remaining standing committees meet on the third Monday of each month. The Audit Committee meets on a quarterly basis 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 Works & Services Committee, Resources & Governance Committee and the Sports, Recreation & Grants Committee. The Committee structure and membership is set out below:



council

Membership of each of the Committees in 2017/18:

Policy and Planning Committee

- Cr Damien Pilkington (Chairman)
- Cr Julie Woodman (Deputy Chairman)
- All members of Council

Works and Services Committee

- Cr Graham Reynolds (Chairman) – North Ward
- Cr Shiralee Reardon (Deputy Chairman) – Hills Ward
- Cr Chad Buchanan – West Ward
- Cr Joe Caruso – East Ward
- Cr Elizabeth Gill – Central Ward
- Cr Steve White – Levels Ward
- Cr Julie Woodman – South Ward
- Cr Riccardo Zahra – Para Ward
- The Mayor is, ex-officio, a member of this Committee

Resources and Governance Committee

- Cr Sean Bedford (Chairman) – South Ward
- Cr Robyn Cook (Deputy Chairman) – Para Ward
- Cr David Balaza – Central Ward
- Cr David Bryant – Hills Ward
- Cr Beau Brug – Levels Ward
- Cr Linda Caruso – North Ward
- Cr Damien Pilkington – East Ward
- Cr Donna Proleta – West Ward
- The Mayor is, ex-officio, a member of this Committee

Budget and Finance Committee

- Cr Riccardo Zahra (Chairman)
- Cr Elizabeth Gill (Deputy Chairman)
- All members of Council

Sport's Recreation and Grants Committee

- Cr Linda Caruso (Chairman until November 2017) – North Ward
- Cr Julie Woodman (Chairman from December 2017 and Deputy Chairman until November 2017) – South Ward
- Cr Donna Proleta (Deputy Chairman from December 2017) – West Ward
- Cr David Balaza – Central Ward
- Cr David Bryant – Hills Ward
- Cr Beau Brug – Levels Ward
- Cr Damien Pilkington – East Ward

- Cr Riccardo Zahra – Para Ward
- The Mayor is, ex-officio, a member of this Committee

Audit Committee

- Mr Peter Brass (Chairman until August 2017)
- Cr Graham Reynolds (Chairman from September 2017)
- Mr Craig Johnson (Deputy Chairman)
- Cr Joe Caruso
- Ms Kristyn Verrall (Independent Member)
- Mr Neil Ediriweera (Independent Member – from August 2017)

Development Assessment Panel

From July 2017 to June 2018

- Mr Doug Wallace (Presiding Member)
- Mr Ross Bateup
- Ms Stephanie Johnston
- Mr John Watson
- Cr Graham Reynolds (Until September 2017)
- Cr Linda Caruso
- Cr Steve White (Until September 2017 and then Deputy Elected Member Representative from October 2017)

CEO Review Committee

- Mayor G Aldridge (Chair)
- Deputy Mayor (Deputy Chair)
- Chair, Policy and Planning Committee (currently Cr D Pilkington)
- Chair, Budget and Finance Committee (currently Cr R Zahra)
- Chair, Works and Services Committee (currently Cr G Reynolds)
- Chair, Resources and Governance Committee (currently Cr S Bedford)
- Chair, Sport, Recreation and Grants Committee (currently Cr J Woodman, previously Cr L Caruso until November 2017)

(Elected Members holding the position of Deputy Chairman of the Committees listed above are appointed as proxy members to the CEO Review Committee and in the absence of the appointed member act as a full member of the Committee).



Open and transparent decision-making

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

In 2017/18 a total of 546 items were considered by Council and Committees. Of these, 33 were confidential.

	No. of items considered in confidence	Confidential items as a % of total no. of items considered
2003/04	34	6.30%
2004/05	20	4.00%
2005/06	1	0.20%
2006/07	1	0.20%
2007/08	6	1.00%
2008/09	4	0.80%
2009/10	5	1.19%
2010/11	12	2.15%
2011/12	14	2.33%
2012/13	14	2.54%
2013/14	34	5.61%
2014/15	38	6.59%
2015/16	55	9.56%
2016/17	44	8.05%
2017/18	33	6.21%

Of the 33 items where members of the public were excluded, all or part of the documents presented (except for one item) 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) were used during the 2017/2018 financial year.

Date	Item	Subject matter	Section 90(3) subsection reference	Number of occasions moved into confidence Section 90	Number of occasions with retention order on reports, minutes and/or appendices.
July 2017	8.2.1	CEO Personal Evaluation System 2016/17	(a)	1	1
July 2017	1.10.1	Salisbury Community Hub – Section 48 Prudential Report	(b)(i) and (ii) and (d)(i) and (ii)	1	1
July 2017	1.10.2(a)	Salisbury Community Hub – Concept Design Report	(b)(i) and (ii) and (d)(i) and (ii)	1	1
July 2017	1.10.2(b)	Salisbury Community Hub – Concept Design Report Design Option	(b)(i) and (ii) and (d)(i) and (ii)	1	1
August 2017	PRSC3	Program Review Findings for the Property & Buildings Division	(a)	2	2
August 2017	PRSC4	Waste Transfer Station Update	(a)	2	2
August 2017	3.8.1	Appointment of Independent Member – Audit Committee Appointment of Chairman – Audit Committee	(a)	2	2
August 2017	C1	Code of Conduct Complaint – 02/2017	(a)	1	1
September 2017	SPDSC3	Tranche 2 – Boardwalk at Greentree Project Update	(b)(i) and (ii) and (d)(i) and (ii)	2	2
September 2017	SPDSC4	Shoalhaven Strategic Development Project Update	(b)(i) and (ii) and (d)(i) and (ii)	2	2
September 2017	SPDSC5	Hoyle Green Tranche 2 – Status Update Report	(b)(i) and (ii) and (d)(i) and (ii)	2	2
November 2017	2.9.1	Request for Extension of Confidentiality Orders in Relation to Emerald Green (Ryans Road)	(b)(i) and (ii) and (d)(i) and (ii)	1	1

Date	Item	Subject matter	Section 90(3) subsection reference	Number of occasions moved into confidence Section 90	Number of occasions with retention order on reports, minutes and/or appendices.
September 2017	SPDSC6	Lake Windemere Residential Update Report	(b)(i) and (ii) and (d)(i) and (ii)	2	2
October 2017	2.9.1	Revocation of Community Land Classification for the whole of Neales Green, a portion of Salisbury Oval and the whole of St Jays Recreation Centre	(b)(i) and (ii)	1	1
October 2017	6.9.1	Action of Rate Accounts Outstanding under Section 184 of the Local Government Act 1999	(a)	1	1
October 2017	C1	Minter Ellison Lawyers – Report on the Investigation of Code of Conduct Complaint 02/2017	(a)	1	-
November 2017	2.9.2	Future use of Leased Area – Ingle Farm Recreation Centre	(b)(i) and (ii) and (d)(i) and (ii)	1	1
December 2017	1.10.1 1.10.1FI	Salisbury Community Hub – Contractor Procurement and Pre-Tender Estimate	(b)(i) and (ii)	1	1
December 2017	NOM5	Salisbury Community Hub - Procurement Process	(b)(i) & (ii)	1	1
January 2018	SPDSC3	Strategic Land Review Implementation Plan Bi-annual Update	(b)(i) and (ii)	2	2
February 2018	PRSC3	Program Review Findings for the Fleet and Workshop Section (Business Support Division)	(a)	2	2
February 2018	1.10.1	Compensation for Council Property Acquired to Facilitate Construction of the Northern Connector	(b)(i) and (ii)	1	1

Date	Item	Subject matter	Section 90(3) subsection reference	Number of occasions moved into confidence Section 90	Number of occasions with retention order on reports, minutes and/or appendices.
March 2018	SPDSC2	Tranche Close Out Reports and Program Status Update	(b)(i) and (ii) and (d)(i) and (ii)	2	2
March 2018	6.9.1	Request for Extension of Confidentiality Order: SA Water Expression of Interest	(b)(i) and (ii), (d)(i) and (ii) and (h)	2	2
March 2018	C1	Code of Conduct Referral - 01/2018	(a)	1	1
March 2018	C2	Code of Conduct Matter - 02/2018	(a)	1	1
April 2018	6.9.1	NAWMA Presentation	(d)(i) and (ii)	1	1
April 2018	2.9.1	Former Council Road Reserve, Ryans Road, Greenfields	(b)(i) and (ii) and (d)(i) and (ii)	2	2
April 2018	6.9.1	Outstanding Sundry Debt - Write Off Request	(a)	2	2
May 2018	2.9.1	The Watershed, Greenfields Wetlands - New Lease Agreement	(b)(i) and (ii) and (d)(i) and (ii)	2	2
May 2018	2.9.2	Former Council Road reserve, Ryans Road, Greenfields	(b)(i) and (ii) and (d)(i) and (ii)	2	2
May 2018	13.2	Salisbury Community Hub Principal Contractor Outcome and Budget Position Update	(b)(i) and (ii) and (d)(i) and (ii)	1	2
June 2018	C1	Request for Extension of Confidentiality Orders in Relation to Emerald Green (Ryans Road)	(b)(i) and (ii) and (d)(i) and (ii)	1	1

20 confidentiality orders were revoked or expired during 2017/18. 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.

110 orders remained operative at the end of 2017/18.

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 Local Government Act 1999 provides the legislative foundation for Council and contains a range of reporting and operating requirements that contribute toward good governance. As part of its compliance with the Local Government Act 1999, the City of Salisbury maintains the following registers, codes of conduct and policies:

Registers

- Register of Interests 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

Codes

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

Policies

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

Other

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

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

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 2017/18 financial year, the City of Salisbury received five requests for review of a Council decision. Four applications for review were received "pertaining to all council resolutions that were related to the community hub". As these applications were identical or similar, they were considered together and the review was undertaken by an independent reviewer who upheld the original decision. The fifth application for review concerned a decision of Council to refuse the removal of a tree on the footpath in front of a property and is continuing.

Ombudsman SA Investigations

During 2017/18, 32 complaints were received by the SA Ombudsman; 24 where the complainant was referred back to Council for action, one was declined, six had alternative remedy availability and one was withdrawn by the Complainant.

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. An external audit of the framework is conducted annually.

Freedom of Information

During the 2017/2018 financial year, the City of Salisbury received 10 applications under the provision of the Freedom of Information Act 1991.

Of these 10, seven applications were granted full release:

- One was in relation to CCTV Footage
- One was in relation to Dog Attacks
- One was in relation to Policy Planning Committee
- Two were in relation to Development Applications
- Two were in relation to Dog Registration History

Of these 10, two applications were granted partial release:

- Two applications contained personal details

Of these 10, one application was denied:

- The documents requested did not exist

Audit Committee of Council

The Audit Committee is a critical component of the Council's governance framework, and in compliance with Section 126 of the Local Government Act 1999, its responsibilities include reviewing the City's financial statements, and regularly reviewing the adequacy of the accounting, internal control, reporting and other financial management systems and practices of the City.

The Committee reports to Council and is committed to ensuring that the governance and risk management frameworks are in place and operating effectively.

Assurance to Council is also provided through the Audit Committee's oversight of the completion of an Internal Audit Plan, which is linked to the Strategic Risk Register. Linking the Internal Audit Plan to the Strategic Risk Register ensures that internal audits are

focussed on those areas that pose the greatest risk to the achievement of the City's objectives.

The Committee also maintains a close working relationship with the City's external auditor, with a particular focus on the end of year financial statements. External audit provides opinions on the financial statements and the financial internal controls framework.

Each year the Committee undertakes a self-assessment, the results of which are reported to Council and used to identify areas for development or improvement in the operations of the Committee.

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 July 2017 – June 2018

- Cr Graham Reynolds
- Cr Joe Caruso
- Mr Craig Johnson – Independent Consultant
- Ms Kristyn Verrall – General Counsel & Company Secretary, Statewide Super
- Mr Neil Ediriweera – Director, KPMG
- Mr Peter Brass – Chief Operating Officer & Company Secretary, Water Research Australia Ltd

See table below.

Name	Elected Member or Independent Member	Dates	Attendance
Mr Peter Brass (till August 2017)	Independent Member (Chairman)	July 2017 - August 2017	1 of 1 meetings
Cr Graham Reynolds	Elected Member (Chairman)	July 2017 – June 2018 (Chairman from September 2017)	4 of 6 meetings
Mr Craig Johnson	Deputy Chairman and Independent Member		6 of 6 meetings
Cr Joe Caruso	Elected Member	July 2017 – June 2018	3 of 6 meetings
Ms Kristyn Verrall	Independent Member		5 of 6 meetings
Mr Neil Ediriweera (from August 2017)	Independent Member	August 2017 – June 2018	5 of 5 meetings

Elected Member Training and Development

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

Gillian Aldridge OAM	Elected Member Weekend Workshop Local Government Association Annual General Meeting Local Government Association Ordinary General Meeting
David Balaza	Elected Member Weekend Workshop (afternoon only)
Sean Bedford	Elected Member Weekend Workshop
Beau Brug JP	Mandatory Training as a new Elected Member Elected Member Weekend Workshop Social Media 2.0 - Advanced
David Bryant	
Chad Buchanan JP	
Giuseppe (Joe) Caruso	Elected Member Weekend Workshop (afternoon only)
Linda Caruso	Elected Member Weekend Workshop
Robyn Cook	
Elizabeth (Betty) Gill JP	Elected Member Weekend Workshop
Damien Pilkington	Elected Member Weekend Workshop
Donna Proleta	Elected Member Weekend Workshop
Shiralee Reardon JP	Elected Member Weekend Workshop
Graham Reynolds	Elected Member Weekend Workshop Council Members' Forum
Steve White	Elected Member Weekend Workshop National Local Roads and Transport Congress, Western Australia
Julie Woodman JP	Elected Member Weekend Workshop
Riccardo Zahra	Elected Member Weekend Workshop

Elected Member Representation on External Bodies

Gillian Aldridge OAM	Voting Representative, Local Government Association Board Member, Metropolitan Local Government Group Member, Metropolitan Local Government Group - Executive Committee Reconciliation Action Plan Working Group (Co-Chair)
David Balaza	Northern Adelaide Waste Management Authority Board (Member) Salisbury City Centre Business Association Salisbury Park Primary School Governing Council
Sean Bedford	
David Bryant	
Chad Buchanan JP	Metropolitan Seaside Councils' Committee
Beau Brug JP	
Giuseppe (Joe) Caruso	Salisbury East High School Governing Council
Linda Caruso	Local Government Finance Authority of SA (Voting Delegate)
Robyn Cook	
Elizabeth (Betty) Gill JP	Australian Local Government Women's Association - President (SA Branch) Australian Local Government Women's Association - Vice President (National) Northern Adelaide Waste Management Authority Board (Deputy Member) Social Participation and Diversity Advisory Committee - Chair Parafield Airport Consultative Committee Twelve25 Youth Advisory Group
Damien Pilkington	Salisbury East Neighbourhood Centre
Donna Proleta	Burton Community Centre St Kilda and Surrounds Development and Tourism Association
Shiralee Reardon JP	Salisbury and Districts Historical Society Para Hills High School Governing Council-State Bushfire Coordination Committee
Graham Reynolds	Northern Adelaide Waste Management Authority Board (Deputy Member) Paralowie R-12 School Governing Council Salisbury High School Governing Council Bagster Road Community Centre Committee
Steve White	Parafield Airport Consultative Committee Dennison Centre Management Committee
Julie Woodman JP	Northern Adelaide Waste Management Authority Board (Member) Valley View Secondary High School Governing Council Burton Centre Committee Salisbury Suicide Prevention Network (Every Life Matters) Ingle Farm Primary School Governing Council Ingle Farm East Primary School Governing Council
Riccardo Zahra	

Elected Member Meeting Attendance July 2016 to June 2017

Gillian Aldridge, OAM	<ul style="list-style-type: none"> • CEO Review Committee 4/5 • Tourism and Visitor Sub Committee (ex officio) 4/4 • Program Review Sub Committee (Until March 2018) 3/5 • Innovation and Business Development Sub Committee (from May 2018) 0/1 • Strategic Property Development Sub Committee (ex officio) 2/2 • Strategic and International Partnerships Sub Committee (ex officio) 2/4 • Youth Council (ex officio) 2/7 	<ul style="list-style-type: none"> • Sport, Recreation and Grants Committee (ex officio) 9/12 • Policy and Planning Committee 7/12 • Budget and Finance Committee 8/12 • Special Budget and Finance Committee 1/2 • Works and Services Committee (ex officio) 7/7 • Resources and Governance Committee (ex officio) 7/7 • Council 11/12 • Public Hearing – Rural Aircraft Noise, Direk Industry and Residential Interface DPA 0/1
David Balaza	<ul style="list-style-type: none"> • Strategic and International Partnerships Sub Committee 4/4 • Youth Council 7/7 • Sport, Recreation and Grants Committee 10/12 • Policy and Planning Committee 12/12 • Budget and Finance Committee 12/12 	<ul style="list-style-type: none"> • Special Budget and Finance Committee 2/2 • Resources and Governance Committee 12/12 • Council 12/12 • Public Hearing – Rural Aircraft Noise, Direk Industry and Residential Interface DPA 1/1
Sean Bedford	<ul style="list-style-type: none"> • CEO Review Committee 2/5 • Program Review Sub Committee (Until March 2018) 3/5 • Innovation and Business Development Sub Committee (from May 2018) 0/1 • Policy and Planning Committee 9/12 	<ul style="list-style-type: none"> • Budget and Finance Committee 9/12 • Special Budget and Finance Committee 1/2 • Resources and Governance Committee 9/12 • Council 6/12 • Public Hearing – Rural Aircraft Noise, Direk Industry and Residential Interface DPA 0/1
Beau Brug JP	<ul style="list-style-type: none"> • Program Review Sub Committee (Until March 2018) 2/5 • Innovation and Business Development Sub Committee (from May 2018) 1/1 • Sport, Recreation and Grants Committee 4/12 • Policy and Planning Committee 8/12 	<ul style="list-style-type: none"> • Budget and Finance Committee 8/12 • Special Budget and Finance Committee 0/2 • Resources and Governance Committee 8/12 • Council 11/12 • Public Hearing – Rural Aircraft Noise, Direk Industry and Residential Interface DPA 0/1
David Bryant	<ul style="list-style-type: none"> • CEO Review Committee (as proxy) • Program Review Sub Committee (Until March 2018) 3/5 • Innovation and Business Development Sub Committee (from May 2018) 1/1 • Sport, Recreation and Grants Committee 4/12 • Policy and Planning Committee 7/12 	<ul style="list-style-type: none"> • Budget and Finance Committee 7/12 • Special Budget and Finance Committee 0/2 • Resources and Governance Committee 6/12 • Council 10/12 • Public Hearing – Rural Aircraft Noise, Direk Industry and Residential Interface DPA 0/1
Chad Buchanan JP	<ul style="list-style-type: none"> • Policy and Planning Committee 9/12 • Budget and Finance Committee 9/12 • Special Budget and Finance Committee 2/2 • Works and Services Committee 9/12 	<ul style="list-style-type: none"> • Council 11/12 • Public Hearing – Rural Aircraft Noise, Direk Industry and Residential Interface DPA 1/1
Giuseppe (Joe) Caruso	<ul style="list-style-type: none"> • CEO Review Committee (as proxy) • Program Review Sub Committee (Until March 2018) 4/5 • Innovation and Business Development Sub Committee (from May 2018) 1/1 • Strategic Property Development Sub Committee 2/2 • Audit Committee of Council 2/4 	<ul style="list-style-type: none"> • Policy and Planning Committee 10/12 • Budget and Finance Committee 10/12 • Special Budget and Finance Committee 2/2 • Works and Services Committee 10/12 • Council 10/12 • Public Hearing – Rural Aircraft Noise, Direk Industry and Residential Interface DPA 1/1
Linda Caruso	<ul style="list-style-type: none"> • CEO Review Committee 5/5 • Program Review Sub Committee (Until March 2018) 5/5 • Innovation and Business Development Sub Committee (from May 2018) 1/1 • Council Assessment Panel 6/6 • Sport, Recreation and Grants Committee 12/12 	<ul style="list-style-type: none"> • Policy and Planning Committee 12/12 • Budget and Finance Committee 12/12 • Special Budget and Finance Committee 2/2 • Resources and Governance Committee 12/12 • Council 12/12 • Public Hearing – Rural Aircraft Noise, Direk Industry and Residential Interface DPA 1/1

Robyn Cook (leave of absence from 28/08/2017 to 30/11/2017)	<ul style="list-style-type: none"> • Tourism and Visitor Sub Committee 1/4 • Policy and Planning Committee 3/12 • Budget and Finance Committee 3/12 • Special Budget and Finance Committee 0/2 	<ul style="list-style-type: none"> • Resources and Governance Committee 3/12 • Council 3/12 • Public Hearing – Rural Aircraft Noise, Direk Industry and Residential Interface DPA 0/1
Elizabeth (Betty) Gill JP	<ul style="list-style-type: none"> • Program Review Sub Committee (Until March 2018) 5/5 • Innovation and Business Development Sub Committee (from May 2018) 1/1 • Strategic Property Development Sub Committee 2/2 • Strategic and International Partnerships Sub Committee 4/4 • CEO Review Committee (1 - as proxy) 	<ul style="list-style-type: none"> • Policy and Planning Committee 10/12 • Budget and Finance Committee 9/12 • Special Budget and Finance Committee 1/2 • Works and Services Committee 10/12 • Council 12/12 • Public Hearing – Rural Aircraft Noise, Direk Industry and Residential Interface DPA 1/1
Damien Pilkington	<ul style="list-style-type: none"> • CEO Review Committee 4/5 • Sport, Recreation and Grants Committee 9/12 • Policy and Planning Committee 11/12 • Budget and Finance Committee 11/12 • Special Budget and Finance Committee 2/2 • Program Review Sub Committee (Until March 2018) (1 - as proxy) 	<ul style="list-style-type: none"> • Innovation and Business Development Sub Committee (from May 2018) • Resources and Governance Committee 11/12 • Council 11/12 • Public Hearing – Rural Aircraft Noise, Direk Industry and Residential Interface DPA 1/1
Donna Proleta	<ul style="list-style-type: none"> • CEO Review Committee (1 - as proxy) • Program Review Sub Committee (Until March 2018) 4/5 • Innovation and Business Development Sub Committee (from May 2018) 1/1 • Strategic Property Development Sub Committee 2/2 • Sport, Recreation and Grants Committee 9/12 	<ul style="list-style-type: none"> • Policy and Planning Committee 10/12 • Budget and Finance Committee 9/12 • Special Budget and Finance Committee 2/2 • Resources and Governance Committee 10/12 • Council 11/12 • Public Hearing – Rural Aircraft Noise, Direk Industry and Residential Interface DPA 1/1
Shiralee Reardon JP	<ul style="list-style-type: none"> • Tourism and Visitor Sub Committee 3/4 • Strategic Property Development Sub Committee 2/2 • Policy and Planning Committee 10/12 • Budget and Finance Committee 9/12 	<ul style="list-style-type: none"> • Special Budget and Finance Committee 0/2 • Works and Services Committee 10/12 • Council 11/12 • Public Hearing – Rural Aircraft Noise, Direk Industry and Residential Interface DPA 1/1
Graham Reynolds	<ul style="list-style-type: none"> • CEO Review Committee 4/5 • Strategic Property Development Sub Committee 2/2 • Strategic and International Partnerships Sub Committee 4/4 • Audit Committee ¾ • Policy and Planning Committee 11/12 	<ul style="list-style-type: none"> • Budget and Finance Committee 12/12 • Special Budget and Finance Committee 0/2 • Works and Services Committee 12/12 • Council 11/12 • Public Hearing – Rural Aircraft Noise, Direk Industry and Residential Interface DPA 1/1
Steve White (leave of absence 17/03/2018 to 20/04/2018)	<ul style="list-style-type: none"> • Strategic Property Development Sub Committee 2/2 • Youth Council 6/7 • Policy and Planning Committee 10/12 • Budget and Finance Committee 10/12 	<ul style="list-style-type: none"> • Special Budget and Finance Committee 0/2 • Works and Services Committee 9/12 • Council 11/12 • Public Hearing – Rural Aircraft Noise, Direk Industry and Residential Interface DPA 1/1
Julie Woodman JP	<ul style="list-style-type: none"> • Tourism and Visitor Sub Committee 1/4 • CEO Review Committee 2/5 • Program Review Sub Committee (Until March 2018) (1 - as proxy) • Innovation and Business Development Sub Committee (from May 2018) (proxy) • Strategic Property Development Sub Committee 2/2 • Strategic and International Partnerships Sub Committee 4/4 	<ul style="list-style-type: none"> • Sport, Recreation and Grants Committee 11/12 • Policy and Planning Committee 11/12 • Budget and Finance Committee 11/12 • Special Budget and Finance Committee 1/2 • Works and Services Committee 11/12 • Council 11/12 • Public Hearing – Rural Aircraft Noise, Direk Industry and Residential Interface DPA 0/1

Riccardo Zahra	<ul style="list-style-type: none"> • CEO Review Committee 4/5 • Tourism and Visitor Sub Committee 4/4 • Program Review Sub Committee (Until March 2018) 5/5 • Innovation and Business Development Sub Committee (from May 2018) 1/1 • Strategic Property Development Sub Committee 2/2 • Youth Council 6/7 	<ul style="list-style-type: none"> • Sport, Recreation and Grants Committee 11/12 • Policy and Planning Committee 11/12 • Budget and Finance Committee 10/12 • Special Budget and Finance Committee 2/2 • Works and Services Committee 11/12 • Council 11/12 • Public Hearing – Rural Aircraft Noise, Direk Industry and Residential Interface DPA 1/1
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This table reflects committee meeting attendances for 2017/18. The meeting information listed reflects the membership details on page 16 of this document.



CITY OF SALISBURY ANNUAL REPORT 17/18

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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 (within the negotiated annual salary).

General Managers membership on External Boards and Committees:

Membership on external bodies by City of Salisbury General Managers during the past financial year

Chief Executive Officer, John Harry

- Food Park Steering Committee
- Council Solutions

General Manager City Development, Terry Sutcliffe

- Nil

General Manager Business Excellence, Charles Mansueto

- Local Government Association Workers Compensation Scheme
- Council Solutions (Member)

General Manager Community Development, Pippa Webb

- Industry Leaders Group for Department of State Development/Industry Leaders Group for Industry and Skills
- Discovery Circle Advisory Committee

General Manager City Infrastructure, Mark van der Pennen

- Northern Adelaide Waste Management Authority (NAWMA)

Overseas Travel by Elected Members and Staff for 2017/2018

In relation to the resolution of Council from January 2018, as follows:

- *All overseas travel and associated expenditure undertaken during the financial year be reported in the Council's Annual Report for that year, commencing with 2017/18 onwards.*

There has been no overseas travel undertaken by Elected Members or Staff in the financial year 2017/18.

Participation in decision-making forums (AR.03.02.03)

In 2017/18, there were five Committees with 45 non-elected members in their membership. The Committees are Youth Council (24) Audit Committee of Council (3), Development Assessment Panel (4), Strategic and International Partnerships (8) and the Tourism and Visitor Sub Committee (6).

Youth Council	24
Audit Committee of Council	3
Development Assessment Panel	4
Strategic & International Partnerships Sub-Committee	8
Tourism and Visitor Sub Committee	6

Number of internal controls rating 4 or higher (CAMS) (AR.04.02.01)

The Control Assessment Management System (CAMS) is a support tool for performing self-assessments on the effectiveness of internal financial controls. City of Salisbury currently utilises 372 controls within the CAMS across 6 classes: Assets, Expenses, External Services, Liabilities, Revenue and Strategic Financial Planning.

The CAMS uses a five point rating scale (1=ineffective, 2=requires significant improvement, 3=partially effective, 4=majority effective and 5=effective). This indicator reports the number of controls assessed as 4 or higher of the controls utilised. The total number of controls assessed in 2017/18 was 372, of these controls 369 were assessed as a 4 or a 5, which represents 99.19 per cent of controls assessed against a target of 80 per cent. Both Core and Additional controls were assessed and this will be the case in subsequent years.

**High risk outcomes/findings from internal audits/program reviews**

Six high risk outcomes / findings from internal audits were identified and reported to the Audit Committee in the 2017/18 financial year.

The City of Salisbury operates a risk-based Internal Audit Plan, where audits are conducted in order 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 2017/2018 period:

- Management of public and environmental health
- Strategic Development Projects
- Business Systems and Solutions

An audit on the management of public and environmental health was performed to provide assurance on the strategic risk "Lack of management of public and environmental health risks". Seven risk findings were identified in the audit, and of those, three findings were rated as high. One concerned the inconsistency of the application of the Enforcement Policy, another related to the induction training for new graduate level/inexperienced Environmental Health Officers and a final one was a lack of updated and maintained procedures. The actions identified to address the first two findings have been completed. Actions to address the final finding are in progress and scheduled for completion by 31 December 2018.

An audit on strategic development projects was conducted to provide assurance that Council's strategic and operational outcomes are delivered. No high risk findings were identified in the audit.

An audit on Business Systems and Solutions was conducted to provide assurance on the strategic risk "Lack of alignment and integrity of IT systems for support of business needs". There were 10 risk findings identified in the audit, and of those, three findings were rated as high. One related to IT governance, another related to Disaster Recovery Plans and a final one related to the use of a generic administration account. Actions to address these findings are scheduled for completion by mid-2019.

COMMUNITY champions

2017/18 CITIZEN OF THE YEAR AWARD WINNERS

Citizen: Elaine Figallo

Young Citizen: Qasem Bahmanzadah

Senior Citizen: Alun Hughes

Community Event of the Year: Aussie Era Car Show (Salisbury Business Assoc. Inc.)





CITIZEN OF THE YEAR: ELAINE FIGALLO

The Paralowie resident has been a respected stalwart in northern suburbs cricket for more than 30 years. Prior to stepping down from the Para Districts Cricket Association last year, Ms Figallo served 26 years on the Executive Committee including the past eight seasons as President. Throughout this time she was instrumental in the development of cricket, particularly for juniors and women.

YOUNG CITIZEN OF THE YEAR : QASEM BAHMANZADAH

By the time Mr Bahmanzadah was 19, he had already completed his final year of a Bachelor of Aviation. This would be remarkable under any circumstances, but after losing both his parents at age seven, he came to Australia from Afghanistan as a refugee with no possessions and no grasp of English. Since then, he has shown he's a dedicated student, and given back to help others who have experienced similar hardship. He continues to be an Ambassador for the Australian Refugees Association and has spoken in a large range of forums to raise awareness of the challenges faced by refugees and raised money to support them.



SENIOR CITIZEN OF THE YEAR : ALUN HUGHES

For 26 years Mr Hughes was a member of the Salisbury High School Governing Council, along with 21 years as leader, Branch Governor and District Commissioner in the Anglican Boys Society. He has been a member of the local Rotary Clubs since 1989 and is currently regional chair of the SA two district's ROMAC (Rotary Oceanic Medical Aid for Children) program which brings disadvantaged children from near Pacific Island regions for surgery in Adelaide hospitals to reconstruct horrific genetic deformities.



COMMUNITY EVENT OF THE YEAR : AUSSIE ERA CAR SHOW (SALISBURY BUSINESS ASSOCIATION)

L - R: CR DAVID BALAZA, KAMAL DAHAL, DAVID WAYLEN (EO), SUSAN KNOLL, STEPHAN KNOLL (ACTING CHAIR), DAVE STOCKBRIDGE (IMMED. PAST CHAIR) AND REV. STEPHEN BLOOR

The Salisbury Aussie Era Car Show was intended to be a one-off event to both celebrate and acknowledge almost 70 years of car manufacturing in Australia. The event exceeded all expectations attracting about 4,500 people and hundreds of vehicles into Salisbury City Centre. It was a true family day featuring a community barbecue, kids playing on the bouncy castle and getting their faces painted alongside northern Adelaide's largest outdoor vehicle showroom. Thanks to its overwhelming success, the Association has announced the Aussie Era Car Show will be returning for another year.

COMMUNITY champions

2017/18 LEGENDS AWARD WINNERS

Living Legend: Salisbury Stitcher's Inc.

Working Legend: Michael Mangos

Working Legend – Mayor's Commendation: Cameron Benham

Active Legend: Elaine Figallo

Mrs Baynes and Mrs Roberts Outstanding Contribution Award: Mary Ceravolo





LIVING LEGEND: SALISBURY STITCHER'S INC.

Salisbury Stitcher's began in 1991 as a local craft group before growing to more than 130 people that dedicate their time designing, cutting and sewing beautiful patchwork quilts, baking for morning teas, candle wicking and even creating teddy bears to help raise money for charity or to donate to a baby, child or adult in need of care and comfort. Salisbury Stitches has also helped people in as far afield as Africa, Kosovo, Vietnam and Borneo.

WORKING LEGEND: MICHAEL MANGOS

Michael Mangos, of Salisbury North, has been the Director of SA Structural for more than 15 years. The company and its projects speak for themselves including the new SA Medical Research Institute. Mr Mangos has shown leadership in supporting the City of Salisbury community through the creation of opportunities, whether that is by providing apprenticeships, involving local university students in research projects or employing ex-automotive workers who have been displaced by the close of GM Holden.



WORKING LEGEND – MAYOR'S COMMENDATION: CAMERON BENHAM

As a young entrepreneur from Mawson Lakes, Mr Benham started a monthly board game based event called 'The Big Game Theory' at the age of 14. It has now grown into an online store at www.thebiggametheory.com.au which offers a large selection of board games and associated products while also promoting his monthly events. Cameron has organised events as large as 600 attendees, working with volunteers and community groups. For the past three years he has run the tabletop gaming section for Avcon at the Adelaide Convention Centre.

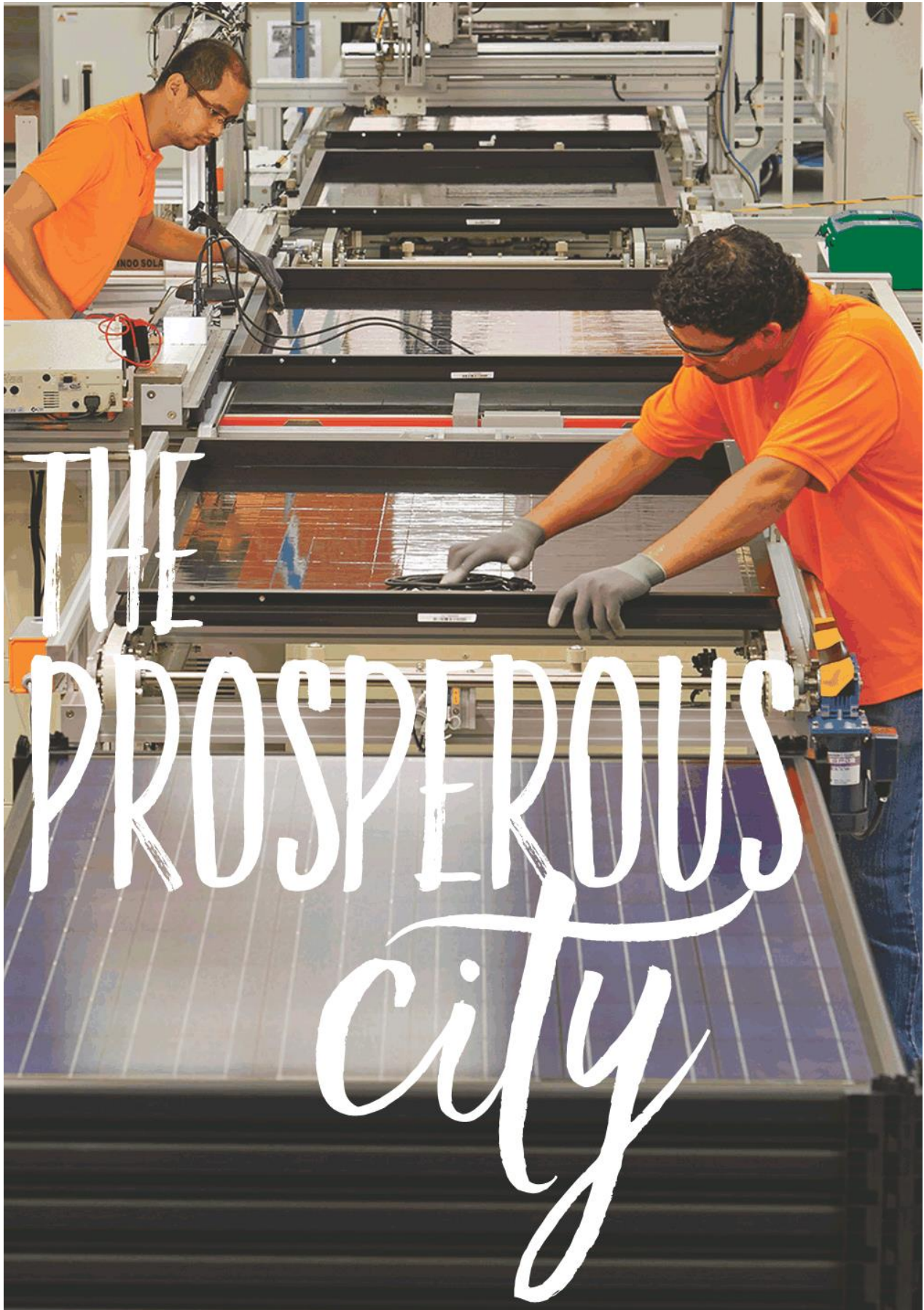
ACTIVE LEGEND: ELAINE FIGALLO

Ms Figallo played a key role in the development of the Para Districts Cricket Association's junior program some 30 years ago. Initially offering Under 14s and Under 16s, the Under 12 competition was later added to allow children of all ages to play cricket. She was instrumental in the foundation of the Association's women's competition, which will celebrate its 20th year this season and has been widely recognised as one of the first community cricket competitions for women in Australia.



MRS BAYNES AND MRS ROBERTS OUTSTANDING CONTRIBUTION AWARD : MARY CERAVOLO

Mary Ceravolo is the CaLD (Culturally and Linguistically Diverse) Program Coordinator within the Community Health and Wellbeing Division at the City of Salisbury. She has a strong commitment to the Salisbury community, not just as an employee of the City of Salisbury, but also by spending a great deal of time voluntarily working with the Bhutanese community as well as promoting women's wellbeing, personal growth and development in a range of community settings.



By 2030 Salisbury remains at the forefront of attracting investment into the City due to its excellent infrastructure, skilled workforce, diverse and thriving economic base and overall affordability of doing business.

Our businesses are innovative and outwardly focused. Our industry base is transforming, creating new job opportunities. Creativity thrives and we are recognised as one of the best places to start a business in the nation.

Our infrastructure and our neighbourhoods support the exchange of goods, services and ideas. Technology is used to develop new products and capture new markets, and businesses in Salisbury are global innovators.

City Plan 2030

Have a community with the skills, knowledge and agility to participate in a rapidly changing economy

The City of Salisbury is working to improve pathways to employment by providing programs for people whether they are unemployed, seeking to enter the workforce or looking to change careers.

The information technology area of the Business Systems and Solutions division hosted a 12-month traineeship position which was open to City of Salisbury residents who were not currently employed and did not already have information technology-related qualifications. The trainee completed a 12-month program working within the Service Desk team and successfully completed a Cert IV in Information Technology with an accredited training provider.

Through our Community Capacity and Learning Division, we embarked on a first Australian pilot of Microsoft bootcamp with further funding secured to continue City of Salisbury programs and roll out to three additional metropolitan councils.

To continue to support workers and families affected by the closure of the automotive sector, a separate Adult Literacy class was implemented along with the pilot programs in partnership with DSD, Microsoft and Prodigy Learning regarding literacy and vocational training. A formal launch with the Premier and Minister Maher in attendance was held on 7 February 2018. The team continue to work with PLS and Prodigy Learning to roll out this successful model across the SA's library sector.

We were also successful in securing funding for employment based programs for the next four years.

The Foundation Skills programs focused on building core skills and increasing confidence and capacity, enhancing opportunities for participants to go on to further training, volunteering or employment. This included the continual development of Twelve25's Youth Social Enterprises.

In Libraries: ACE Accredited – six x 10 week programs held with 71 participants and 2844.50 contact hours.

In Libraries: ACE Non-Accredited – eight x 10 week programs held with 312 participants and 4704 contact hours.

The Community Health and Wellbeing Division continued to support an Age-Friendly Salisbury to enable older people to participate in employment, volunteering and actively contribute to decision-making processes. The team continued to ensure volunteers have the opportunity to apply for internally advertised positions as well as working to expand the Salisbury Home and Community Services Contractor list.

There are currently 168 active volunteers engaged with the City of Salisbury as well as the Age-Friendly Salisbury Alliance who meets regularly and have a membership of 15 senior Salisbury residents.



Be the place of choice for businesses to invest and grow in South Australia, nationally and internationally

To build on regional strengths in food processing, defence, logistics and education to attract new investment and support existing firms to grow, Council has continued to promote the City of Salisbury through the Makes Good Business Sense program.

The Economic Development Team worked with 26 firms on investment attraction and expansion initiatives and actively participated in the progression of the Northern Adelaide Food Park.

The Community Capacity and Learning Division has also been engaged in discussions with Defence Teaming Centre to identify employment pathways to Defence Industries. Working with external stakeholders including Northern Adelaide State Secondary Schools Alliance to host a STEM based careers forum for secondary school students.

Several firms made significant announcements regarding relocation or expansion over the year including Supashock, Saab, La Casa del Formaggio & Veroguard. Discussions have also occurred with Maple Leaf regarding the establishment of an educational institution.

In order to further build on new industries around our region's research strengths, significant work has been undertaken in order to position the space sector as a future industry opportunity in Salisbury. This included working with the University of South Australia, convening a roundtable of industry stakeholders, the sponsorship of Brand SA's space and defence month as well as significant political advocacy. Food Industry regional innovation system research has also commenced with the University of South Australia.

To further develop Salisbury Water, research and development with groundwater trials were carried out at the Bridgestone Park MAR scheme. The desalinated water and native groundwater were successfully blended for supply to irrigation customers over the 2017/18 summer peak demand period.

An EPA licence to operate a 500ML/annum desalination plant and an associated licence for brine management have been received. Further research to optimise the treatment train will be carried out over the 2018/19 summer period with the objective of producing affordable high quality water fit for industry use.

As we look to build new industries around our region's research strengths, initiatives to reduce waste disposal costs and provide affordable power and heat to local industry have progressed. Salisbury Water continues

to work with the State Government and an Anaerobic Digestion (AD) project proponent to deliver a large scale waste to energy plant in Adelaide's North. Opportunities to develop the AD plant digestate as fertiliser and to reuse the filtered waste water for irrigation are being assessed.

UniSA researchers, under their Urban AgLab project, are also evaluating the potential beneficial re-use of various industrial rinse water streams for growing horticultural or intensive agricultural crops.

To capitalise on the rollout of the NBN, the City of Salisbury partnered with the University of South Australia to provide a project for undergraduate students.

The City of Salisbury hosted two final year information technology students who worked on a project relating to customer requests and asset information. One of the students is currently engaged as a contractor on a large project to improve the way the City of Salisbury manages its asset data.

Council also provided a project for 80 undergraduate students on a Digital Innovation and Design Thinking course, which will be completed later in 2018, which is linked to the City of Salisbury's digital strategy.

Have a thriving business sector that supports community wellbeing, is globally oriented & creates job opportunities

The City of Salisbury helped to develop a creative entrepreneurial community by continuing to play an active role in providing targeted services to business owners through the Polaris Business and Innovation Centre, located at Mawson Lakes. This includes business advice, workshops, mentoring and networking events. Northern Business Breakfasts have been delivered in partnership with Salisbury and Elizabeth Rotary Clubs as well as the first Polaris Annual Business Luncheon.

Encouraging new business start-ups and improving the growth aspirations, management capability and leadership of existing business owners has been a priority for Council with new advanced mentoring and workshop programs introduced.

Business information and assistance was provided to 906 individual firms with Start Up support provided to 148 intenders and early stage firms this financial year.



New marketing, growth and profit workshops were also held to identify firms with growth aspiration and potential (which includes new markets as a growth strategy) as a way to support firms' access to new markets. Several Polaris mentoring clients have penetrated or are considering new markets. One trade deal has already been signed between a local firm and buyers in China.

As Council works to adopt new technologies to improve productivity a dedicated Business Advisor was employed to provide advice and information to firms on digital technologies. The Polaris Centre also introduced a new social media workshop series. Information and advice was provided to 147 firms.

The City of Salisbury is working to ensure our regulations and procurement activities support local economic growth where possible.

This was facilitated by signing the Small Business Commissioner's Small Business Friendly Council charter. A range of reviews have been undertaken or commenced including charges for use of Council land and footpath trading.

We continued to provide a range of statutory services to the community in relation to development approvals and advice. An increased focus on case managing development applications assisted to facilitate increased certainty for proponents. Key statistics include:

- Development applications lodged for the period remained steady at 2,285
- The total value of approved development was \$175 million

Have well planned urban growth that stimulates investment and facilitates greater housing and employment choice

Design, development and construction has commenced on the Salisbury Community Hub – a key pillar of the overall revitalisation of the Salisbury City Centre. Work will continue on the Salisbury Community Hub with the building expected to be open to the community by the end of 2019.

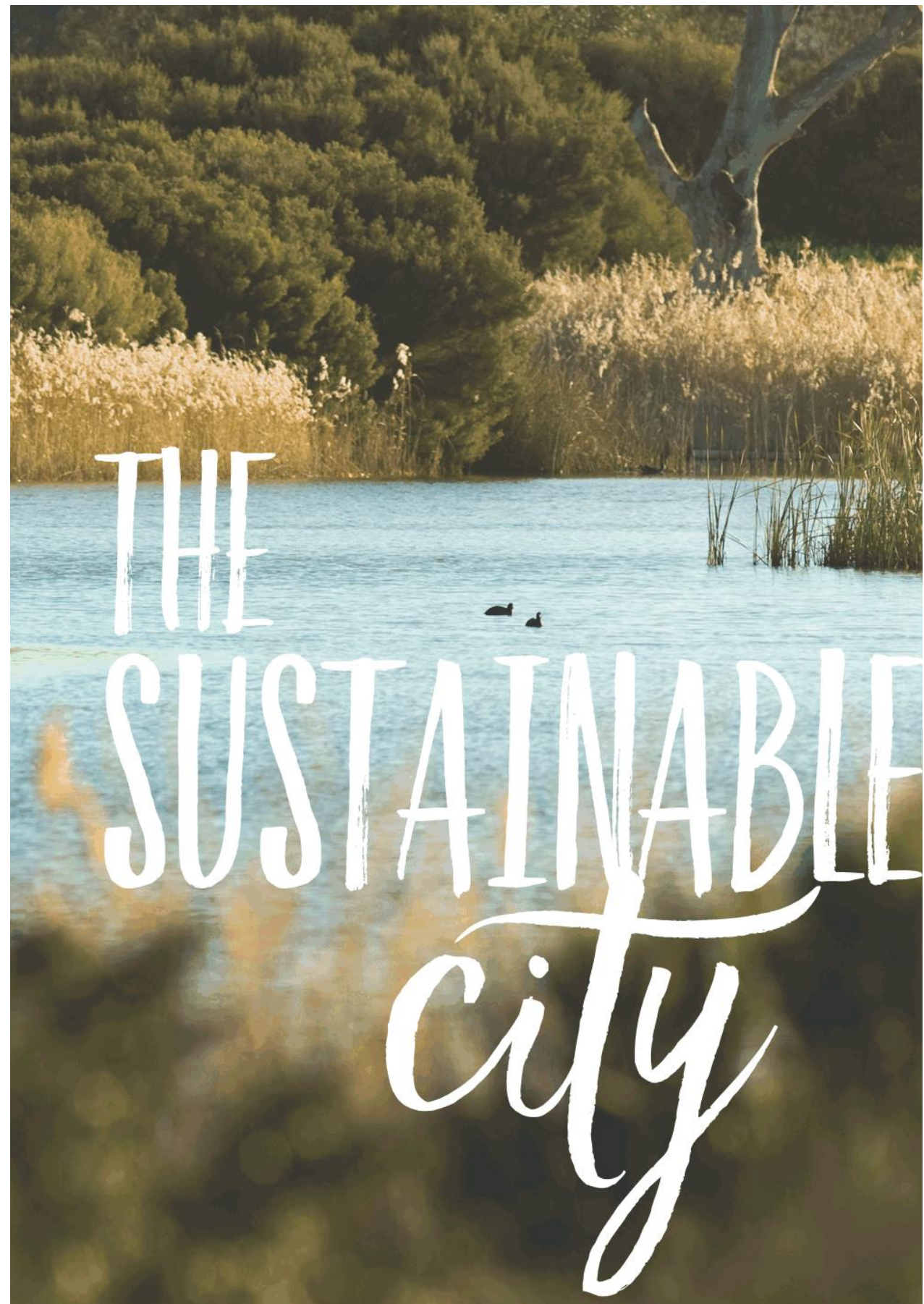
This catalyst for rejuvenation will help foster new investment in housing, mixed use and commercial opportunities that will continue to be explored.

The Salisbury Oval master plan has been activated with the demolition of St Jays and works on the site beginning to incorporate active and passive recreation as well as identifying new housing opportunities within the City Centre.

The Salisbury Secret Garden – the Fringe Hub for the North of Adelaide – is a key initiative in activating the City Centre with Jebadiah headlining the 2017/18 event. The overall event and associated activities attracted thousands into the City Centre.

To encourage well designed infill development and unlock new urban development opportunities, Council monitors the effectiveness of policy to achieve housing choice and feeds this information into forward planning initiatives.

The Rural (Aircraft Noise) Direk Industry and Residential Interface Development Plan Amendment significantly progressed with consultation concluded. The Council provided its position on matters relating to the Parafield Airport master plan and airport public safety zones as well as significant liaison with the State Government regarding the implementation of the Planning, Development & Infrastructure Act (2016).



By 2030 Salisbury remains internationally recognised for its innovative environmental management in water, energy, waste and biodiversity.

People and businesses have ready access to a range of renewable energy and waste management options. Recycled and waste water management are major contributors to the economic and environmental sustainability of our City.

People choose to live here because Salisbury offers a sustainable lifestyle choice which is adaptive to future changes in climate. They have a sense of ownership and pride in their natural spaces, places and streetscapes.

Jobs are being created in our globally renowned green industries sector.

City Plan 2030

Capture economic opportunities arising from sustainable management of natural environmental resources, changing climate, emerging policy direction and consumer demands

To improve our attractiveness as a visitor destination and a place to live, the City of Salisbury manages current open space assets through maintenance activities and capital renewals to ensure that street trees, wetlands and parks are fit for use. Council also support businesses to minimise resource usage and waste production, Salisbury was among the first Councils in South Australia to participate in the Building Upgrade Finance program and signed the first agreement under the new legislation (with Your DC) for a project to install solar PV.



Have a community that is knowledgeable about our natural environment and embraces a sustainable lifestyle

In order to assist the community to reduce the cost of living pressures through adoption of energy efficient technologies, Salisbury Water has supplied 2,364 million litres of recycled water to 1,151 customers delivering customer and community savings of \$2.8 million when compared to mains water pricing.

Salisbury Water is now supplied to a total of 1060 newly-built residential homes in the City of Salisbury with another 111 new customers connected.

Numerous businesses, along with 32 schools and 139 community and sporting facilities are also supplied with irrigation water.

The City of Salisbury provides information and events that enable people to better understand and care for their environment.

Salisbury Water maintains a suite of fact sheets on the Council website and facilitates technical tours for schools, universities, government agencies, international visitors and community groups. In 2017/18 this included facilitating eight tours.

Salisbury Water also sponsors the young artist award in the Watershed Art competition and sponsored and hosted a conference tour for the Water Industry Alliance: Smart Water Summit 2018.

In order to proactively manage stormwater to reduce its impact on communities and the natural environment Salisbury Water reduced stormwater runoff and pollutant loads to the Barker Inlet by harvesting, cleansing and storing 2,450 million litres of stormwater in the Tertiary 1 and Tertiary 2 aquifers. 300 Tonnes of sediment, litter and pollutants removed before discharge to the marine environment.

Have natural resources and landscapes that support biodiversity and community wellbeing

The City of Salisbury recognises the importance of open space on community wellbeing and its importance to community members.

Council continues to provide activities at the Community Garden, located at Paralowie, ensuring a focus on community education around sustainable living. This has included 12 information sessions organised at the Community Garden as well as other on-going activities.



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Have urban and natural spaces that are adaptive to future changes in climate

The City of Salisbury is ensuring long term flexibility in the management of our urban spaces (assets and infrastructure) to adapt to a changing learning environment. This has included a range of significant projects such as the Salisbury Community Hub and the Para Hills Community Hub.

The new Para Hills Community Hub opened in August 2018 and was the result of an extensive community consultation designed to serve the growing needs of the whole community including local residents, schools and businesses. It will host the existing library and seniors centre as well as The Paddocks Centre which will relocate to the new hub and continue to provide community programs and events for people of all ages.

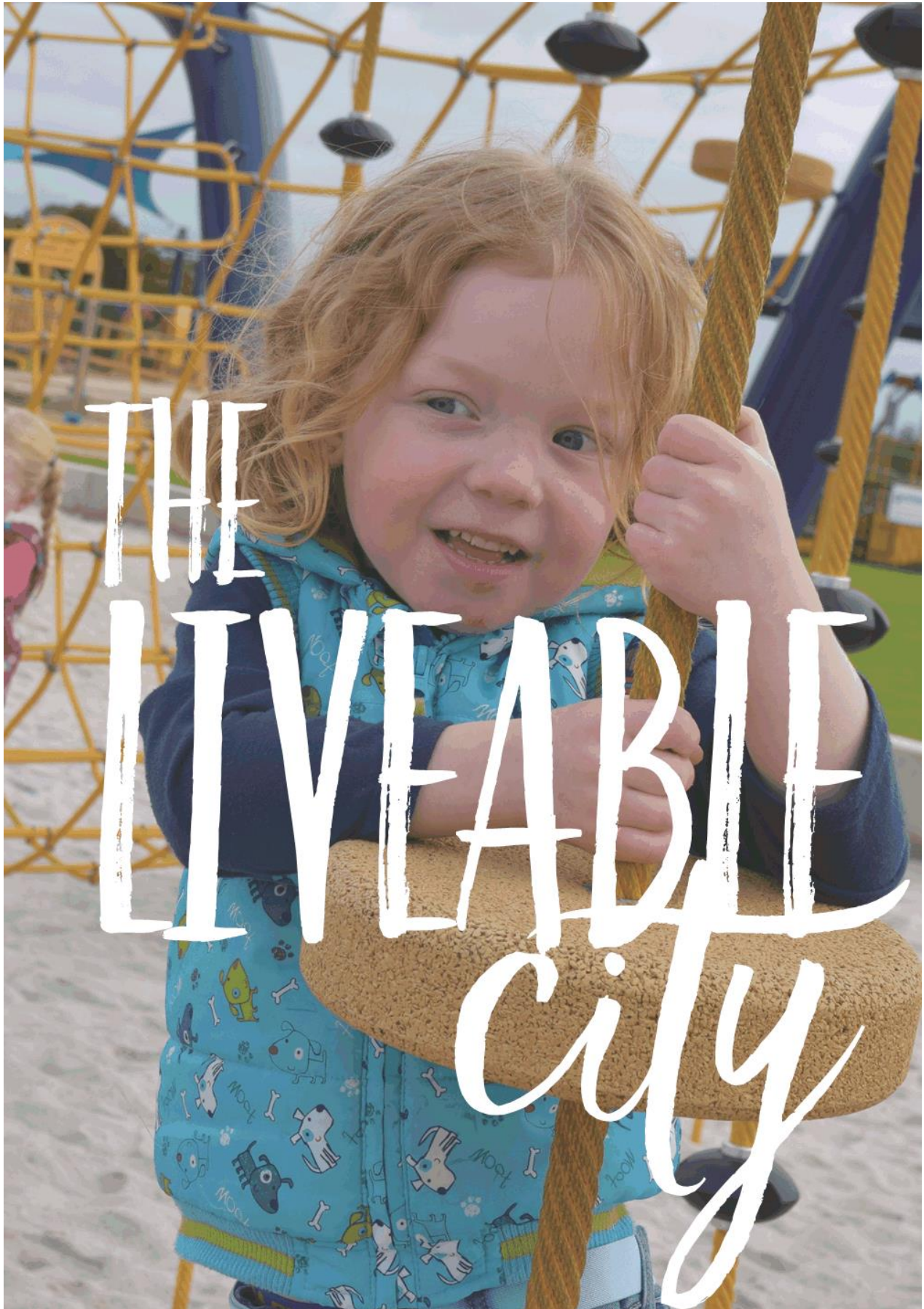
The project stayed on schedule during the entire construction. The extension has seamlessly integrated into the existing facility and includes multifunction

meeting rooms, community activity rooms, commercial kitchen facilities and outdoor spaces with seating.

Large scale Local and Major Flooding programs are being undertaken with \$1.2 million spent of flooding projects. The planned watercourses, stormwater and wetlands projects were delivered through the capital works program. It is estimated that 300 tonnes of material per year is prevented from entering the Barker Inlet, based on the volumes of material removed in desilting works in our waterways and wetlands.

Our Streetscape Renewal Program has continued with the maintenance of the existing number of trees in the City as we look to moderate the impact of extreme heat events through street tree plantings and management. However, with 10% of trees having been removed and replaced over the last seven years, these trees are yet to mature resulting in an initial reduction in canopy cover. It is expected that the net loss in canopy cover will be minimal as the trees reach mature status over the next five years, maintaining the long term reduction in heat effect whilst managing the street trees in a sustainable way.





By 2030 Salisbury is known for being a vibrant, welcoming City that embraces diversity. All people have an opportunity to shape community life whether they are young or old, newly arrived or long term residents. There is a strong sense of optimism and pride, people embrace change and pursue healthy lifestyles.

Salisbury is a destination of choice to live, work, study and play. People can move easily around the City to enjoy our many interesting places, spaces and experiences. Our people embrace lifelong learning, are able to access employment and participate in community life.

Our city is recognised for having a technologically advanced, innovative and connected community, with diverse housing, cultural and recreational choices. We are a place where people aspire to live.

City Plan 2030

Be an adaptive community that embraces change and opportunities

The City of Salisbury's extensive library facilities and services are focal points for community engagement and participation. Our collections, systems, resources, programs and partnerships are regularly reviewed and adapted to meet changing community needs, interests and technologies. In 2017/18, the Salisbury Library Service saw:

- 581,085 people visit the libraries
- The Home Library service visits 196 people over a four week cycle
- 25,759 people utilised the Justice of the Peace Service
- 293 people used the Job Pod
- There were 170,507 library website visits
- 73,778 people used the public computers
- 11,806 people used the wireless internet connection

In order to connect people to information, people and programs that support them to achieve their life goals, the Library Team has been exploring new learning opportunities through digital technologies including virtual reality and Minecraft Education. This also involves working with different cultural groups and our seniors (Braingym).

The expansion of Para Hills to the new Para Hills Community Hub will activate an increased amount of learning and engagement opportunities for the local community.

Further opportunities for the community to engage in learning have seen additional databases added to the library collections including MyCareer Match, Carters Antiques, and Chinese Online newspapers and magazines. Other free databases linked to social and learning needs have also been added.

Online Databases Usage:

- Ancestry: 21,486
- Find My Past: 2,355
- Carter's Antiques: 1,408
- LyndaLibrary: 3,394
- OverDrive: 18,589
- Zinio: 6,056
- ComicsPlus(01/11/2017-30/06/2018): 76
- eBmv Chinese newspapers & magazines (01/09/2017 -30/06/2018): 209
- MyCareerMatch (grant funded): 56

To help provide youth with the skills and knowledge to effectively participate in the digital age, the City of Salisbury has successfully implemented digital aspects to many 'essential living' programs including MyGov, financial literacy, Read/Play/Learn and adult English as a second language (ESL) literacy.

The partnership with the Department of State Development and Microsoft provided a digital literacy pilot which has been very successful with approximately 300 registrations.

Through Generation Connect (an inter-generational project run by the City of Salisbury and supported by Office for the Ageing and SA Health) Council partnered youth and seniors together to help improve digital literacy capacity in seniors and to improve youth understanding of the barriers faced by seniors in learning about technology.

The City of Salisbury is also in further discussions with external stakeholders including RoboCup, Code Like a Girl and Robogals to host local and regional events to promote STEM based robotics and coding.

The Mawson Centre is currently piloting a First Lego League (FLL) team for entry in 2019. FLL is a global robotics competition that will link in with local industry and provide critical skills for primary and secondary school students.

Upgrades have been made to the Para Hills Community Hub public access Wi-Fi to 100mbps to enable faster access to resources through public computers and/or own devices as well as within learning programs.

The Infrastructure Management Team has played a key role in the development of Engineering University Students, with Council hosting six students this year in their compulsory work experience, all living in either the Salisbury Community or from the Northern Suburbs. To our knowledge all of our past students have gone on to successful careers in the Engineering Industry.

Council has also, through our Landscape Assets Team, been assisting various Friends community groups and schools in the development of areas within the linear corridors, from Dry Creek through to Cobblers Creek.

Another important milestone in connecting our community to information was the development of the Intercultural Strategic Plan. The development of this plan is a natural progression from many of our efforts to create and foster a cohesive and inclusive community in Salisbury. This plan takes our commitment and sets the foundations for Council to support and increasingly intercultural community.

Staff continued to plan, promote and facilitate initiatives that enable community participation and cultural vibrancy which include the following:

- Home Assist, Housing and Social Participation and Diversity and Northern Collaborative Project programs
- Council provides a range of culturally appropriate supports and services through the Jack Young Centre and Pine Lakes intercultural groups
- The Harmony Day celebration was attended by more than 200 people
- The Refugee week event attracted 150 people including His Excellency the Honourable Hieu Van Le AC, Governor of South Australia
- Age to Perfection in October with more than 50 different activities organised across senior centres attended by more than 800 people
- Youth Strategic Action Plan

Other ways in which the community has been able to engage in learning has been through the continued delivery of information and technology initiatives to increase the access and use of technology among older people. These include regular computer classes of which more than 80 people regularly attend as well as a COTA conversations forum on digital literacy which was attended by more than 100 older people.

Staff continued to provide information and resources to older people and people with disability to enable them to exercise choice and control. This was done through engaging more than 1500 people in regular workshops and information sessions as well as facilitating six forums in partnership with The Council of Ageing which was attended by more than 500 people.

Have interesting places where people want to be

Well maintained, clean and attractive places and facilities play a fundamental role in building community pride and ensuring residents feel connected to locations and key sites within their City. As well as enhancing our neighbourhoods, streets and public spaces, it is important that this work is supported through place activation initiatives and encouraging active citizenship.

The City of Salisbury continues to maintain a range of programs that renew and upgrade local streetscapes, tree screens, play spaces and reserves. These projects have a focus on Universal Design, catering for a wide range of abilities and ages throughout our parks. Our 2017/18 capital works program invested more in enhancing community buildings, services and facilities including:

- Road Reseal Program: \$8.8 million
- Building Renewal Program: \$1.6 million
- Parks and playground upgrades \$1.4 million

In order to enhance our neighbourhoods, streets and public spaces so they are welcoming and connected, the Paddocks Master Plan was substantially completed with two rounds of community engagement undertaken. The Master plan was subsequently endorsed by Council in July 2018.

The Community Capacity and Learning Team actively work to ensure all community centres and library spaces promote an environment that is supportive of cultural and religious diversity.

A range of activities and events were held in public spaces throughout 2017/18 including the Australia Day event, Salisbury Secret Garden, the Salisbury Writers' Festival and the Vietnam Veterans' Ceremony.

The City of Salisbury worked across all its divisions to incorporate and utilise universal design, age friendly cities, intercultural cities, and other frameworks into planning and development as well as engaging with external partners on Access and Inclusion to ensure Council develops a sustainable model of universal design and access training across the business.



Be a connected city where all people have opportunities to participate

The City of Salisbury continues to work with key partners to ensure transport options efficiently link people to jobs, services, recreation and social activities. This year, Council completed the Integrated Transport plan, with implementation strategies to be rolled out as part of the next New Initiative Bid processes.

With significant assistance from the State Government, Council's linear trails project is close to completion with minor works still required at the Dry Creek/Port Wakefield Road underpass to be finalised in the next couple of months, and the Overpass/Footbridge project being completed in the New Year. This will see a continuous off-road pedestrian bike path from Salisbury City Centre to Mawson Lakes.

In order to provide volunteering programs that harness the strength of our community's diversity and enable learning opportunities, Council continues to promote and develop opportunities for volunteering to build skills, employability and business sustainability.

The City of Salisbury engaged 627 volunteers to support its programs, services, activities and events. For the 2017/18 financial year, volunteers contributed 76,044.30 hours with an economic value of \$2,753,564 to the City.

In order to encourage wellbeing through healthy lifestyles, sport, social and recreational opportunities, Council continued to support social and recreational programs for older people, youth, CaLD people and people with disabilities and support people to live independently through service delivery and to stay connected through our transport program. Some key figures include:

- Number of individual residents receiving support - 2,803
- Number of transport trips - 14,550
- Domestic assistance - 9,211 hours
- Home maintenance - 3,384 hours
- Home modifications - \$73,634
- Social Support Individual - 1,391 hours
- Social Support Group - 86,949 hours
- Number of meals - 22,344
- Housing clients - 83

Be a proud, accessible and welcoming community

Building and nurturing pride and a strong sense of community spirit is vital to having a happy, welcoming and healthy City. This is done via:

- The Mayoral International Women's Day breakfast to encourage and empower women – particularly local students – to achieve personal development and growth
- The annual Legends Awards to publicly recognise individuals, groups and/or organisations helping to make Salisbury a great place to live, work, play and study
- The annual Citizen of the Year awards, which are presented in front of thousands of attendees at the local Australia Day presentation
- The Distribution of Salisbury Aware magazine to the community and local businesses three times a year - it contains articles and photos showcasing local success stories
- The annual City of Salisbury Community Calendar is a free publication featuring a theme that positively showcases a key aspect of our community
- Opportunities are made available for City of Salisbury based events to be promoted via roadside banner bookings, free community calendar listings and via the City of Salisbury's social media channels and website

Council is moving to mature/enhanced Asset Management Plans over the next 12 months with Community consultation set for mid-2019. With the implementation of the Asset Management Improvement Project, planned to be completed late 2018, Council is looking to further improve its capacity to monitor and deliver services to the Community.

In order to develop a community where people's culture, ideas and their capacity to achieve is supported and valued, the Community Capacity and Learning division through the youth team and via Youth Council and Youth Parliament, is actively encouraging the voice and engagement of young people in the civic decision making around them.

Council continue to provide opportunities for community members to be involved in decision making and to have a voice in regards to creation of strategies, programs and services by holding Salisbury Senior Alliance meetings four times a year, hosting Disability Access and Inclusion network meets four times a year as well as an Inclusion forum and surveys and feedback incorporated into strategies, programs and services.

Community consultation and engagement on major projects is key to determining the future success of our developments. This in-depth consultation across a number of projects, including the Paddocks Masterplan and the Salisbury Community Hub, provides feedback and engagement to ensure the projects are servicing the needs of our community.

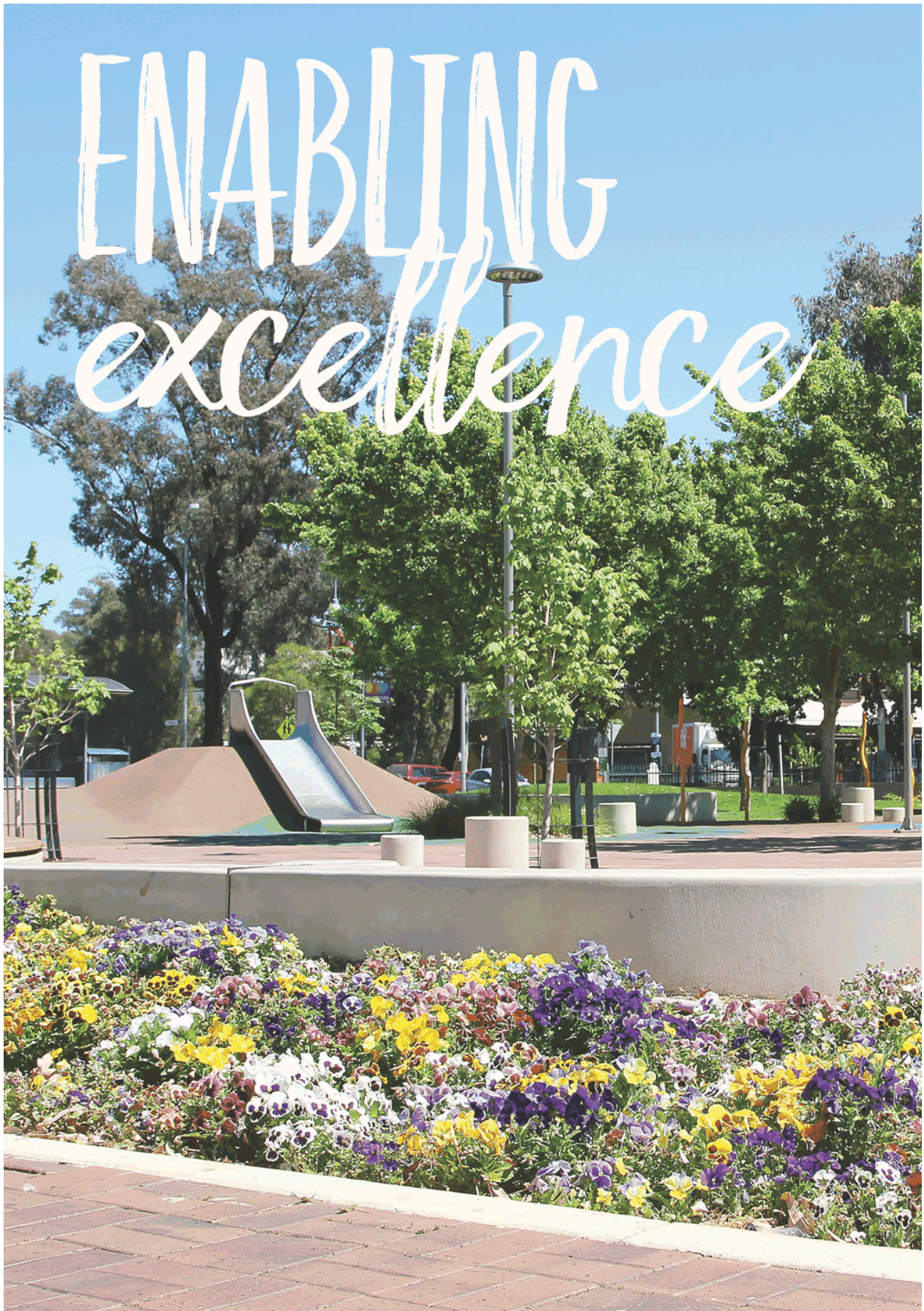
An indigenous grant project highlighting indigenous art through digital technologies is also in the planning stages.

Building on our community's strong sense of spirit and purpose, the City of Salisbury continues to promote active citizenship and to foster opportunities for the diverse communities to connect and participate. Key information on this includes:

- The implementation of the Intercultural Strategic Plan
- Continuing to provide social support opportunities for intercultural communities
- Regular Senior Alliance group meetings scheduled
- Age friendly Salisbury promoted at the COTA Forums, and Senior Centres
- Age Friendly Salisbury initiatives promoted
- Utilised marketing communication strategies and events to build pride and celebrate diversity
- Work on Inclusive Communications Project completed

In order to ensure the City of Salisbury is providing a range of housing options appropriate for our diverse community, Council has maintained a commitment to the Assistance to Care and Housing program (ACHA) to ensure knowledge of seniors housing needs are shared across the Council and beyond. This was done by the ACHA program providing assistance to over 80 older people who are homeless or in risk of homelessness.

Every resident deserves to feel safe both at home and throughout the broader community. In 2017/18 the City of Salisbury continued to support the SA safeguarding strategy for older adults, through information dissemination and participation in WEAAD and promotion of Planning Ahead events. Three safeguarding strategy information sessions were organised at the Jack Young Centre and for the six CaLD communities. We continue to work closely with Aged Right Advocacy Services and SAPOL.



By 2030 the City of Salisbury will excel in our provision of services to our community. The community and the people who work for and with the City of Salisbury value highly the Council and the role it plays.

We work closely with our community to anticipate and understand future needs and respond to immediate issues earning their respect and acknowledgment. Our customer service offers choice to people and businesses, and we deliver in ways that people prefer. We are proactive in developing strong relationships that make our City a better place.

We are a partner of choice because we can be relied upon to deliver outstanding results thanks to the knowledge of our people and supportive processes. People want to work for us because we make a difference in our community. Our processes enable us to work seamlessly across Council, embrace the use of technology and share information. We have a positive attitude.

City Plan 2030

Strengthen partnerships that enable us to better address our community's priorities

Opportunities are consistently being explored and developed for working with neighbouring councils to address issues of regional importance. One such example is how Council continued to work with neighbouring Councils to support the delivery of the Northern Economic Plan. The Polaris Centre also commenced provision of small business advisory services for the City of Tea Tree Gully.

Another significant achievement in 2017/18 was the Community Priorities document that was prepared with advocacy undertaken in the lead up to the 2018 State election. Continued engagement in the progression of the Northern Adelaide Food Park and Northern Adelaide Irrigation Scheme projects was also undertaken, along with significant work in the renewed positioning of Technology Park as a space and defence precinct.

Another element of regional importance was a review of the immunisation services which included consulting with neighbouring councils. The review did not identify any opportunity or cost benefits for a regional approach and subsequently the Salisbury Immunisation service was tendered and a provider selected. The service levels were reviewed and amended clinic times introduced including one monthly evening clinic and a schools immunisation program.

A review of the mosquito controls was also undertaken with a view of providing a regional service, however the City of Salisbury has a high demand area and increasing number of areas to be treated, and the level of service is higher than any other neighbouring council. Therefore it was found that there was no such financial or service benefit in a regional approach. SA Health has also ceased ground-based services and utilising aerial application for mosquito control in key non-built up areas.

76 treatments were undertaken during the season (September to April)

- Fortnightly across Globe Derby Park and St Kilda
- Fortnightly Port Wakefield Road/Sanctuary Drive, Globe Derby Park/Mawson Lakes
- Fortnightly along Field Street, Parafield Gardens
- Monthly along Salisbury Highway, Dry Creek
- Any ad-hoc services required

Work was also undertaken with other regional councils to address the Holden closure flow on effects in the following areas:

- Preliminary discussion with Port Adelaide Enfield on collaboration relating to digital technologies.

Twelve25 continued to work with neighbouring Councils for Jibba Jabba Radio (City of Playford) and Jibba Jabba TV as projects which are forums for youth voice and are youth lead. It also continued Wheels in Motion – getting P’s program as a joint initiative with City of Playford (overcoming young people’s barrier to getting their licence and youth unemployment barriers).

Significant work in partnership with Playford Council has also been undertaken in the development of future options for Council’s Community Age Care and Disability Services.

In order to develop stronger partnerships with business and industry to address the challenges facing our region, a regular program of engagement is undertaken with the business community. Chief Executive round tables were instituted with focus on space and defence, advanced manufacturing and technology intensive firms. Support was also provided to Northern Economic Leaders.

Council has also had representation on the Inner Northern homelessness and Violence Against Women Collaboration Group that has secured over \$200,000 in funding to address domestic violence under the projects entitled ‘No More Excuses’ and ‘A Better Future’.

In order to maintain partnerships, address regional and state-wide issues, influence policy and investment decisions, the City of Salisbury actively engages with the State and Federal governments. Communicating and engaging with our community is an absolute priority for the City of Salisbury to ensure we are always in constant conversation with our residents.

The community was kept up-to-date with vital information distributed via the Salisbury Aware Magazine. The magazine was distributed in July 2017, November 2017 and March 2018 to more than 55,000 residential addresses per edition.

Our digital communication channels continue to expand their reach and relevance to community members seeking Council-related information and updates. As of June 2018, the City of Salisbury Facebook page had 7,887 followers (an increase of 19.5 per cent compared to 2017), Discover Salisbury had 7106 followers (an increase of 6.5 per cent) on 2017, St Kilda Adventure Playground had 18,003 followers (an increase of 4 per cent), the Salisbury Library Service had 1,601 followers (an increase of 4.2 per cent), Youth in Salisbury had 2,978 followers (a 32 per cent increase) and the Polaris Centre had 922 followers (an increase of 9 per cent). The City of Salisbury website achieved 798,735 unique page views.

Other ways Council communicates to ensure our community are part of the decision making process and are engaged in our services include:

- Age Friendly Alliance committee meets regularly and provide advice on implementation of Age Friendly Salisbury strategy
- Community Ambassadors group meet regularly bi-monthly
- Jack Young Centre (JYC) advisory group meets monthly consisting of consumers’ representatives across three seniors centres
- JYC group leaders meet bi-monthly to provide input on JYC services
- Intercultural group meets weekly at the JYC and provide input into service delivery
- Six COTA SA Conversations with Northern Seniors organised annually



Develop strong capability and commitment to continually improve Council's performance

It is vital the City of Salisbury builds strong leadership capabilities within Council and the community to support our desire for a skilled, innovative and well-served community.

This work starts with ensuring we have a consistent learning and mentoring program that supports people across the business. This has resulted in:

- A Field Operations Leadership Program that was delivered to 24 staff in Stage 1 and 12 staff in Stage 2 working towards a Certificate IV in Leadership & Management – this includes each participant working on a project which will result in an improvement in their work area
- A Mentoring Program piloted with five staff
- Five staff participated in the Local Government Professionals Australasian Management Challenge
- Two staff participated in the Local Government Professional Emerging Leaders and Professional Leaders Programs
- The Change Management Program continued with a Change Agent Network established to support major change projects across the organisation; these include the Asset Management Improvement Project and other change projects to transition to the Community Hub including the Workspace Pilot Space, storage and carparking projects
- Study support was provided to 17 staff.
- The Traineeship Program continued through 2018 to include five administration trainees, as well as five trainees in field based roles. Three City of Salisbury trainees were listed as finalists for Maxima Traineeship Award Ceremony in March 2018.

Learning, development and innovation all play a role in transforming the way Council operates. The strategic vision encompasses transforming procurement to a more commercially focussed, value function. The Competency Framework allowed the objective measuring of the current procurement team's procurement capabilities, benchmarked against international standards and tailored to the City of Salisbury. This process has resulted in a gap analysis being completed and clear development plans established.

In 2017/18 training programs included Psychological Wellbeing, Coaching Skills, Conflict Management, Presentation Skills, Time Management, Animal

Management, Incident Investigation, Universal Design, Investigation and Disciplinary Management, Child Safe Environment, Customer Experience, Workzone Traffic Management, First Aid and CPR, Emergency Warden, Return to Work Training for Supervisors, and other compliance topics.

The QuickConnect upgrade to RFID machines at Len Beadell Library has also been installed this year. The upgrade will enable greater functionality including marketing, Eventbrite and eventually Paypal for improved service to the community.

To ensure we continue to provide a safe working environment, a full close out of action plan items arising from the 2017 LGRS Risk Evaluation audit was completed.

Skytrust (cloud based safety management system) was implemented for 130 staff across Field Operations providing online incident and hazard management processes and real time monitoring of safety performance.

There was also the revision of 13 Work Health and Safety procedures and the Peak Work Health and Safety Policy to meet the requirements of the Performance Standards for Self-Insurers and relevant legislation.

An external review of the City of Salisbury's emergency management capability was undertaken with the implementation of key actions to enable effective response to internal emergency situations.

The Salisbury Vitality Program included free staff health checks, skin screening for outdoor workers, audiometric testing, Mind your Wellbeing, Corporate Cup, One Million Steps Walking Challenge, Healthy Ageing Seminars and annual Flu Vaccinations.

In order to develop a shared focus on accountability and performance, Financial Services developed the 2017/18 Divisional Plan that incorporated a range of improvements linked to the Financial Services Division program review survey feedback. These Divisional Plan actions were then reflected into individual performance development plans to ensure alignment of resources and a shared vision.

The Procurement team has also undergone transformation to better align with accountability and performance objectives by introducing a vertically integrated business partner structure. This has resulted in a single point of contact for the key stakeholders with better knowledge and understanding of the stakeholder needs which will result in superior service delivery outcomes.

Centralising the procurement process will enable value adding strategies to be developed with clear sight to accountability & performance.

Have robust processes that support consistent service delivery and informed decision making

A number of new initiatives have been introduced as we work to continually improve business practices to remove barriers and ensure appropriate levels of service that respond to emerging needs and opportunities.

One of those is Salisbury Water which has continually improved operational practices to minimise customer supply interruptions and colour complaints.

The City of Salisbury continually improves business practices to remove barriers and ensure appropriate levels of service that respond to emerging needs and opportunities. This has been done by embedding continuous improvement practices across a number of operational areas within the organisation as well as establishing a network of continuous improvement champions representing all areas of the organisation.

The Financial Services Team introduced Ezybill as an additional method of receiving rate notices electronically. Council has endorsed a hardship policy which provides a framework for providing additional support to Rating and Sundry Debtor customers.

Technology is used to support transformation within Council and proactively address community needs. With this in mind, a digital strategy is being developed which will include extensive stakeholder engagement. This has included implementing increased mobility through the use of Mobile Inspections and Mobile Customer requests to improve customer service and staff efficiencies. Key information includes:

- 850 Inspections conducted annually on mobile devices
- 6000 Customer requests conducted annually
- Continued work on transferring paper inspection forms to mobile friendly forms.

In 2017/18 Salisbury Water staff focused on improving the flexibility and resilience of the recycled water reticulation system with strategic pipe links and commissioning of 2.4ML in elevated storage tank capacity. This has enabled the business to keep a cap on electricity charges by utilising off-peak tariff periods for pumping up to the elevated tanks and using the tanks to maintain flow and pressure during peak tariff periods.

Over the past year, The City of Salisbury has moved a number of internal processes to be more electronic, reducing paper and increasing efficiency. Council has also improved its external service delivery with the implementation of an additional electronic bill presentment solution used at this stage on Rates Notices.

During the year, a budget bid system was developed and implemented which provided for electronic approvals and tracking as well as developing a Strategic Planning Framework Reporting System to enable better reporting of delivery of divisional business plans, and also our progresses against higher level strategic plans.

There were also a number of key development processes revamped on the Council's website in response to community need. This was done to help facilitate the more than 650 enquiries or transactions that are made online per week in relation to development matters, as part of the transition to full electronic lodgement and assessment of development applications.

The City of Salisbury's budget and annual plan process includes engagement across the organisation and with Council to ensure that Council decisions are well informed. Comprehensive information is provided on all element of the budget to Council and the community to achieve transparency and inclusiveness. The process is best practice in that it incorporates the Long Term Financial Plan so that the longer term impacts of Council's decisions regarding the annual budget are understood.



Embed long term thinking, planning and innovation across the organisation

Long term sustainability through good financial practices, sound business planning and asset management ensures the City of Salisbury can continue servicing the needs of our community.

The end of financial year statements for 2017/18 have been audited with an unqualified opinion provided by the External Auditors. The 2018/19 Budget and Annual Plan process led to the adoption of the budget and the declaration of rate in June 2018, which was within the legislative timeframes.

The Long Term Financial Plan was completed during the budget process and reflects our strategic Asset Management Plans and the long term objectives of Council.

The City of Salisbury continued to provide a building certification service for private clients and for other councils, including Roxby Downs. This service supports Council's capacity and capability to provide building control services to the community. The building certification service generated income levels that positively sustain building control services to the Salisbury Community.

Council also undertakes development projects on council-owned land identified as surplus to community needs, acting as the developer for a number of residential land division projects as part of the Strategic Property

Development program. These projects involve extensive community engagement and this innovative program delivers social, financial, environmental and economic returns for the Salisbury community.

The collection of data to analyse information helps Council to anticipate and respond to the emerging needs and opportunities in our community. The City of Salisbury regularly scan and analyse new data, including the release of most recent 2016 Census data. Quarterly economic snapshots introduced highlighting announcements and changes in Salisbury's economy. These provide a reference source for potential investors and decision makers.

The Library Team has also rolled out a new collection procedure to all sites and will be working on reporting needs. This will improve data reporting to reflect accurate information which is consistent across the division.

The City of Salisbury also launched its Youth Strategic Action Plan and Intercultural Strategic Plan which will further embed our long term thinking in creating inclusive communities.

Since 2001, the City of Salisbury has conducted periodic surveys with its residents to track the perceptions of the residents and compare with previous surveys to assess trends and identify opportunities for change or improvement in services. Satisfaction with the overall service delivered by Council remains high (with a mean score of 7.4, as in 2016, 2014 and 2012).



KEY performance indicators

KEY DIRECTION 1:

THE PROSPEROUS CITY

OBJECTIVES			
Have a community with the skills, knowledge and agility to participate in a rapidly changing economy	Be the place of choice for businesses to invest and grow in South Australia, nationally and internationally	Have a thriving business sector that supports community wellbeing, is globally oriented & creates job opportunities	Have well planned urban growth that stimulates investment and facilitates greater housing and employment choice
INDICATORS			
Size of workforce and participation rate	Gross Regional Product	Number of actively trading businesses	Value of residential and commercial construction
EXPLANATION OF INDICATORS			
Workforce as outlined in the Department of Employment, Small Area Labour Markets, March Quarter Participation rate as recorded by the Torrens University Public Health Information Development Unit	Source: The National Institute of Economic and Industry Research	Source: Australian Bureau of Statistics, Counts of Australian Businesses, including Entries and Exits, 2015 to 2017	Approved by the City of Salisbury in the 2017/18 Financial Year
RESULT			
Workforce: 70,166 Participation rate: 62.5%	\$6.38 billion	6,815 firms	\$175.4 million

KEY DIRECTION 2:

THE SUSTAINABLE CITY

OBJECTIVES			
Capture economic opportunities arising from sustainable management of natural environmental resources, changing climate, emerging policy direction and consumer demands	Have a community that is knowledgeable about our natural environment and embraces a sustainable lifestyle	Have natural resources and landscapes that support biodiversity and community wellbeing	Have urban and natural spaces that are adaptive to future changes in climate
INDICATORS			
Volume of stormwater captured	Percentage of waste diverted from landfill	Community Perceptions of Open Space.	Percentage of Council area with tree canopy cover
EXPLANATION OF INDICATORS			
As recorded by Salisbury Water (a business unit of the City of Salisbury) in the 2017/18 Financial Year	Source: NAWMA	Response out of 10 to statement "I feel that I live in a pleasant environment in terms of planning, open space and lack of pollution" Source: 2016 Community Survey	This Objective addresses the State Government's 30 year Plan for Greater Adelaide – A Green Liveable City where the target is an increase in the urban green cover of 20 per cent by 2045.
RESULT			
2.45 billion litres	45.2%	7.3	Council's Streetscape renewal program has continued with the maintenance of the existing number of trees in the City. However with 10 per cent of the trees having been removed and replaced over the past seven years, these trees are yet to mature so there has been an initial reduction in Canopy cover. It is expected that the net loss in canopy cover will be minimal as the trees reach mature status.

KEY DIRECTION 3:

THE LIVEABLE CITY

OBJECTIVES			
Be an adaptive community that embraces change and opportunities	Have interesting places where people want to be	Be a connected city where all people have opportunities to participate	Be a proud, accessible and welcoming community
INDICATORS			
Socio-economic Indexes for Areas (SEIFA)	Percentage of residents who have participated in local community activities	Wellbeing	Perceptions of quality of life and perceptions of Salisbury
EXPLANATION OF INDICATORS			
<p>The SEIFA Index of Disadvantage measures the relative level of socio-economic disadvantage based on a range of Census characteristics. It is a good place to start to get a general view of the relative level of disadvantage in one area compared to others and is used to advocate for an area based on its level of disadvantage.</p> <p>A higher score on the index means a lower level of disadvantage. A lower score on the index means a higher level of disadvantage.</p> <p>Source: SEIFA data was last released in the 2016 Census.</p>	<p>Responses to the question "How often are you involved in community activities"</p> <p>Source: 2016 Community Survey</p>	<p>SATAC data for 2016 on school leavers participation in higher education</p> <p>NCVER data for 2015</p> <p>Response out of 10 to questions:</p> <p>"How affordable is it to rent or buy housing in the Salisbury Council area"</p> <p>"How safe or unsafe felt"</p> <p>"I can get help from family, friends & neighbours when I need it"</p> <p>"Access to information, services & activities that support health and wellbeing"</p> <p>Source: 2016 Community Survey</p>	<p>Response out of 10 to questions "I like living in my local community" and "Overall satisfaction with quality of life in Salisbury area"</p> <p>Source: 2016 Community Survey</p>
RESULT			
In the 2016 Census, the City of Salisbury received a SEIFA score of 917.	<p>Community events 61%</p> <p>Council libraries 58%</p> <p>Organised sport, church or community groups 48%</p> <p>Local recreation centres 47%</p> <p>Community or youth centres 24%</p> <p>Council events 21%</p> <p>Senior centres 14%</p>	<p>32.7%</p> <p>23,552 persons</p> <p>7, 7.1, 7.9 and 7.5 respectively</p>	7.9 and 7.5 respectively

KEY DIRECTION 4:

ENABLING EXCELLENCE

OBJECTIVES			
Strengthen partnerships that enable us to better address our community's priorities	Develop strong capability and commitment to continually improve council's performance	Have robust processes that support consistent service delivery and informed decision making	Embed long term thinking, planning and innovation across the organisation
INDICATORS			
Targeted surveys of our partners	Benchmarking our performance through people, systems and processes	Customer satisfaction survey	Financial sustainability
EXPLANATION OF INDICATORS			
In delivering its various services, Council engages with a number of stakeholders to ensure the services are delivered to meet community expectations while also capitalising on opportunities to bring in external funding or expertise to enhance economic and social outcomes. This indicator is intended to reflect the number and outcomes of these partnerships	Since 2012, Council has been undertaking a program of reviews of all its functions to ensure the service levels are meeting community needs and being delivered in the most efficient and effective manner as possible.	Since 2001, the City of Salisbury has conducted periodic surveys with its residents to track the perceptions of the residents and compare with previous surveys to assess trends and identify opportunities for change or improvement in Council's services.	<p>Operating Surplus (deficit) – The difference between income and expenditure: Council operating with a surplus means that current rate payers are meeting the costs of the services that they are consuming.</p> <p>Net Financial Liabilities Ratio - Indicates the extent that Council can meet its net financial liabilities out of operating revenue: Councils with a falling ratio over time are becoming stronger in their capacity to meet their financial obligations.</p> <p>Asset Sustainability Ratio – Indicates whether capital assets are being renewed or replaced at the same rate as these assets are wearing out. Councils with a high ratio are replacing and renewing capital assets at a rate comparable to depreciation/ wear</p>

See over page for results

KEY DIRECTION 4:

ENABLING EXCELLENCE CONT'D

RESULT			
<p>Council was involved in a number of stakeholder partnerships in delivering on this Objective, but at this stage work is in progress as to how this indicator is to be compiled given the number of engagements that occur across the financial year.</p>	<p>Council continues to improve its customer service both internally and externally through its Customer Service Improvement Program. The program has seven core project interventions in identified areas for aimed at improving our service delivery and experience.</p> <p>Further Council has adopted a Continuous Improvement Framework to support ongoing improvement in performance and service delivery.</p> <p>This program has delivered ongoing savings of \$2.6 million per annum.</p> <p>Council has also embarked on the Local Government Professionals Performance Program to benchmark at State and National levels.</p>	<p>Satisfaction with the overall service delivered by Council remains high with a mean score of 7.4. This score has been maintained over 2016, 2014 and 2012.</p>	<p>Operating Surplus Ratio 3%</p> <p>Net Financial Liabilities Ratio 100%</p> <p>Asset Sustainability Ratio 29%</p>



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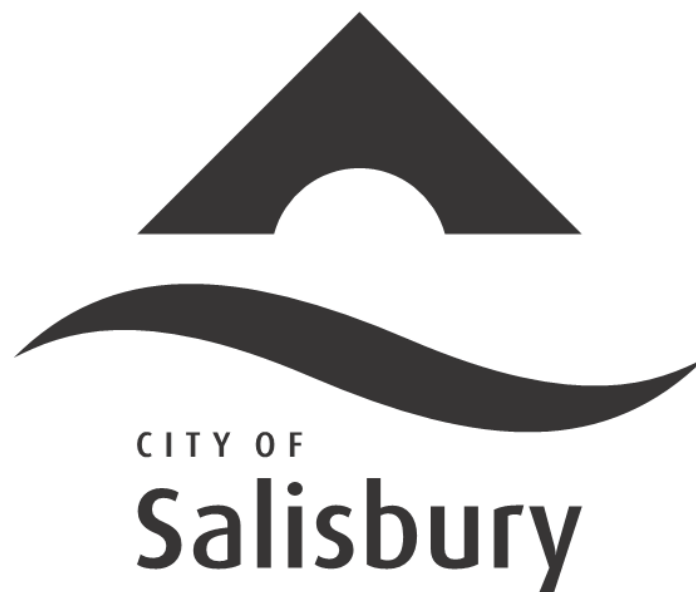
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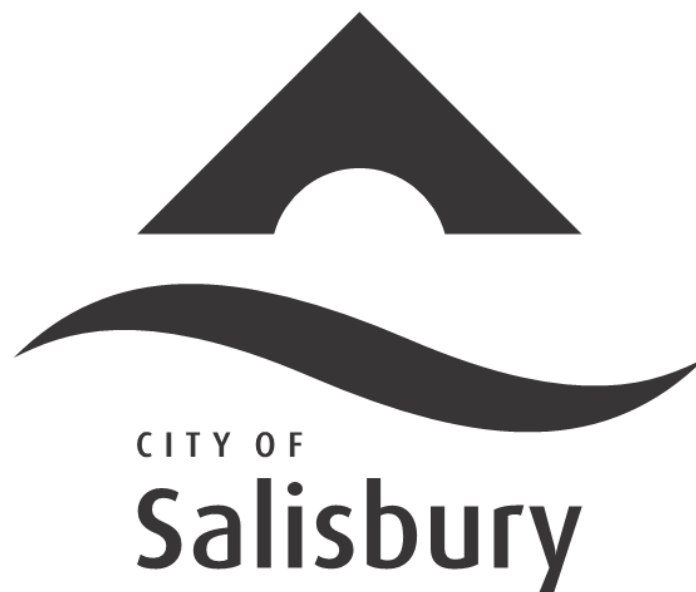


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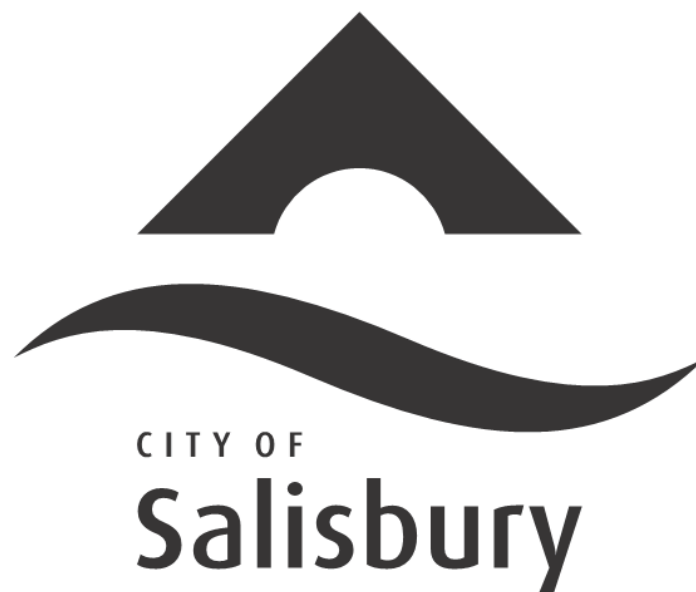


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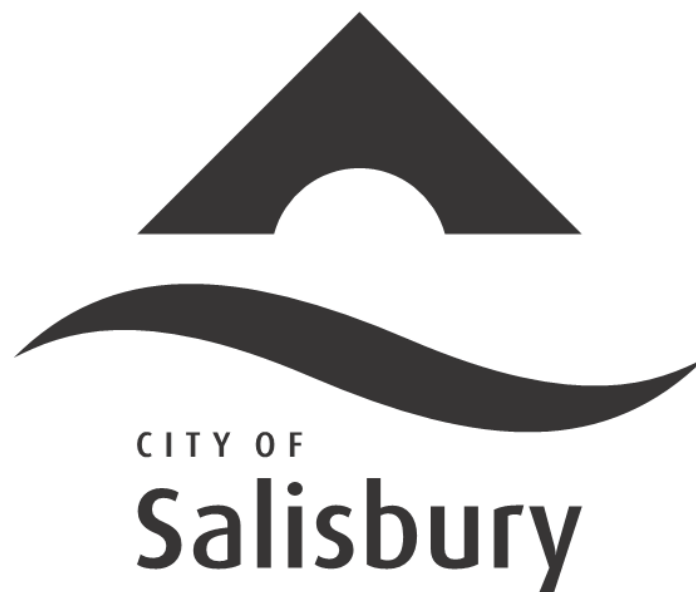
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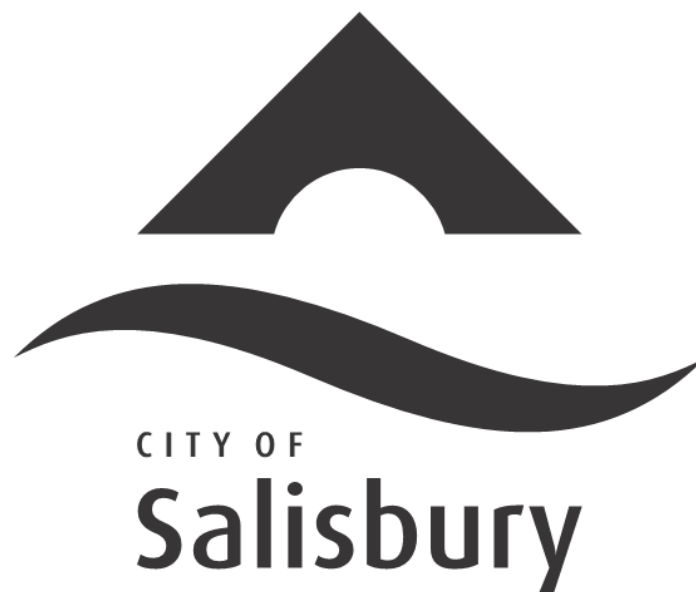


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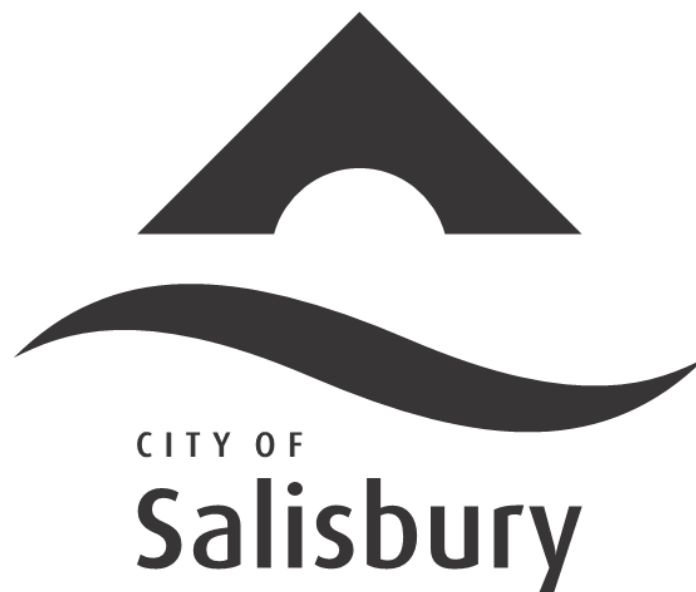


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SUBSIDIARY reports

Council Solutions Annual Report 2017/18

Council Solutions is a joint initiative of the Cities of Adelaide, Charles Sturt, Marion, Onkaparinga, Salisbury and Tea Tree Gully (Constituent Councils). Established as a Regional Authority in December 2012 in accordance with the Local Government Act 1999 (SA), its purpose is to optimise the financial sustainability of its constituent councils through the benefits of collaborative strategic procurement and contract negotiation and management. Council Solutions is governed by a Board of Management comprising an independent Chairperson and the Chief Executive Officer of each Constituent Council.

Northern Adelaide Waste Management Authority Annual Report 2017/18

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.

**Council Solutions Regional Authority
General Purpose Financial Reports
for the year ending 30 June 2018**

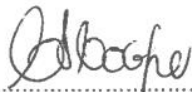
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Audit Report	

Council Solutions Regional Authority
Certification Of Financial Statements
for the year ending 30 June 2018

I have been authorised by the Council Solutions Regional Authority Board to certify the financial statements of the Council Solutions Regional Authority in their final form. In my 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 Solutions Regional Authority's financial position at 30 June 2018 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 Council Solutions Regional Authority's accounting and other records.



.....
Catherine Cooper
Chair Of The Board

Date: 5/9/18

COUNCIL SOLUTIONS REGIONAL AUTHORITY
STATEMENT OF COMPREHENSIVE INCOME
for the year ended 30 June 2018

	Notes	2018 \$'000	2017 \$'000
INCOME			
Investment Income	2	4	6
Management Fees	2	1,054	1,167
Other Income	2	641	61
Total Income		1,699	1,234
EXPENSES			
Materials, contracts & other expenses	3	1,770	1,310
Total Expenses		1,770	1,310
OPERATING SURPLUS / (DEFICIT)		(71)	(76)
NET SURPLUS / (DEFICIT)		(71)	(76)
Total Other Comprehensive Income		-	-
TOTAL COMPREHENSIVE INCOME		(71)	(76)

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

COUNCIL SOLUTIONS REGIONAL AUTHORITY
STATEMENT OF FINANCIAL POSITION
as at 30 June 2018

	Notes	2018 \$'000	2017 \$'000
ASSETS			
Current Assets			
Cash and cash equivalents		174	334
Receivables		563	469
Total Current Assets	4,7	737	803
Total Assets		737	803
LIABILITIES			
Current Liabilities			
Trade & Other Payables		124	222
Other Current Liabilities		158	55
Total Current Liabilities	5,7	282	277
Total Liabilities	5,7	282	277
NET ASSETS		455	526
EQUITY			
Accumulated Surplus		312	383
Share Capital		143	143
TOTAL EQUITY		455	526

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

COUNCIL SOLUTIONS REGIONAL AUTHORITY
STATEMENT OF CHANGES IN EQUITY
for the year ended 30 June 2018

	Initial Contribution by Owners	Accumulated Surplus	Total
2018	\$'000	\$'000	\$'000
Opening Balance	143	383	526
Net Surplus for Year	-	(71)	(71)
Balance at end of period	143	312	455

	Initial Contribution by Owners	Accumulated Surplus	Total
2017	\$'000	\$'000	\$'000
Opening Balance	143	459	602
Net Surplus for Year	-	(76)	(76)
Balance at end of period	143	383	526

STATEMENT OF CASH FLOW
for the year ended 30 June 2018

	2018	2017
Notes	\$'000	\$'000
CASH FLOWS FROM OPERATING ACTIVITIES		
<u>Receipts</u>		
Operating receipts	1,600	1,150
Investment Income	4	6
<u>Payments</u>		
Operating payments to suppliers & employees	(1,764)	(1,089)
Net Cash provided by (or used in) Operating Activities	(160)	67
Net Increase (Decrease) in cash held	(160)	67
Cash & cash equivalents at beginning of period	334	267
Cash & cash equivalents at end of period	174	334

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

Council Solutions Regional Authority
Notes to and forming part of the Financial Statements
for the year ending 30 June 2018

Note 1 - Significant Accounting Policies

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.

Council Solutions Regional Authority is a Regional Subsidiary under Section 43 and Schedule 2 of the Local Government Act 1999. The Constituent Councils and their respective share of equity are as follows:

Constituent Council	Equity Share
Adelaide City Council	16.67%
City of Charles Sturt	16.67%
City of Marion	16.67%
City of Onkaparinga	16.67%
City of Salisbury	16.67%
City of Tea Tree Gully	16.67%

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

1 Basis of Preparation

The financial report has been prepared on an accruals basis and is based on historical costs. All amounts in the financial statements have been rounded to the nearest thousand dollars (\$'000).

2 Income recognition

Management Fee Income is recognised when the Constituent Councils enter into the purchase of a good or service from a Supplier contracted to provide the Authority (or in the case of some prior contracts that were created jointly between the six constituent Council) with a Management Fee.

3 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.

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.

4 Infrastructure, Property, Plant & Equipment

The Authority did not procure any non-current assets during the reporting period and does not hold any non-current assets as at the reporting date.

5 Employee Benefits

All employees are employed through Adelaide City Council, one of the Constituent Councils. Those employees are then contracted to the Authority.

Council Solutions Regional Authority
Notes to and forming part of the Financial Statements
for the year ending 30 June 2018

6 GST Implications

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

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

7 Comparative Information

Comparative information has been reclassified to be consistent with the current year disclosure of equivalent information in accordance with Australian Accounting Standards.

8 Critical Accounting Estimates and Judgements

The Authority evaluates 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 are based on current trends and economic data, obtained both externally and within the authority.

Accounts receivable are reviewed at each reporting date to establish the collectability.

9 Pending Accounting Standards

Certain new accounting standards and UIG interpretations have been published that are not mandatory for the 30 June 2018 reporting period and have not been used in preparing these reports.

AASB 7	Financial Instruments – Disclosures
AASB 9	Financial Instruments
AASB 15	Revenue from Contracts with Customers
AASB 16	Leases
AASB 1058	Income of Not-for-Profit Entities

Standards containing consequential amendments to other Standards and Interpretations arising from the above - AASB 2010-7, AASB 2014-1, AASB 2014-3, AASB 2014-4, AASB 2014-5, AASB 2014-6, AASB 2014-7, AASB 2014-8, AASB 2014-9, AASB 2014-10, AASB 2015-1, AASB 2015-2, AASB 2015-3, AASB 2015-4, AASB 2015-5, AASB 2015-6 and AASB 2015-7.

The Authority is of the view that other than AASB 16 and AASB 1058, none of the above new standards or interpretations will affect any of the amounts recognised in the financial statements, but that they may impact certain information otherwise disclosed.

COUNCIL SOLUTIONS REGIONAL AUTHORITY
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS
for the year ended 30 June 2018

Note 2 - INCOME

	2018 \$'000	2017 \$'000
INVESTMENTS		
Interest Income	4	6
	<u>4</u>	<u>6</u>
REBATES		
Management Fees	1,054	1,167
	<u>1,054</u>	<u>1,167</u>
OTHER INCOME		
Reimbursements	641	61
	<u>641</u>	<u>61</u>

Note 3 - EXPENSES

	2018 \$'000	2017 \$'000
MATERIALS, CONTRACTS & OTHER EXPENSES		
Advertising	1	2
Audit Fees	4	4
Catering	1	2
Contractors	45	73
Consultant Fees	532	253
Insurance	27	32
IT Expenses	34	20
Legal Fees	63	48
Membership Fees & Subscriptions	4	12
Motor Vehicle	2	1
Reimbursements - Salary & Wages	982	775
Rent	26	30
Sitting Fees	32	39
Sundry	13	14
Telephone	2	1
Training and Development	2	4
	<u>1,770</u>	<u>1,310</u>

COUNCIL SOLUTIONS REGIONAL AUTHORITY
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS
for the year ended 30 June 2018

Note 4 - CURRENT ASSETS

	2018 \$'000	2017 \$'000
CASH & CASH EQUIVALENTS		
Cash at Bank	174	334
	<u>174</u>	<u>334</u>
RECEIVABLES		
Accounts Receivables	418	271
Accrued Income	143	196
Prepaid Expenses	2	2
	<u>563</u>	<u>469</u>
TOTAL CURRENT ASSETS	<u>737</u>	<u>803</u>

Note 5 - LIABILITIES

	2018 \$'000	2017 \$'000
TRADE & OTHER PAYABLES		
Creditors	120	218
Expenses Accrued	4	4
	<u>124</u>	<u>222</u>
OTHER CURRENT LIABILITIES		
Payable to Adelaide City Council	158	55
	<u>158</u>	<u>55</u>
TOTAL LIABILITIES	<u>282</u>	<u>277</u>

COUNCIL SOLUTIONS REGIONAL AUTHORITY
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS
for the year ended 30 June 2018

Note 6 - RECONCILIATION TO CASH FLOW STATEMENT

(a) Reconciliation of Cash

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

	2018 \$'000	2017 \$'000
Cash at Bank	174	334
Balances per Cash Flow Statement	174	334

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

Net Surplus	(71)	(76)
Net (increase)/decrease in Receivables	(95)	(79)
Net increase/(decrease) in Current Liabilities	6	222
Net Cash provided by (or used in) operations	(160)	67

COUNCIL SOLUTIONS REGIONAL AUTHORITY
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS
for the year ended 30 June 2018

Note 7 - FINANCIAL INSTRUMENTS

(a) Interest Rate Risk

The Authority's exposure to interest rate risk, which is the risk that the value of a financial instrument will fluctuate as a result of changes in market interest rates, and the effective weighted average interest rates on those applicable financial assets and liabilities is as follows;

2017-18

	Weighted Average Interest Rate	Fair Value of Variable Interest Rate Instruments	Fair Value of Fixed Interest rate instruments maturing within One Year	Fair Value of Fixed Interest rate instruments maturing Due > 1 less 5 Yrs	Fair Value of Fixed Interest rate instruments maturing Due > 5 Yrs	Fair Value of Non-Interest Bearing Instruments
		\$'000	\$'000	\$'000	\$'000	\$'000
Financial Assets:						
Cash	1.9%	174	-	-	-	173
Receivables	0.0%	-	-	-	-	564
Total Financial Assets		174	-	-	-	737
Financial Liabilities:						
Creditors and Provisions	0.0%	-	-	-	-	282
Total Financial Liabilities		-	-	-	-	282

2016-17

	Weighted Average Interest Rate	Fair Value of Variable Interest Rate Instruments	Fair Value of Fixed Interest rate instruments maturing within One Year	Fair Value of Fixed Interest rate instruments maturing Due > 1 less 5 Yrs	Fair Value of Fixed Interest rate instruments maturing Due > 5 Yrs	Fair Value of Non-Interest Bearing Instruments
		\$'000	\$'000	\$'000	\$'000	\$'000
Financial Assets:						
Cash	1.8%	334	-	-	-	334
Receivables	0.0%	-	-	-	-	469
Total Financial Assets		334	-	-	-	469
Financial Liabilities:						
Creditors and Provisions	0.0%	-	-	-	-	277
Total Financial Liabilities		-	-	-	-	277

**COUNCIL SOLUTIONS REGIONAL AUTHORITY
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS
for the year ended 30 June 2018**

(b) Credit Risk

Credit Risk represents the loss that would be recognised if other entities failed to perform as contracted.

The Authority's exposure to credit risk is summarised as follows;

Receivables - the Authority's maximum exposure is disclosed in the financial statements net of any provision for doubtful debts

(c) Net Fair Value

The net fair value of a financial instrument is defined as its value net of all costs to settle the asset and liability

The financial assets and liabilities as stated or referred to in notes (a) and (b) above, are stated at their face value (less provision for doubtful debts if applicable).

Due to the nature of financial instruments held in the Authority, the cost associated with their settlement would not be material, and hence, have not been considered.

**COUNCIL SOLUTIONS REGIONAL AUTHORITY
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS
for the year ended 30 June 2018**

Note 8 - RELATED PARTY DISCLOSURES

KEY MANAGEMENT PERSONNEL

The Key Management Personnel of the Council include the Chair of the Board, the Board and the CEO.

Salaries, allowances & other short term benefits paid by Council Solutions to KMP were \$259k (2017-18) and \$261k (2016-17)

The following qualifying related party disclosures have been identified in relation to the 2017-18 financial year

Related Party Entity	Amounts received from related parties during 2017-18 FY	Amounts outstanding from related parties as at 30 June 2018	Amounts outstanding to related parties as at 30 June 2018
	\$ '000	\$ '000	\$ '000
City of Adelaide	109	53	100
City of Charles Sturt	128	57	-
City of Marion	203	48	-
City of Salisbury	35	3	-
City of Tea Tree Gully	23	3	-
City of Onkaparinga	45	3	-

The above amounts received represent reimbursements of designated project costs paid by the above listed Constituent Councils to Council Solutions at various times throughout the year. These amounts have been approved by the Board and reported on as part of the ongoing annual budget setting and budget review process.

Council Solutions provides procurement services to the above listed entities.

Council Solutions Regional Authority Certification Of Auditor Independence for the year ending 30 June 2018

To the best of our knowledge and belief, we confirm that, for the purpose of the audit of the Council Solutions Regional Authority for the year ended 30 June 2018, the Council's Auditor, Ian G McDonald FCA, 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.

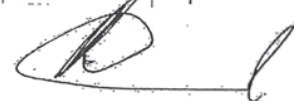
This statement is prepared in accordance with the requirements of Regulation 22(3) (b) Local Government (Financial Management) Regulations 2011.



Catherine Cooper
CHAIR

Date:

5/9/18



Mark Dowd
CHIEF EXECUTIVE OFFICER
City of Onkaparinga

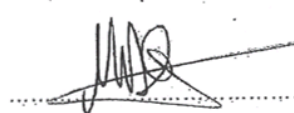
Date: 5 September 2018



Tanya Johnston
PRESIDING MEMBER OF AUDIT COMMITTEE

Date:

05/09/18



Mark Goldstone
CHIEF EXECUTIVE OFFICER
City of Adelaide

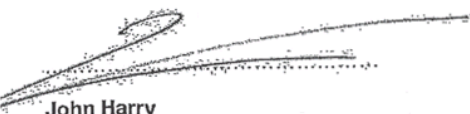
Date: 10/9/18



Paul Sutton
CHIEF EXECUTIVE OFFICER
City of Charles Sturt

Date:

6.9.18.



John Harry
CHIEF EXECUTIVE OFFICER
City of Salisbury

Date:

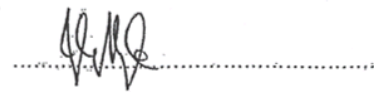
7/9/2018.



Adrian Skull
CHIEF EXECUTIVE OFFICER
City of Marion

Date:

6.9.18



John Moyle
CHIEF EXECUTIVE OFFICER
Tea Tree Gully

Date:

7/9/18

Ian G McDonald FCA



Council Solutions Regional Authority

ANNUAL FINANCIAL STATEMENTS For the year ended 30 June 2018

STATEMENT BY AUDITOR

We confirm that, for the audit of the financial statements of the Council Solutions Regional Authority for the year ended 30 June 2018, we have maintained our 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) *Local Government (Financial Management) Regulations 2011*.

A handwritten signature in blue ink that reads 'Ian G McDonald'.

Ian G McDonald FCA

Dated this 17th day of August 2018

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donald@creativeauditing.org

PO Box 75, Henley Beach SA 5022
ABN 13 550 494 869

Nancy 0408
nancytran@creativeaudi

Ian G McDonald FCA



Council Solutions Regional Authority Independent Auditor's Report

We have audited the attached financial statements, being a general purpose financial report, of Council Solutions Regional Authority for the year ended 30 June 2018.

Opinion

In our opinion, the financial statements of the Authority are properly drawn up:

- a) to present fairly the financial position of the Authority as at the 30 June 2018 and the results of its operations for the period then ended, and;
- b) according to Australian Accounting Standards.

Basis for Opinion

For the audit of the Authority we have maintained our independence in accordance with the relevant ethical requirements of APES 110 Section 290. We believe that the audit evidence that we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other Information – Basis of Accounting and Restriction on Distribution

Without modifying our opinion, we draw attention to Note 1 to the financial report, which describes the basis of accounting. The financial report is prepared to assist the authority to meet the requirements of Local Government Act 1999 together with the Local Government (Financial Management Regulations 2011). As a result, the financial report may not be suitable for another purpose. Our report is intended solely for the members.

Responsibilities of Management for the Financial Report

The Board of Management is responsible for the preparation of the financial report in accordance with Local Government Act 1999 together with the Local Government (Financial Management Regulations 2011 and for such internal control as management determines is necessary to enable the preparation of a financial report that is free from material misstatement, whether due to fraud or error.

Auditor's Responsibilities for the Audit of the Financial Report

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

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

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

Ian G McDonald FCA
Registered Company Auditor

Dated at Grange this 12th day of September 2018

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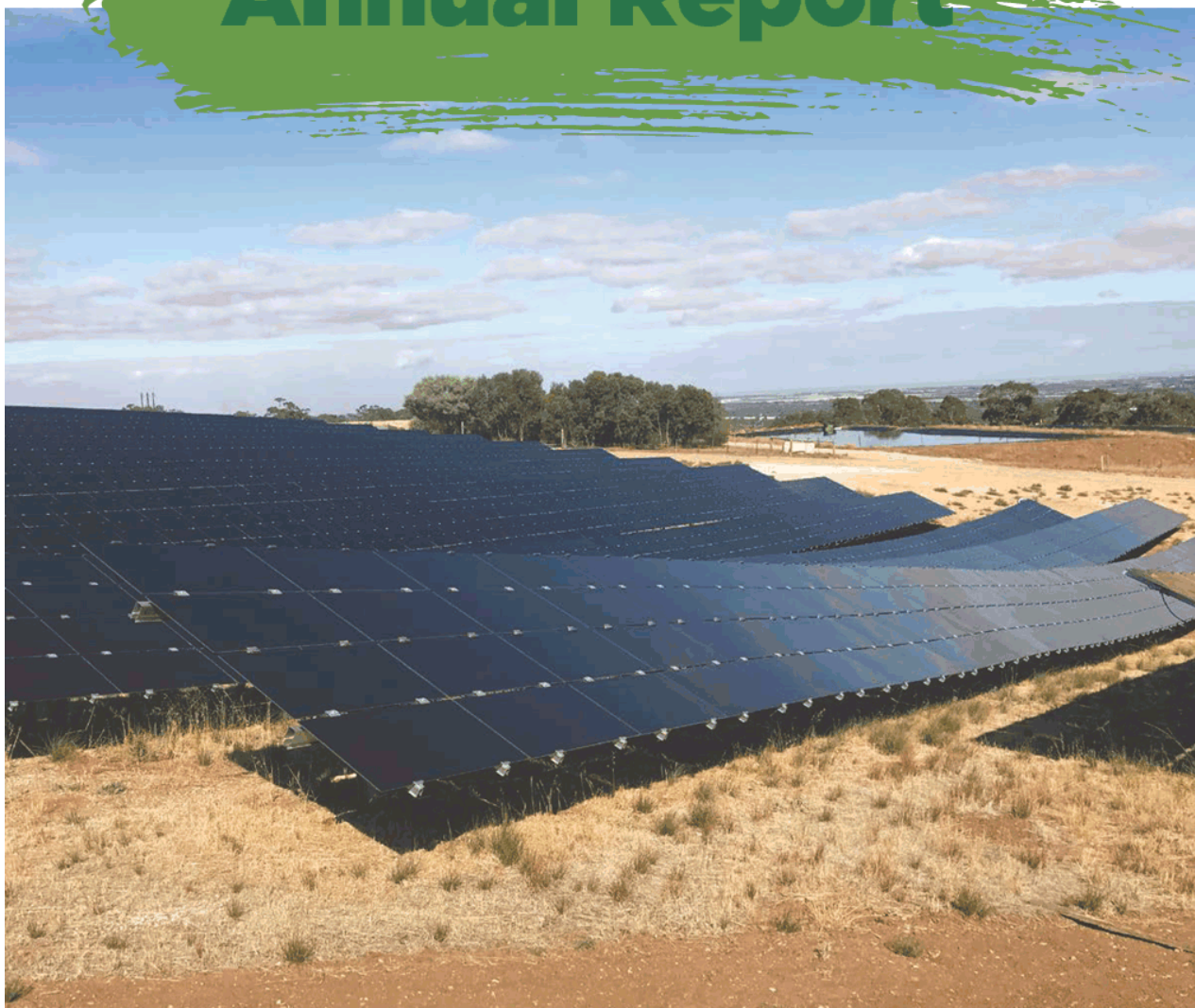
Ian 0419 620 906
ianmcdonald@creativeauditing.org

PO Box 75, Henley Beach SA 5022
ABN 13 550 494 869

Nancy 0408 832 848
nancytran@creativeauditing.org



2017-2018 Annual Report



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Strategy Development and Implementation

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About NAWMA

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. These Councils represent nearly 20 per cent of residents from across metropolitan Adelaide.

NAWMA also services a large number of rural and regional Councils. In providing quality waste management and resource recovery services, NAWMA is delivering direct benefits to our Constituent and client Councils and to the broader South Australian community.

Mission

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

Guiding Principles

Circular Economy

- Promote waste prevention, reduction and recycling
- Extract the maximum value out of discarded products and materials
- Ensure there are end markets for recovered materials

Support Local Jobs

NAWMA processes recyclables and waste locally to support and partner with our community, local businesses, and industry.

Cost Effectiveness

NAWMA achieves economies-of-scale.

Conserve Natural Resources

NAWMA minimises use of energy and water and maximises use of renewable energy.

Innovation

NAWMA runs state-of-the-art facilities and continually improves processes and services.



nd Implementation

Objectives

1. Achieve best practice in diversion of waste from landfill
2. Advocate and facilitate a circular economy
3. Maintain cost-effectiveness in service delivery

Strategies

NAWMA pursues the following strategies to achieve our objectives:

Strategy	Objective 1	Objective 2	Objective 3
1. Design services to maximise recycling opportunities for residents	✓		✓
2. Deliver best-practice waste education	✓	✓	✓
3. Pursue opportunities to recycle recovered materials in Australia		✓	
4. Work with Constituent Councils to develop markets for recycled-content materials		✓	
5. Investigate opportunities to recover recyclables from the residual stream	✓		
6. Investigate opportunity to consolidate operations to a single-site			✓
7. Pursue opportunities to increase throughput via existing recycling infrastructure		✓	✓
8. Investigate opportunities to invest in new infrastructure that services local government		✓	✓
9. Investigate ways to reduce cost of kerbside collections			✓
10. Pursue partnerships in innovation, research and development		✓	✓
11. Demonstrate thought leadership in resource recovery, waste management locally, nationally, and globally		✓	✓



Report from the Chair

While facing some extraordinary external challenges in 2017-18, I am pleased to say NAWMA can report a year of significant achievement on behalf of our Constituent Councils and the community.

A major highlight was the official opening of the state-of-the-art Material Recovery Facility at Edinburgh in October 2017 showcasing a major investment in recyclable processing capacity for the region and State.

NAWMA's emphasis on resource recovery and regeneration will deliver long-term benefits including helping our Constituent Councils to minimise costs and improving environmental outcomes with flow-on benefits for residents.

We continue to deliver leading waste management outcomes of local and global importance with significant environmental, economic and social benefits for current and future generations in the northern region of Adelaide and beyond.

There have been many good strategic decisions made in the past few years. Our CEO Adam Faulkner, together with the Board of NAWMA, are focused on delivering significant benefits to the community and the environment by ensuring the Authority is at the leading edge of latest technologies and innovation.

NAWMA's visionary and progressive development of the new Material Recovery Facility was recognised in April this year with the Local Government Professionals Australia (SA) award for Environmental Leadership and Sustainability. Local Government Professionals Australia is the peak body for about 3,500 Councils across Australia. It promotes innovation and works to improve quality of life across communities through advocacy and sharing.

During the year, six international delegations visited NAWMA's operations and we were a key participant in the inaugural Global Leadership Forum on the Circular Economy.



The Global Leadership Program on the Circular Economy is a collaboration between the United Nations Centre for Regional Development, the South Australian Government's Green Industries SA, Local Government and industry.

Over recent years, the South Australian Government has developed a circular economy strategy that has delivered outstanding outcomes in terms of waste minimisation. More than 80 per cent of the waste generated in the State is diverted from landfill, over 50 per cent of SA's energy comes from renewable sources, and around 25 per cent of wastewater is recycled with pioneering achievements in this area in the northern region of Adelaide.

One of the major challenges faced by NAWMA and the waste management sector in Australia as a whole has been China's SWORD policy. Until recently, China was the world's biggest importer of recyclable materials, including 1.25 million tonnes from Australia in 2016-17. However, from the start of 2018, China enforced the SWORD policy significantly restricting the importation of recyclables.

The NAWMA Board and management team successfully navigated through the impact of the SWORD policy by developing new markets domestically and overseas, including India, Malaysia and Thailand. Importantly, the new domestic market opportunity secured by Adam and his team is a leading example in Australia for the circular economy model.

Meanwhile, NAWMA commissioned Australia's first integrated solar farm and landfill gas renewable energy facility at its Uleybury landfill. The combined electricity generated from the systems will deliver a projected 11,000 megawatt hours per annum – enough to power 1,900 homes – while preventing about 57,500 tonnes of carbon being emitted into the atmosphere each year.

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We have taken on a 10 year operation of the new Pooraka Resource Recovery Centre and, looking ahead, we have a refreshed and highly skilled senior management team to deliver on NAWMA's strategic objectives to design out waste going to landfill, to maximise value from recyclable products and to implement a real transition to renewable energy sources.

Many thanks to Adam Faulkner and his senior leadership team for their most significant contribution to the performance of NAWMA. It has been a year of great challenge and enormous change. To all our staff, we say thanks and well done on providing excellent service, improving our efficiencies and complementing the reputations of our Member Councils in each of their communities.

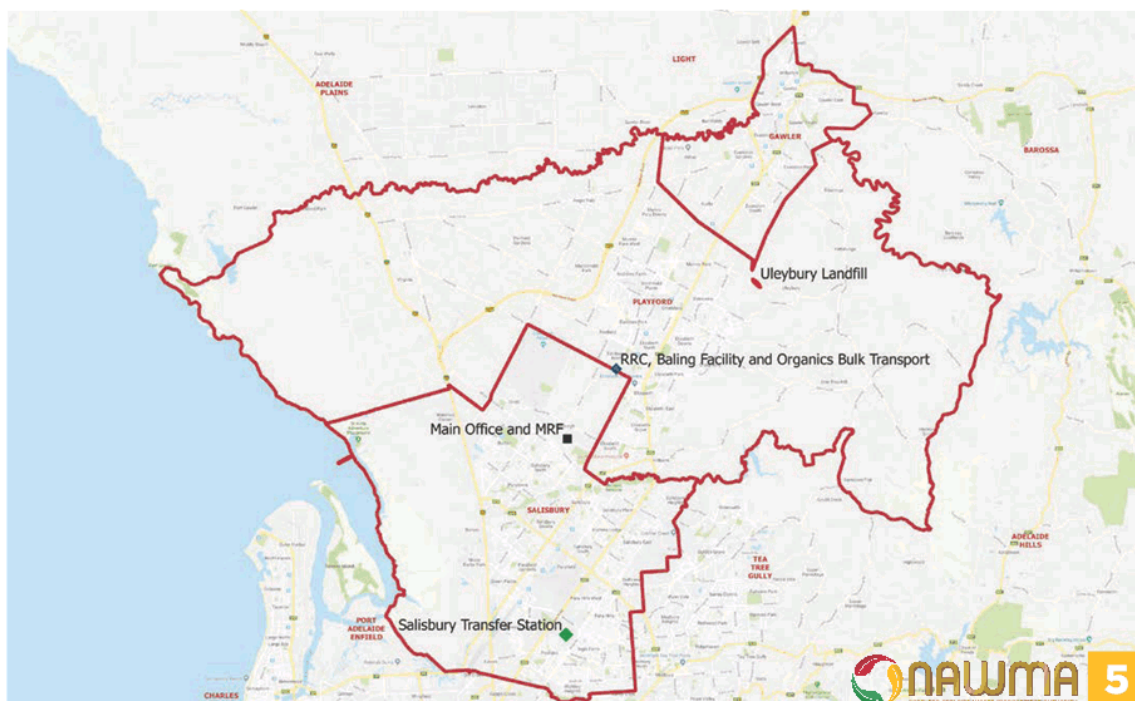
The achievement of all of the above would not have been possible without the commitment and the astute advice of the Board of NAWMA. The members of the Board provide valuable professional support to Adam and his senior team. To all the Directors of NAWMA, I thank you for your guidance and support, and we all look confidently forward to an even more successful year in 2018-19.

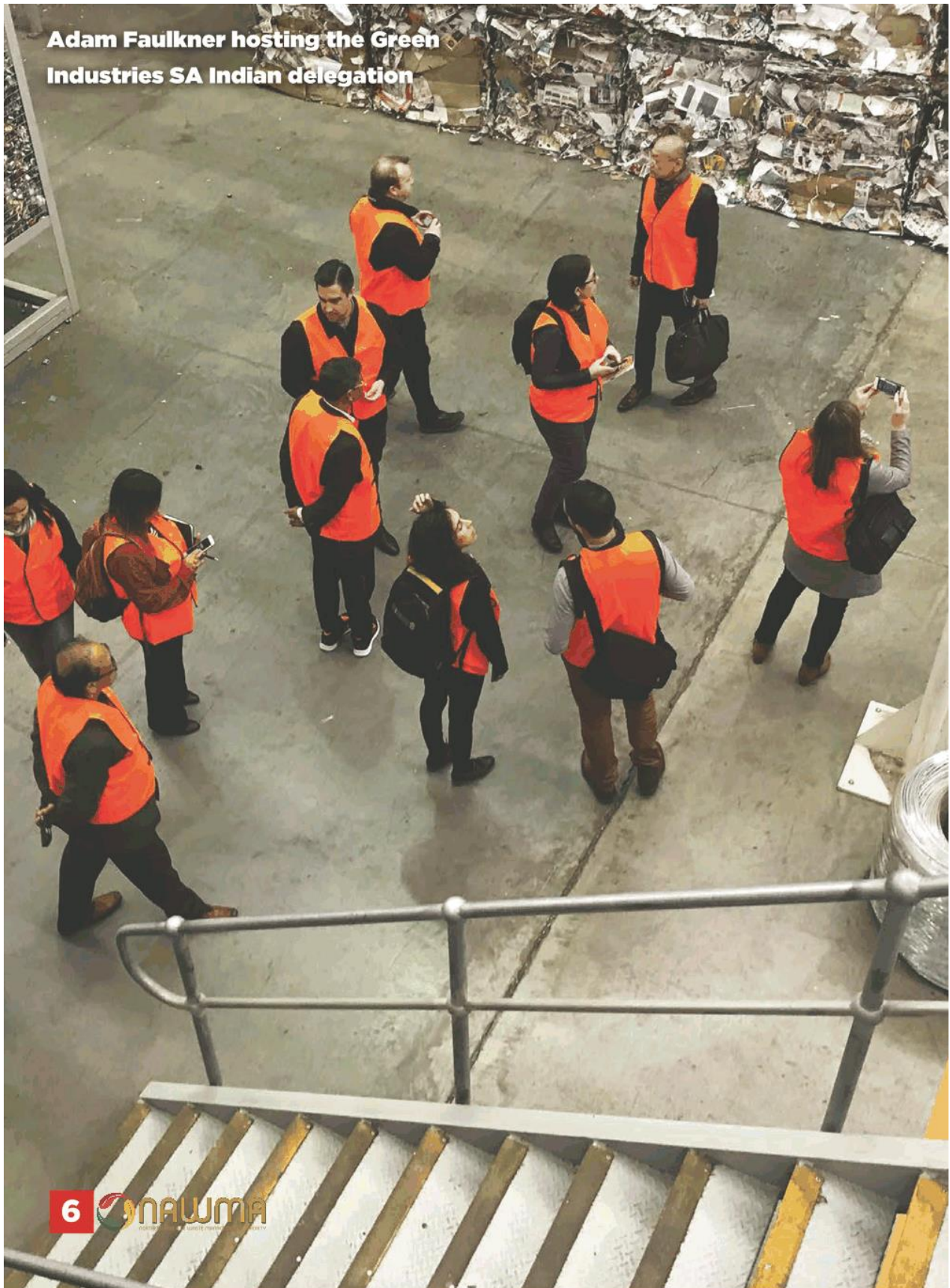


Brian Cunningham

Brian Cunningham
NAWMA Chair

Services Area Map





Report from the Chief Executive Officer

In March this year, China implemented the SWORD policy to apply strict thresholds on recyclable materials imported from around the world, including Australia.

Previously, China had been a significant buyer of recyclables from NAWMA, which sorted this product for export at our Material Recovery Facility at Edinburgh.

NAWMA had to develop a response to the Chinese decision to limit shipments of recyclable materials into the country, and we acted swiftly and effectively to find new local and overseas markets for the products.

With NAWMA's kerbside collection system and the advanced technologies and mechanisms at our world class Material Recovery Facility, we can process recyclable material to a very high standard. Therefore, we were able to find alternative markets for recyclable materials, with some of the paper products being purchased for processing into newspapers by *The Advertiser*. Other markets for recycled paper, cardboard and plastics have been secured overseas including in India and South East Asia.

NAWMA continues to promote and encourage participation in positive environmental outcomes from responsible waste management. For example, in June this year NAWMA, in conjunction with Green Industries SA, conducted a Hazardous Waste Drop-Off Day at our Resource Recovery Centre at Bellchambers Road.

The free opportunity to drop off hazardous waste was extended to communities within and beyond our Constituent Councils, and the response was very encouraging with in excess of 29 tonnes of household chemicals and paint being delivered by more than 800 residents.

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This initiative will lead to a permanent free-of-charge household chemical and paint drop off service at the Resource Recovery Centre at Edinburgh North.

There have also been major upgrades to facilities at the Edinburgh North Resource Recovery Centre including a new weighbridge, traffic management systems, organics receivals and new office amenities.

Meanwhile, our hard waste collection service has transitioned to an on-call booking system, or vouchers that benefit residents in the City of Salisbury and the City of Playford.

Initial work has been carried out to refresh the NAWMA website allowing easier navigation and access to information about the waste management services offered by the Authority.

In conclusion, I thank our Chairman for his leadership, NAWMA's Technical Working Group for their support along with Board members for their outstanding governance. I also thank the management team and staff who throughout the past year have contributed so professionally and enthusiastically to our agenda of innovation. We look forward to the future as a visionary and progressive organisation delivering the highest quality waste management services that aim to increase diversion from landfill while reducing costs for our Constituent Councils.

Adam Faulkner
Chief Executive Officer



Adam Faulkner



Governance

Board

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 bi-monthly and drives organisational performance to deliver efficient, best practice service and facilities to our Constituent Councils.

As defined by the NAWMA Charter, membership of the Board comprises ten (10) Directors – three Directors appointed by each of the Constituent Councils, and one independent person appointed by the Board who serves 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 seven formal meetings over the 2017-2018 financial year. The table below details Board Member attendance at these meetings.

Board Member		Meetings
Mr Brian Cunningham	Independent Chair	7 of 7
Mr Mark van der Pennen	City of Salisbury	4 of 7
Cr Julie Woodman	City of Salisbury	5 of 7
Cr David Balaza	City of Salisbury	5 of 7
Mr Sam Green	City of Playford	6 of 7
¹ Mr Paul Sansome	City of Playford	5 of 6
Cr Carol Muzyk	City of Playford	4 of 7
² Mr Henry Inat	Town of Gawler	3 of 4
³ Mr Jack Darzanos	Town of Gawler	4 of 4
Cr Marilyn Nicolson	Town of Gawler	4 of 7
Cr Paul Koch	Town of Gawler	7 of 7
#Cr Betty Gill (Deputy)	City of Salisbury	1 of 1
#Mr Mark Purdie (Deputy)	City of Salisbury	2 of 2
#Cr Graham Reynolds (Deputy)	City of Salisbury	1 of 1
#Cr Shirley Halls (Deputy)	City of Playford	
#Cr Ian Tooley (Deputy)	Town of Gawler	

¹Resigned from Council May 2018

²Appointed to Board December 2017

³Board term completed December 2017

#Deputy Board Directors only attend meetings as required



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Audit

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

The functions of the Committee include to:

- monitor the integrity of the financial statements of NAWMA, including its Annual Report, reviewing significant financial reporting issues and judgements they contain;
- review the adequacy of the accounting, internal auditing, reporting and other financial management systems and practices of NAWMA on a regular basis; and
- review and provide recommendations to NAWMA on the sustainability of the Authority's financial performance and proposals with respect to debt levels, included the strategic management plans and, in particular, the long term financial plan.

The membership of the Audit Committee consists of five (5) members, two (2) members who are Board Members of NAWMA and three (3) members who are independent members.

The Audit Committee held four formal meetings over the 2017-2018 financial year.

The Audited Financial Statements for the year ended 30 June 2018 are provided from page 18.

Technical Working Group

NAWMA's Technical Working Group (TWG) comprises an executive from each Constituent Council. It meets on an ad-hoc basis to discuss any operational or strategic matter that has arisen for the Authority. The TWG provide guidance and advice to NAWMA's management. Throughout 2017-2018, it was instrumental in implementing a number of the Authority's major achievements, particularly the installation and integration of the Materials Recovery Facility (MRF) at the Woomera Avenue site. The current members of NAWMA's Technical Working Group are:

- Mr Brian Cunningham (Chairperson)
- Mr Sam Green (City of Playford)
- Mr Mark van der Pennen (City of Salisbury)
- Mr Jack Darzanos (Town of Gawler)

Resource Recovery

Resource Recovery Centres

NAWMA's Edinburgh North Resource Recovery Centre (RRC) continues to provide a number of important resource recovery services to Adelaide's northern community. The facility houses:

- a drive-through undercover Waste Transfer Station for materials recovery;
- a Salvage and Save retail outlet operated by Mobo Group (previously known as Hands on SA/Finding Workable Solutions) in association with NAWMA; and
- a recycling service for bottles and cans operated by Scouts SA.



A new weighbridge was designed and commissioned in February 2018 with all commercial traffic into and out of the site now captured. This installation has improved the accuracy of the weighbridge data and reduced the possibility of weighbridge bypass and material leakage. The new traffic flow system utilises traffic signals and generally directs one-way to simplify traffic movements and improve safety.

Following are details of operations of the RRC for the year ended 30 June 2018:

- 22,868 customers accessed the facility delivering green waste and general waste. This is an increase of 11.27 per cent from 2016-17;
- 918 tonnes of steel, cardboard, e-waste and car batteries were recovered and marketed;
- 23,600 litres of waste oil were collected and recycled;
- 3,655 tonnes of garden organics were processed into mulch products; and
- 3,310 tonnes of residual waste was transported to SUEZ-ResourceCo for processing into Refuse Derived Fuel (RDF)

As part of NAWMA's commitment to positive environmental outcomes, and in conjunction with Green Industries SA, our Edinburgh North site held a Hazardous Waste drop-off day on Saturday 30 June. The service was made available to all South Australian householders regardless of their suburb or council area. With in excess of 800 vehicles passing through the gates dropping off more than 29 tonnes of household chemicals and paint, the event was an overwhelming success.

Importantly, a permanent free-of-charge household chemical and paint drop-off facility will be established at the Edinburgh North RRC in the near future.

On 2 July, 2018 NAWMA took over management of the Research Road (Pooraka) RRC that was historically owned and managed by the City of Salisbury. The change of management provided an opportunity for consistent messaging and harmonised pricing structures for both of NAWMA's Resource Recovery Centres.



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Hard Waste

NAWMA continued to operate the annual hard waste collection service in the City of Salisbury and City of Playford during 2017-18. The booking system utilised a suburb-by-suburb basis approach that was accessed by 14,843 residents across the two Councils, a participation rate of 24.3 per cent.

A voucher for the Edinburgh North RRC was made available to residents who missed the annual hard waste collection. This was utilised by 8,873 residents across the two Councils.

In 2017-18 a total of 2,354 tonnes of hard waste was collected, including:

- 214.19 tonnes of e-waste recycled;
- 295.04 tonnes of steel recycled; and
- 1,845 tonnes of residual waste sent to an alternative fuel facility.

All tonnages collected by NAWMA during the financial year were diverted from landfill either through recycling or through the production of an alternative fuel for the Adelaide Brighton Cement kiln.

The 2018-19 financial year will bring a change to the hard waste system for residents in the City of Salisbury and City of Playford. An adjustment in service level from an annual zoned collection to a revitalised on-call service will give residents:

- flexibility with collections;
- reduced waiting time to a maximum of four weeks;
- two collections per financial year; and
- increased access to vouchers.

In order to continue its efficiency in service, NAWMA will also move to a real time SMS text message voucher system (from August 2018) allowing for an improved customer experience. Residents will no longer need to have a physical voucher mailed or collected. Instead an SMS text message containing a unique voucher number will be sent while the resident is on the telephone. This SMS message can then be presented at either of the two Resource Recovery Centres to redeem the service.



Resource Recovery

Material Recovery Facility (MRF)

Ian Hunter MLC, the Minister for Sustainability, Environment and Conservation, officially opened NAWMA's state-of-the-art Material Recovery Facility (MRF) in October 2017. The MRF is a credit to NAWMA's Technical Working Group, the Board and our Constituent Councils as it is one of only two large scale MRFs operating in South Australia, and the only one owned and operated by Local Government. It has been designed to future proof NAWMA and, more broadly, South Australia by doubling the State's recyclable processing capacity.

Economically, the MRF provides a significant revenue stream for NAWMA's Constituent Councils while reducing exposure to the commercial recycling industry. A single shift, five workday operation dutifully processes the current 30,000 tonnes per annum delivered by Constituent Councils and rural and regional Council's. The operation has the capacity to run continuously and could process up to 75,000 tonnes per annum if required. Importantly, the MRF

provided 20 full-time jobs in northern Adelaide at the same time as Holden was closing its doors.

The MRF sorted approximately 25,000 tonnes in its first ten months of operation producing high quality finished goods such as paper, plastics, glass, aluminium and steel. These products were marketed in Australia and overseas. Housed inside a large purpose-modified industrial building of some 3,800 square metres, the MRF is a combination of trommels, magnets, eddy-currents, ballistic separators and manual picking stations fed by almost half a kilometre of conveyor belts.

NAWMA's MRF was crowned winner of the 'Excellence in Environmental Leadership and Sustainability' category at the 2018 South Australian Local Government Professionals Annual Leadership Excellence Awards. From the pool of State-by-State winners, the MRF project was shortlisted for the National Local Government Professionals Awards.



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. In the 2017-18 financial year, 60,465 residents participated in the service with an overall engagement rate of 54.9 per cent.

The FOGO receival hall at the Edinburgh North site underwent a makeover during the year with the implementation of a new weighbridge. All kerbside and commercial FOGO is now received at a different drop-off point undercover at the site. The residential trailer traffic remains in the same area at the adjacent RRC.

The decision to separate the commercial and residential traffic greatly improves safety on site and allows more comprehensive tracking of the material quantities received from our Constituent Councils.

During the financial year, over 34,000 tonnes of FOGO were received from the NAWMA region for processing by local composter Peats Garden & Soils. Whilst this is a decrease of almost 9 per cent from the previous year, it reflects a reduction in rainfall over the reporting period. FOGO tonnages are closely related to seasonal rainfall with higher falls producing significantly larger yields of green organics.

FY18 Constituent Council Tonnages			
Council	Waste	Recycling	FOGO
City of Salisbury	30,484	10,613	13,815
City of Playford	19,634	6,586	4,779
Town of Gawler	4,585	1,948	2,040
	54,702	19,148	20,635



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Uleybury Landfill (Renewa

The Uleybury Landfill is an example of NAWMA's commitment to generating positive environmental outcomes. NAWMA, in partnership with South Australian company, Joule Energy, developed Australia's first solar farm based at a landfill site. This pioneering project is co-located with a landfill gas power station making NAWMA's Uleybury landfill a fully-fledged renewable energy park.

Combined power production from the landfill gas-fuelled generator and solar panels commenced in October 2017. The facility generated a combined

6,600 megawatt hours of renewable energy during its first year with base load power being produced 24 hours a day, seven days a week. The system also prevented 57,500 tonnes of CO₂e from being emitted. NAWMA receives royalty payments from Joule Energy from the sale of power and Large-scale Generation Certificates (LGC's) generated by the power production.

Following the removal of valuable resources from the waste stream, 83,000 tonnes were deposited to the Uleybury Landfill in 2017-18, with 80,000 tonnes



ble Energy Park)

being baled waste from NAWMA's Edinburgh North Waste Processing Facility.

Vegetation on the landfill's phytocap is slowly establishing itself after the initial planting was completed in September 2017 with phase two maintenance and in-fill planting of 1,000 more tube-stock completed in May 2018. The advanced phytocap, or lid, on the completed landfill cells, uses a combination of 1.2m deep capping soil with native grasses, plants and trees to minimise the percolation of the water (from rain) into the waste. This minimises

leachate, or wastewater, that is pumped to the on-site evaporation ponds.

In partnership with the landfill operations, NAWMA's Balefill Management Consultative Committee (BMCC) continues to meet bi-monthly. The Committee provides an opportunity for NAWMA, Council representatives and local residents to meet and discuss current topics or issues that affect these parties. Meeting minutes and supporting documents are distributed to nearby residents and Councils.



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NAWMA 15
NORTH AVON WASTE MANAGEMENT AUTHORITY

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Education, Community

NAWMA recognises the importance of working in partnership with our community. Through various education programs, resources and activities, community members gain a better understanding of waste management and resource recovery practices. They are also able to learn about opportunities for preserving the world's natural resources and creating a more circular economy.

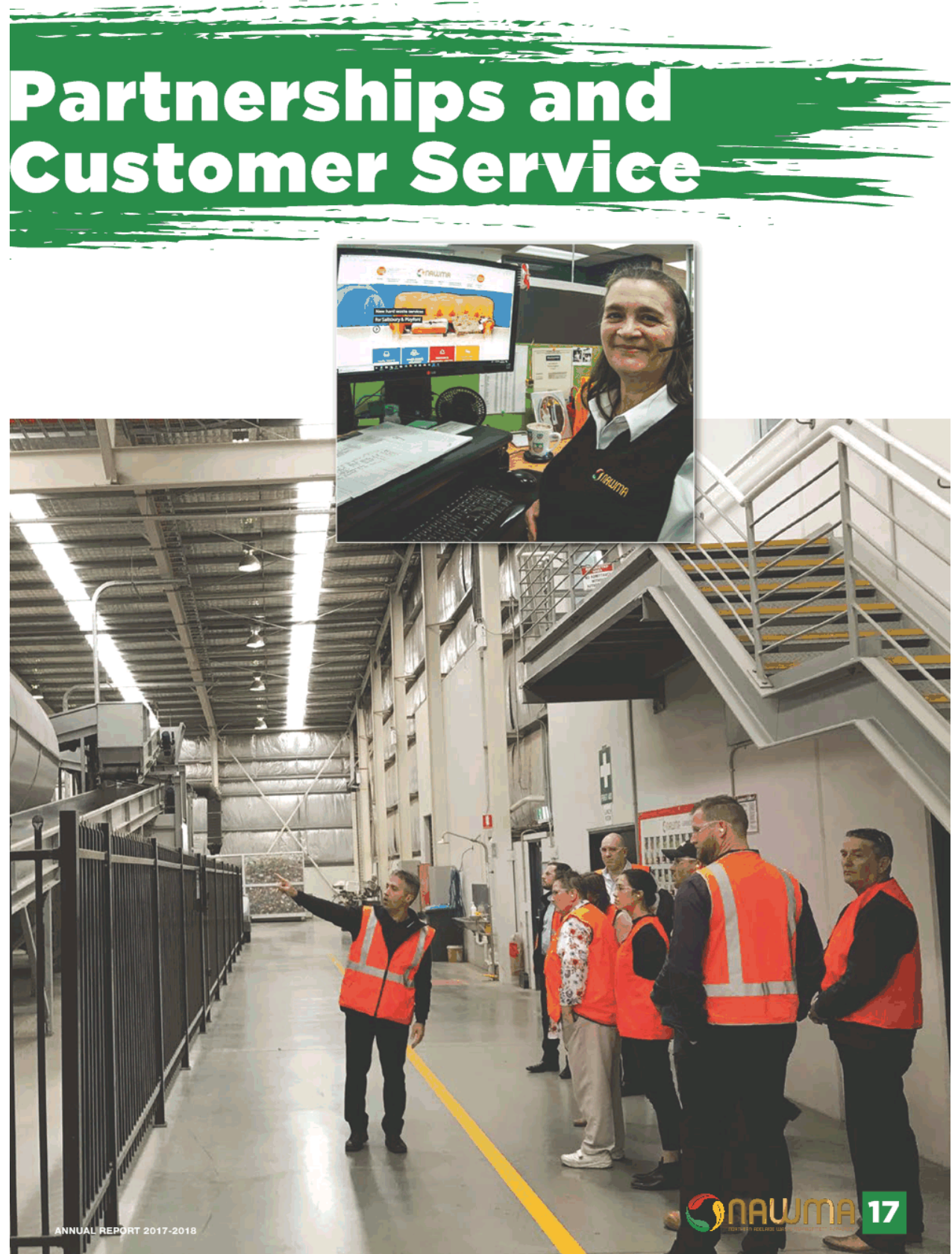
In 2017 there was a strong focus on school education about responsible waste management. This was expanded in 2018 to encompass a broader cross section of the community. Initial tasks included upgrading our website and a suite of communication materials as well as working closely with our Constituent Councils to promote new services through social media channels.

This has provided a strong foundation to further develop an assortment of programs to assist in our goal of engaging with all sectors of the community. An example of this is the tours of NAWMA's award-winning MRF. The MRF has attracted significant interest from Council and industry representatives, and it has also been visited by interstate delegates and an international group as part of Green Industries SA's 'Global Leadership Program in the Circular Economy'.

NAWMA's Customer Service Team spans three sites – our Administration building at Edinburgh, and our two Resource Recovery Centres at Edinburgh North and Pooraka. The team of 5.2 full-time equivalent employees respond to all resident and Council enquiries ranging from missed bins, bins requiring repair or replacement, recycling tips, hard waste collection and vouchers. A freshly implemented telephone monitoring system has shown that over 55,000 calls were taken by the Customer Service

Team in 2017-18 with an average wait time of less than 12 seconds and an abandonment rate of less than 3 per cent. Of these calls, almost 20,000 were related to hard waste enquiries, bookings and vouchers.







2017-2018 Annual Report Financials



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Northern Adelaide Waste Management Authority Financial Statements 2017-2018

ANNUAL FINANCIAL STATEMENTS

For the Year Ended 30 June 2018

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 2018, 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 prepared in accordance with the requirements of Regulation 22(3) *Local Government (Financial Management) Regulations 2011*.


Chief Executive Officer


Presiding Member

Audit Committee

Date

7/9/18

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Northern Adelaide Waste Management Authority Financial Statements 2017-2018

General Purpose Financial Report for the year ended 30 June 2018

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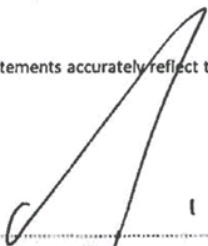
Northern Adelaide Waste Management Authority Financial Statements 2017-2018

ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 June 2018

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 2018 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.


Adam Faulkner
CHIEF EXECUTIVE OFFICER


Brian Cunningham
CHAIRPERSON

Date: 20/09/2018

Northern Adelaide Waste Management Authority Financial Statements 2017-2018

STATEMENT OF COMPREHENSIVE INCOME for the year ended 30 June 2018

	Notes	2018 \$'000	2017 \$'000
INCOME			
User charges	2	29,026	26,843
Investment income	2	108	171
Reimbursements	2	77	55
Other	2	131	250
Total Income		29,342	27,319
EXPENSES			
Employee costs	3	2,191	1,773
Materials, contracts & other expenses	3	25,524	24,205
Finance costs	3	373	281
Depreciation, amortisation & impairment	3	1,449	1,360
Other Expenses	3	-	30
Total Expenses		29,537	27,649
OPERATING SURPLUS / (DEFICIT)		(195)	(330)
transfer to Equity Statement			
Asset disposal & fair value adjustments	3	(1)	-
Amounts received specifically for new/upgraded assets		115	180
NET SURPLUS / (DEFICIT)		(81)	(150)
Changes in revaluation surplus - infrastructure, property, plant & equipment		45	-
Total Other Comprehensive Income		45	-
TOTAL COMPREHENSIVE INCOME		(36)	(150)

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



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Northern Adelaide Waste Management Authority Financial Statements 2017-2018

STATEMENT OF FINANCIAL POSITION as at 30 June 2018

	Notes	2018 \$'000	2017 \$'000
ASSETS			
Current Assets			
Cash and cash equivalents	4	1,061	4,282
Trade & other receivables	4	2,689	2,466
Stock on Hand		49	-
Total Current Assets		3,799	6,748
Non-current Assets			
Infrastructure, Property, Plant & Equipment	6	15,567	10,723
Financial Assets	5	1,018	-
Total Non-current Assets		16,585	10,723
Total Assets		20,384	17,471
LIABILITIES			
Current Liabilities			
Trade & Other Payables	7	2,271	2,768
Provisions	7	263	366
Borrowings	7	1,079	791
Total Current Liabilities		3,613	3,925
Non-Current Liabilities			
Borrowings	7	7,415	4,331
Provisions	7	2,605	2,428
Total Non-current Liabilities		10,020	6,759
Total Liabilities		13,633	10,684
NET ASSETS		6,751	6,787
EQUITY			
Accumulated Surplus		6,091	6,172
Asset Revaluation Reserve		660	615
TOTAL EQUITY		6,751	6,787

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

Northern Adelaide Waste Management Authority Financial Statements 2017-2018

STATEMENT OF CHANGES IN EQUITY for the year ended 30 June 2018

2018 \$'000	Accumulated Surplus	Asset Revaluation Reserve	TOTAL EQUITY
Balance at end of previous reporting period	6,172	615	6,787
Net Surplus/ (Deficit) for Year	(81)	-	(81)
Other Comprehensive Income			
Gain on revaluation of infrastructure, property, plant & equipment	-	45	45
Transfers between reserves	-	-	-
Distributions to Member Councils	-	-	-
Balance at end of period	6,091	660	6,751

2017 \$'000	Accumulated Surplus	Asset Revaluation Reserve	TOTAL EQUITY
Balance at end of previous reporting period	6,322	615	6,937
Net Surplus/ (Deficit) for Year	(150)	-	(150)
Other Comprehensive Income			
Gain on revaluation of infrastructure, property, plant & equipment	-	-	-
Transfers between reserves	-	-	-
Distributions to Member Councils	-	-	-
Balance at end of period	6,172	615	6,787

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



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Northern Adelaide Waste Management Authority Financial Statements 2017-2018

STATEMENT OF CASH FLOWS for the year ended 30 June 2018

	Notes	2018 \$'000	2017 \$'000
CASH FLOWS FROM OPERATING ACTIVITIES			
<u>Receipts</u>			
Operating receipts		28,933	27,534
Investment receipts		108	171
<u>Payments</u>			
Operating payments to suppliers & employees		(28,338)	(25,806)
Finance payments		(323)	(271)
Net Cash provided by (or used in) Operating Activities	8	<u>380</u>	<u>1,628</u>
CASH FLOWS FROM INVESTING ACTIVITIES			
<u>Receipts</u>			
Amounts specifically for new or upgraded assets		115	180
Sale of surplus assets		5	-
<u>Payments</u>			
Expenditure on new/upgraded assets		(6,075)	(2,151)
Purchase of Investments		(1,018)	-
Net Cash provided by (or used in) Investing Activities		<u>(6,973)</u>	<u>(1,971)</u>
CASH FLOWS FROM FINANCING ACTIVITIES			
<u>Receipts</u>			
Proceeds from Borrowings		4,454	2,500
<u>Payments</u>			
Repayments of Borrowings		(1,082)	(1,475)
Net Cash provided by (or used in) Financing Activities		<u>3,372</u>	<u>1,025</u>
Net Increase (Decrease) in cash held		<u>(3,221)</u>	<u>682</u>
Cash & cash equivalents at beginning of period	8	<u>4,282</u>	<u>3,600</u>
Cash & cash equivalents at end of period	8	<u>1,061</u>	<u>4,282</u>

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

Northern Adelaide Waste Management Authority Financial Statements 2017-2018

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2018

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.



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Northern Adelaide Waste Management Authority Financial Statements 2017-2018

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2018

Note 1 - Significant Accounting Policies (cont)

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.

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.

Northern Adelaide Waste Management Authority Financial Statements 2017-2018

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2018

Note 1 - Significant Accounting Policies (cont)

Plant, Furniture & Equipment	5 to 10 years
Buildings	50 years
Infrastructure:	
Waste Facility	10 to 15 years
Landfill Construction	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 6.

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.



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Northern Adelaide Waste Management Authority Financial Statements 2017-2018

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2018

Note 1 - Significant Accounting Policies (cont)

7.2 Superannuation

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

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 2017/18; 9.5% in 2016/17). 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.

Defined Benefit Members

Defined benefit scheme is where the benefit payable is based on a formula determined by the member's contribution rate, number of years of contribution and final average salary. The Authority makes employer contributions as determined by the scheme's Trustee based on advice from the Scheme's Actuary. The most recent full actuarial investigation conducted by the Scheme's actuary, A C Miller, FIAA, of Russell Employee Benefits Pty Ltd as at 30 June 2014. 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 the Authority's contribution rates at some future time.

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 net assets of the scheme, and no further liability attaches to the Authority.

8 Rehabilitation

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

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 2018. As a result of the independent assessment, liabilities (disclosed as Provisions) recorded in Note 7 have been adjusted accordingly.

The Authority will be undertaking further detailed reviews of all rehabilitation and restoration liability costs in future years with the assistance of external consultants to ensure all projected costs have been independently verified.

9 Leases

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

In respect of finance leases, where the Authority substantially carries all the risks incident to ownership, the leased items are initially recognised as assets and liabilities equal in amount to the present value of the minimum lease payments. The assets are disclosed as assets under lease, and are amortised to expense over the period during which the Authority is expected to benefit from the use of the leased assets.

Lease payments are allocated between interest expense and reduction of the lease liability, according to the interest rate implicit in the lease.

Northern Adelaide Waste Management Authority Financial Statements 2017-2018

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2018

Note 1 - Significant Accounting Policies (cont)

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

10 GST Implications

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

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

11 Comparative Information

Comparative information has been reclassified to be consistent with the current year disclosure of equivalent information in accordance with Australian Accounting Standards.

12 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.

13 New Accounting Standards

In the current year, the Authority adopted all of the new and revised Standards and Interpretations issued by the Australian Accounting Standards Board (AASB) that are relevant to its operations and effective for the current reporting period. The adoption of the new and revised Standards and Interpretations has not resulted in any material changes to Authority's accounting policies.

Certain new accounting standards have been published that are not mandatory for the 30 June 2018 reporting period and have not been used in preparing these reports.

The Authority believes that the introduction of AASB 16 *Leases* may have a material impact on the future reported financial performance and position of the Authority however as at the time of preparing these financial statements, an assessment has not been completed to quantify this potential impact.

14 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.



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Northern Adelaide Waste Management Authority Financial Statements 2017-2018

for the year ended 30 June 2018

Note 2 - INCOME

	Notes	2018 \$'000	2017 \$'000
USER CHARGES			
Waste Management Operations		29,026	26,843
		<u>29,026</u>	<u>26,843</u>
INVESTMENT INCOME			
Interest on investments			
Local Government Finance Authority		44	82
Rental income		64	89
		<u>108</u>	<u>171</u>
REIMBURSEMENTS			
Reimbursement		11	34
Fuel Tax Credit Reimbursements		66	21
		<u>77</u>	<u>55</u>
OTHER INCOME			
Promotional Income		131	250
		<u>131</u>	<u>250</u>

Note 3 - EXPENSES

EMPLOYEE COSTS			
Salaries and Wages		1,663	1,431
Employee leave expense		70	52
Superannuation		166	135
Workers' Compensation Insurance		72	28
Allowances		20	3
Other		200	124
Total Operating Employee Costs		<u>2,191</u>	<u>1,773</u>
MATERIALS, CONTRACTS & OTHER EXPENSES			
<u>Prescribed Expenses</u>			
Auditor's Remuneration			
- Auditing the financial reports		16	13
- Other Services		5	-
Bad and Doubtful Debts		32	-
Lease costs		1,083	1,260
Subtotal - Prescribed Expenses		<u>1,136</u>	<u>1,273</u>
<u>Other Materials, Contracts & Expenses</u>			
Promotions		125	154
Bank Fees		19	1
Boral Royalty		226	210
Contractors		15,618	15,313
Electricity		225	182
Environmental Protection Agency Levy		6,847	5,825
Fuels & Oils		179	84
Professional services		466	413
Waste Recycle Bins		242	311
Administration & Other Expenses		441	439
Subtotal - Other Materials, Contracts & Expenses		<u>24,388</u>	<u>22,932</u>
		<u>25,524</u>	<u>24,205</u>

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Northern Adelaide Waste Management Authority Financial Statements 2017-2018

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2018

Note 3 - EXPENSES (cont)

	Notes	2018 \$'000	2017 \$'000
DEPRECIATION, AMORTISATION & IMPAIRMENT			
Depreciation			
Waste Processing Facility		167	147
Uleybury Landfill Plant & Equipment		28	31
Education Program Plant & Equipment		1	1
Office Furniture & Equipment		18	8
Property & Improvements		15	19
Landfill Cell Stage Three		409	412
Landfill Capping Stage Three		71	71
Post Closure Rehabilitation		147	148
Buildings		120	20
Mobile Garbage Bins		-	503
Material Recovery Facility		341	-
Impairment - Buildings		132	-
		<u>1,449</u>	<u>1,360</u>
FINANCE COSTS			
Interest on Loans and Overdraft		<u>373</u>	<u>281</u>
		<u>373</u>	<u>281</u>
INFRASTRUCTURE, PROPERTY, PLANT & EQUIPMENT			
<i>Assets renewed or directly replaced</i>			
Proceeds from disposal		5	-
Less: Carrying amount of assets sold		6	-
Gain (Loss) on disposal		<u>(1)</u>	<u>-</u>
OTHER EXPENSES			
Landfill Cell Expenses		<u>-</u>	<u>30</u>
		<u>-</u>	<u>30</u>

Note 4 - CURRENT ASSETS

CASH & EQUIVALENT ASSETS			
Cash on Hand and at Bank		725	192
Deposits at Call		<u>336</u>	<u>4,090</u>
		<u>1,061</u>	<u>4,282</u>
TRADE & OTHER RECEIVABLES			
Debtors - general		2,701	2,451
Less: Provision for Doubtful Debts		(32)	-
Accrued Revenues		6	15
Prepaid Expenses		14	-
		<u>2,689</u>	<u>2,466</u>

Note 5 - OTHER FINANCIAL ASSETS

FINANCIAL ASSETS			
Term Deposit		<u>1,018</u>	<u>-</u>
		<u>1,018</u>	<u>-</u>



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Northern Adelaide Waste Management Authority Financial Statements 2017-2018

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2018

Note 6 - INFRASTRUCTURE, PROPERTY, PLANT & EQUIPMENT

	2017 \$'000				2018 \$'000			
	AT FAIR VALUE	AT COST	ACCUM DEP'N	CARRYING AMOUNT	AT FAIR VALUE	AT COST	ACCUM DEP'N	CARRYING AMOUNT
Land	875	-	-	875	1,776	-	-	1,776
Waste Processing Facility	-	2,344	(1,213)	1,131	-	3,124	(1,380)	1,744
Uleybury Landfill Plant & Equipment	-	2,100	(1,941)	159	-	2,100	(1,969)	131
Education Program Plant & Equipment	-	59	(47)	12	-	50	(44)	6
Office Furniture & Equipment	-	134	(78)	56	-	126	(67)	59
Property & Improvements	-	1,594	(1,459)	135	-	1,594	(1,474)	120
Landfill Cell Stage One	-	348	(348)	-	-	-	-	-
Landfill Cell Stage Two	-	1,397	(1,397)	-	-	-	-	-
Landfill Capping Stage One	-	1,927	(1,927)	-	-	-	-	-
Landfill Capping Stage Two	-	172	(172)	-	-	-	-	-
Landfill Capping Stage Three	-	3,084	(431)	2,653	-	3,084	(840)	2,244
Post Closure Rehabilitation	-	538	(74)	464	-	1,024	(146)	878
Buildings	-	1,861	(907)	954	-	1,553	(1,054)	499
Mobile Garbage Bins	-	247	(88)	159	3,285	247	(108)	3,424
Material Recovery Facility	-	6,020	(6,020)	-	-	-	-	-
WIP	-	4,125	-	4,125	-	4,679	(341)	4,338
	-	-	-	-	-	348	-	348
TOTAL INFRASTRUCTURE, PROPERTY, PLANT & EQUIPMENT	875	25,950	(16,102)	10,723	5,061	17,929	(7,423)	15,567
<i>Comparatives</i>	<i>875</i>	<i>23,566</i>	<i>(14,742)</i>	<i>9,699</i>	<i>875</i>	<i>25,950</i>	<i>(16,102)</i>	<i>10,723</i>

This Note continues on the following pages.



Northern Adelaide Waste Management Authority Financial Statements 2017-2018

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS
for the year ended 30 June 2018
Note 6 cont. - INFRASTRUCTURE, PROPERTY, PLANT & EQUIPMENT

	2017	CARRYING AMOUNT MOVEMENTS DURING YEAR						2018
	\$'000	Additions			\$'000			\$'000
	CARRYING AMOUNT	Capital	New/Upgrade	Disposals	Transfer	Revaluation	Depreciation	CARRYING AMOUNT
Land	875	-	856	-	-	45	-	1,776
Waste Processing Facility	1,131	-	780	-	-	-	(167)	1,744
Uleybury Landfill Plant & Equipment	159	-	-	-	-	-	(28)	131
Education Program Plant & Equipment	12	-	-	(5)	-	-	(1)	6
Office Furniture & Equipment	56	-	22	(1)	-	-	(18)	59
Property & Improvements	135	-	-	-	-	-	(15)	120
Landfill Cell Stage Three	2,653	-	-	-	-	-	(409)	2,244
Landfill Capping Stage Three	464	-	-	-	-	485	(71)	878
Post Closure Rehabilitation	954	-	-	-	-	(308)	(147)	499
Buildings	159	-	3,517	-	-	(132)	(120)	3,424
Material Recovery Facility	-	-	4,679	-	-	-	(341)	4,338
WIP	4,125	-	6,265	-	(10,042)	-	-	348
TOTAL INFRASTRUCTURE, PROPERTY, PLANT & EQUIPMENT	10,723	-	16,119	(6)	(10,042)	90	(1,317)	15,567
2017 Totals	9,699	233	2,151	-	-	-	(1,360)	10,723



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Northern Adelaide Waste Management Authority

Financial Statements 2017-2018

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2018

Note 7 - LIABILITIES

		2018 \$'000		2017 \$'000	
	Notes	Current	Non-current	Current	Non-current
TRADE & OTHER PAYABLES					
Goods & Services		1,917	-	2,409	-
Payments received in advance		-	-	-	-
Accrued expenses - other		354	-	359	-
		<u>2,271</u>	<u>-</u>	<u>2,768</u>	<u>-</u>
BORROWINGS					
Loans		1,079	7,415	791	4,331
		<u>1,079</u>	<u>7,415</u>	<u>791</u>	<u>4,331</u>
PROVISIONS					
Annual Leave		147	-	137	-
Long Service Leave		116	46	229	29
Provision for Capping Stage 3A	1.8	-	1,024	-	538
Provision for Post Closure Site Rehabilitation	1.8	-	1,535	-	1,861
		<u>263</u>	<u>2,605</u>	<u>366</u>	<u>2,428</u>
Movements in Provisions - 2018 year only (current & non-current)					
		<i>Opening Balance</i>	<i>Additional Amounts Recognised/ (Derecognised)</i>	<i>Payments</i>	<i>Closing Balance</i>
Provision for Capping Stage 3A		538	486	-	1,024
Post Closure Site Rehabilitation		1,861	(308)	(18)	1,535
Total		<u>2,399</u>	<u>178</u>	<u>(18)</u>	<u>2,559</u>

Northern Adelaide Waste Management Authority Financial Statements 2017-2018

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2018

Note 8 - RECONCILIATION TO CASH FLOW STATEMENT

(a) Reconciliation of Cash

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

	Notes	2018 \$'000	2017 \$'000
Total cash & equivalent assets	4	1,061	4,282
Less: Short-term borrowings		-	-
Balances per Cash Flow Statement		1,061	4,282

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

Net Surplus (Deficit)	(81)	(150)
Non-cash items in Income Statement		
Depreciation, amortisation & impairment	1,449	1,360
Gain / (Loss) on Disposal	(1)	-
Grants for capital acquisitions treated as Investing Activities	(115)	(180)
Bad Debts Expense	29	-
	1,281	1,030
Add (Less): Changes in Net Current Assets		
Net (increase) decrease in receivables	(252)	386
Net (increase) decrease in inventory	(49)	-
Net increase (decrease) in trade & other payables	(497)	515
Net increase (decrease) in other provisions	(103)	(303)
Net Cash provided by (or used in) operations	380	1,628

(c) Non-Cash Financing and Investing Activities

Acquisition of assets by means of:

- Physical resources received free of charge	-	-
- Non-cash grants & contributions	-	-
<i>Amounts recognised in Income Statement</i>	-	-

- Finance Leases	-	-
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Total Non-Cash Financing and Investing Activities	-	-
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(d) Financing Arrangements

Corporate Credit Cards	15	15
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The bank overdraft facilities may be drawn at any time and may be terminated by the bank without notice.



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Northern Adelaide Waste Management Authority Financial Statements 2017-2018

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2018

Note 9 - FINANCIAL INSTRUMENTS

Recognised Financial Instruments

Bank, Deposits at Call, Accounting Policy: Carried at lower of cost and net realisable value; Interest is recognised when earned.	
Short Term Deposits	<p>Terms & conditions: Deposits on Call do not have a maturity period and have an average interest rates of 1.5% (2017: 1.25%).</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 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 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.

Northern Adelaide Waste Management Authority Financial Statements 2017-2018

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2018

Note 9 (cont) - FINANCIAL INSTRUMENTS

Liquidity Analysis

2018	Floating Interest Rate \$'000	Fixed interest maturing in ≤ 1 year \$'000	> 1 year ≤ 5 years \$'000	> 5 years \$'000	Non- interest bearing \$'000	Total \$'000
Financial Assets						
Fair Value through P&L						
Cash Assets	725	336	1,018	-	-	2,079
Loans & Receivables						
Receivables	-	-	-	-	2,689	2,689
Total	725	336	1,018	-	2,689	4,768
Financial Liabilities						
Payables	-	-	-	-	2,271	2,271
Current Borrowings	-	1,079	-	-	-	1,079
Non Current Borrowings	-	-	7,415	-	-	7,415
Total	-	1,079	7,415	-	2,271	10,765
EXCESS OF FINANCIAL ASSETS OVER LIABILITIES	725	(743)	(6,397)	-	418	(5,997)

2017	Floating Interest Rate \$'000	Fixed interest maturing in ≤ 1 year \$'000	> 1 year ≤ 5 years \$'000	> 5 years \$'000	Non- interest bearing \$'000	Total \$'000
Financial Assets						
Fair Value through P&L						
Cash Assets	192	4,090	-	-	-	4,282
Loans & Receivables						
Receivables	-	-	-	-	2,466	2,466
Total	192	4,090	-	-	2,466	6,748
Financial Liabilities						
Payables	-	-	-	-	2,768	2,768
Current Borrowings	-	791	-	-	-	791
Non-Current Borrowings	-	-	4,331	-	-	4,331
Total	-	791	4,331	-	2,768	7,890
EXCESS OF FINANCIAL ASSETS OVER LIABILITIES	192	3,299	(4,331)	-	(302)	(1,142)



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Northern Adelaide Waste Management Authority Financial Statements 2017-2018

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2018

Note 10 - COMMITMENTS FOR EXPENDITURE

	2018 \$'000	2017 \$'000
<i>Notes</i>		
Expenditure Commitments		
Other expenditure committed for (excluding inventories) at the reporting date but not recognised in the financial statements as liabilities:		
Audit Services	30	45
Waste Collection, Processing and Mobile Garbage Bin Supply Contracts	82,268	96,427
	82,298	96,472
These expenditures are payable:		
Not later than one year	14,766	14,988
Later than one year and not later than 5 years	56,300	59,877
Later than 5 years	11,232	21,607
	82,298	96,472

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 11 - EVENTS OCCURRING AFTER REPORTING DATE

As from 2 July 2018, the Authority commenced ownership of operations of the City of Salisbury's Pooraka Waste Transfer Station (Research Road Transfer Station) for a period of 10 years minimum. The Authority will be responsible for meeting all future operating costs associated with management and operation of the transfer station.

Northern Adelaide Waste Management Authority Financial Statements 2017-2018

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2018

Note 12 - OPERATING LEASES

Lease payment commitments of Authority

No contingent rentals were paid during the current or previous reporting periods. No lease imposes any additional restrictions on the Authority in relation to additional debt or further leasing.

No lease contains any escalation clause. Commitments under non-cancellable operating leases that have not been

	2018 \$'000	2017 \$'000
Not later than one year	1,075	994
Later than one year and not later than 5 years	3,326	3,476
Later than 5 years	482	73
	<u>4,883</u>	<u>4,543</u>

Note 13 - DISCLOSURES 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:

	2018 \$'000	2017 \$'000
Salaries, allowances & other short term benefits	764	675
Long term benefits	105	58
TOTAL	869	733

Transactions with Related Parties:

The following transactions occurred 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	13,001	1,104	Provision of waste collection, processing and disposal services
City of Playford	7,993	618	Provision of waste collection, processing and disposal services
Town of Gawler	1,983	131	Provision of waste collection, processing and disposal services

Amounts recorded as outstanding from Related Parties are recorded in Trade and other receivables in Note 5.

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.



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Northern Adelaide Waste Management Authority Financial Statements 2017-2018

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2018

Note 14 - CONTINGENCIES & ASSETS & LIABILITIES NOT RECOGNISED

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/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.

Northern Adelaide Waste Management Authority Financial Statements 2017-2018

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2018

Note 15 - 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	Level 2	Level 3
Measurements based on quoted prices (unadjusted) in active markets for identical assets or liabilities that the entity can access at the measurement date.	Measurements based on inputs other than quoted prices included in Level 1 that are observable for the asset or liability, either directly or indirectly.	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.



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Northern Adelaide Waste Management Authority

Financial Statements 2017-2018

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2018

Note 15 - 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.

	Note	Level 1 \$	Level 2 \$	Level 3 \$	Total \$
2018					
\$'000					
Recurring fair value measurements					
Infrastructure, Property, Plant & Equipment					
- Land	6	-	1,776	-	1,776
- Buildings	6	-	3,285	-	3,285
- Stock on Hand		49	-	-	49
Total financial assets recognised at fair value		49	5,061	-	5,110
2017					
\$'000					
Recurring fair value measurements					
Infrastructure, Property, Plant & Equipment					
- Land	6	-	875	-	875
Total financial assets recognised at fair value		-	875	-	875

(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 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



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ITEM	3.6.1
	RESOURCES AND GOVERNANCE COMMITTEE
DATE	15 October 2018
HEADING	Council Committee Structure - Recommendation for Incoming Council
AUTHOR	Mick Petrovski, Manager Governance - CEO/Governance, CEO and Governance
CITY PLAN LINKS	4.3 Have robust processes that support consistent service delivery and informed decision making.
SUMMARY	This report summarises the current Council Committee structure and provides details of areas of responsibility for each Committee to enable a recommendation to be made to the incoming Council (post November 2018 elections) regarding an appropriate Committee structure to be applied for the next term of Council.
RECOMMENDATION	<p>1. That a recommendation regarding an appropriate Council Committee decision making structure be made to the incoming Council as follows:</p> <p><i>“That a Council/Committee Governance structure be adopted for the 2018/2022 Council term, consistent with Option 3 as set out in the report to item no. 3.6.1 on the agenda for the meeting of the Resource and Governance Committee on 15 October 2018, comprising:</i></p> <p><i>(a) Fortnightly Council Meetings.</i></p> <p><i>(b) A Standing Committee structure consisting of:</i></p> <ul style="list-style-type: none"> <i>• Policy and Strategy Committee (or equivalent)</i> <i>• Budget and Finance Committee (or equivalent)</i> <i>• Community and Urban Services Committee (or equivalent)</i> <i>• Audit Committee (in accordance with section 125 of the Local Government Act 1999)</i> <i>• Council Assessment Panel (in accordance with the Development Act 1993)</i> <i>• CEO Review Committee.</i> <p><i>(c) In accordance with the legislative requirement under the Section 101A of the Development Act 1993, for Councils to establish a strategic planning and development policy committee, the purposes of the committee be incorporated into the terms of reference of the proposed Policy and Strategy Committee in 2(b) of this recommendation.</i></p> <p><i>(d) The following sub-committees be established be limited to the:</i></p> <ul style="list-style-type: none"> <i>- Innovation and Business Development Sub-Committee</i> <i>- Strategic Property Development Sub-Committee</i> <i>- Youth Council.</i>

2. A draft Meeting Schedule be prepared to accompany the Committee Structure recommendation presented at the November 2018 Council Meeting, which is to include a set time of 10.30 pm for the conclusion of deliberations of Council and its committees and sub-committees, for remaining matters to be deferred or referred to the next Council meeting, depending on the will of the meeting.
3. Revised Terms of Reference for the proposed Standing Committees be presented with the Committee Structure recommendation at the November 2018 Council Meeting.

ATTACHMENTS

This document should be read in conjunction with the following attachments:

1. Options for Council Committee structure 2018-2022

1. BACKGROUND

- 1.1. Prior to the 2014 Local Government Election the outgoing Council considered its Council and Committee decision making structure that had served it during the 2010 to 2014 term of office, with a view to making recommendations to the incoming Council about an appropriate structure for the 2014/18 term of office.
- 1.2. The recommendation of the outgoing Council, along with a number of alternative options, was put to the new Council at its first meeting following the declaration of the election results.
- 1.3. The new Council was sworn in at its first meeting on 24 November 2014. It was also at this meeting that the Deputy Mayor was appointed, the new Council adopted the structure currently in place, Committee Membership was determined and Representative and Community appointments were made.
- 1.4. The Committee Structure adopted was consistent with the structure applied for the preceding term of Council, albeit with some minor changes.

Current Structure

- 1.5. The current Committee structure has been in place since that time and has facilitated the decision making processes of Council effectively. The current model of the Committee structure comprises seven Standing Committees:
 - Policy and Planning Committee;
 - Budget and Finance Committee;
 - Resources and Governance Committee;
 - Works and Services Committee;
 - Sport, Recreation and Grants Committee;
 - Audit Committee; and
 - CEO Review Committee..

- 1.6. This list does not include the Council Assessment Panel (CAP), which is established in accordance with *section 56A(2) of the Development Act 1993* to :

- “a) act as a delegate of the council in accordance with the requirements of this Act; and*
b) as it thinks fit, to provide advice and reports to the council on trends, issues and other matters relating to planning or development that have become apparent or arisen through its assessment of applications under this Act; and
c) to perform other functions (other than functions involving the formulation of policy) assigned to the panel by the council)”.

- 1.7. The current Committee structure (excluding the Council Assessment Panel) is shown in attachment A (titled Option 1).
- 1.8. Five Sub-Committees were also established within the terms of reference of three of the Standing Committees to provide further advice and assistance with decision making processes of those Committees. Membership of sub-committees in some cases comprised non-elected community members, in addition to Elected Members. The sub-committees are as follows:
- Strategic and International Partnerships Sub-Committee
 - Tourism and Visitor Sub-Committee
 - Youth Council
 - Strategic Property Development Sub-Committee
 - Innovation and Business Development Sub-Committee (evolved from the former Program Review Sub-Committee).
- 1.9. Standing Committees are established to oversee the development of strategic policies and procedures affecting the future development of the City, as well as to provide input and make recommendations to Council about strategic projects and initiatives. The current seven standing committees provide advice in specified areas of responsibility, as defined by their terms of reference.

1.10. Policy and Planning Committee

- 1.10.1. The Policy and Planning Committee (membership comprising whole of Council) advises Council on:
- Corporate Plans
 - Strategic Asset Management
 - Community Development
 - Economic Development
 - Urban Development
 - Environmental Sustainability
 - Subsidiaries
 - Nominations to External Boards.

1.10.2. Section 101A of the *Development Act 1993* also requires Councils to establish a strategic planning and development policy committee, the functions of which are:

- a) *To provide advice to the council in relation to the extent to which the council's strategic planning and development policies accord with the Planning Strategy; and*
- b) *To assist the council in undertaking strategic planning and monitoring directed at achieving –*
 - (i) *Orderly and efficient development within the area of the council; and*
 - (ii) *High levels of integration of transport and land-use planning; and*
 - (iii) *Relevant targets set out in the Planning Strategy within the area of the council; and*
 - (iiia) *the implementation of affordable housing policies set out in the Planning Strategy within the area of the council; and*
 - (iv) *Other outcomes of a prescribed kind (if any) and*
- c) *To provide advice to the council (or to act as its delegate) in relation to strategic planning and development policy issues when the council is preparing –*
 - (i) *A Strategic Directions report; or*
 - (ii) *A Development Plan Amendment proposal; and*
- d) *Other functions (other than functions relating to development assessment or compliance) assigned to the committee by the council.*

1.10.3. These functions are currently fulfilled by the Policy and Planning Committee.

1.10.4. During 2017/18 (1 July to 30 June) the Policy and Planning Committee met on 13 occasions and spent 957 minutes deliberating on matters put before it. This includes one public hearing on a planning matter that lasted 41 minutes.

1.10.5. The Policy and Planning Committee had the following Sub-Committees reporting to it during the term:

- Strategic and International Partnerships Sub-Committee.
- Tourism and Visitor Sub-Committee.
- Youth Council.

1.11. Budget and Finance Committee

- 1.11.1. The Budget and Finance Committee (membership comprising whole of Council) advises Council on:
- Finance
 - Financial Sustainability
 - Long Term Financial Plan
 - Annual Plan and Budget
 - Budget Review
 - Rating Matters
 - Business Units.
- 1.11.2. During 2017/18 the Budget and Finance Planning Committee met on 14 occasions and spent 607 minutes deliberating on matters put before it. This includes one meeting that did not proceed for lack of a quorum, however, members and staff that did attend at the appointed time had to wait for the mandatory 30 minutes in case a quorum was reached and the meeting could proceed.
- 1.11.3. The Budget and Finance Committee has the following Sub-Committee reporting to it:
- Innovation and Business Development Sub-Committee (evolved from the former Program Review Sub-Committee).

1.12. Works and Services Committee

- 1.12.1. Works and Services Committee (membership comprising half of Council – one Elected member from each ward) advises Council on:
- Public Works
 - Traffic Management
 - Waste Management
 - Landscaping
 - Community Centres and Youth
 - Libraries
 - Healthy Ageing and Access
- 1.12.2. During 2017/18 the Works and Services Committee met on 12 occasions and spent 610 minutes deliberating on matters put before it.
- 1.12.3. The Works and Services Committee does not have a Sub-Committee reporting to it.

1.13. Resources and Governance Committee

1.13.1. The Resources and Governance Committee (membership comprising half of Council – one Elected Member from each ward) advises Council on:

- Property
- Development Control Administration
- Health, Animal Management and By-Laws
- External Relations
- Corporate Management
- Corporate Governance

1.13.2. During 2017/18 the Resources and Governance Committee met on 12 occasions and spent 202 minutes deliberating on matters put before it.

1.13.3. The Governance Committee has the following Sub-Committee reporting to it as follows:

- Strategic Property Development Sub-Committee.

1.14. Sport, Recreation and Grants Committee

1.14.1. The Sport, Recreation and Grants Committee (membership comprised of nine Elected Members plus the Mayor as, ex-officio, a member of this Committee) advises Council on:

- Sport and Recreation
- Community Grants
- Community Events Sponsorship Grants

1.14.2. The During 2017/18 the Sport, Recreation and Grants Committee met on 12 occasions and spent 209 minutes deliberating on matters put before it.

1.14.3. The Sport, Recreation and Grants Committee does not have a Sub-Committee reporting to it.

1.15. Audit Committee

1.15.1. In accordance with section 125 of the *Local Government Act 1999*, the Audit Committee, with the adoption of a strategic risk outlook, undertakes the following:

- Satisfies itself that appropriate policies, practices and procedures of internal control are implemented and maintained;
- Ensures that these controls are appropriate for achieving the council's goals and objectives, safeguarding the council's assets and as far as possible maintaining the accuracy and reliability of council records.
- Satisfies itself that the organisation is meeting its fiduciary and legislative responsibilities.

- 1.15.2. The Audit Committee is mandated under section 126 of the *Local Government Act 1999* and exists for the term of the Council. Council has no discretion regarding the re-establishment of the Audit Committee following the November 2014 elections.
- 1.15.3. During 2017/18 the Audit Committee met on six (6) occasions and spent 644 minutes deliberating on matters put before it.
- 1.16. **The Chief Executive Officer (CEO) Review Committee** is established in accordance with requirements of the CEO's employment contract and reports directly to Council. Its membership consists the Chairs of all the standing Committees and the Mayor. Council has delegated the following responsibilities to the committee:
- By agreement with the CEO, appointing an independent advisor to assist in the performance appraisal process as required by the Contract of Employment;
 - Developing a Performance Plan for the CEO;
 - Monitoring the performance of the CEO against his/her contract of employment, responsibilities and performance plan and provide regular feedback;
 - Facilitating the conduct of the annual performance and remuneration reviews;
 - Receiving reports from the CEO regarding the performance of the organisation;
 - Determining, any amendments to employment arrangements and incentive payments as provided in the contract of employment.
- 2.1. The current Council and Committee structure has proved useful for facilitating the implementation of Council's agenda during the 2014/18 term of office. It has provided a strong framework for ensuring EMs have appropriate opportunity to consider and debate significant issues on the way to making necessary decisions for providing important local community services and infrastructure, and facilitating economic growth within its boundaries and the broader northern Adelaide region.
- 2.2. However, the conclusion of the current term of office provides an opportunity to look at whether a different structure can better respond and deliver on the community's (and Council's) future priorities. In considering how Council's decision making structure assists it to shape and implement its agenda most productively a number of factors are relevant in deciding what we want Council's structure to provide, such as:
- 2.2.1. Facilitation of informed and transparent decision making by Council, noting the increased scrutiny of the Local Government sector following the introduction of the *Independent Commissioner Against Corruption Act 2012*.
- 2.2.2. The opportunity for Council to consider matters at an appropriate level of detail, and to debate matters in an appropriate policy context.

- 2.2.3. Decision making timeframes to facilitate effective business processes. The current governance structure provides one Council meeting per month which can affect timing of decision making and subsequent action in some instances. Would two Council meetings per month provide greater flexibility for Council?
- 2.2.4. Terms of reference of Committees;
- As illustrated above, in 2017/2018 the Policy and Planning Committee had the heaviest work load when simply looking at duration of meeting times. The Policy and Planning Committee also had the most sub-committees reporting to it. In contrast, the Sport, Recreation and Grants Committee had one fewer meeting but concluded its business in 20% of the time.
 - However, what is important to consider is whether the terms of reference and the areas of responsibility of the committees are appropriate to Council's needs.
- 2.2.5. Legislative requirements
The Local Government Act 1999 requires Council to have an Audit Committee.

The Development Act also requires the establishment of the Council Assessment Panel (CAP) and a strategic planning and development policy committee (noting that the Policy and Planning Committee has served this function during this term of Council).
- 2.2.6. Strategic business needs of the Council that may require a changed emphasis in the way information and advice is provided to Council, for example better alignment between our strategic priorities, our budget and financial considerations, and the City's urban growth and infrastructure needs.
- 2.3. It is worth noting that several similar sized Councils (Adelaide, Port Adelaide Enfield, Onkaparinga) have, during the current term, only established those committees required by legislation (Audit Committee, CAP and Strategic Planning and Development Policy Committee) and a CEO Review Committee.
- 2.4. Conversely, The cities of Charles Sturt and Playford have a Committee Structure that is not dissimilar to that of the City of Salisbury, albeit, the meeting schedules vary.
- 2.5. Other considerations for deciding on a suitable Council/Committee structure include efficiency and consistency in our approach to decision making. During the current term it has not been unusual for a matter to be considered and debated three times over three weeks, through the sub-committee, Committee and Council process. A different approach and structure can make our decision making more efficient.
- 2.6. Similarly, review of Council's committee structure provides an opportunity to address work, health, safety and welfare issues associated with late nights, as a consequence of multiple meetings convened on one night, and in the absence of a policy for when meeting nights of Council must conclude. Should Council consider mandating a formal time for the conclusion of meetings? Outstanding committee matters can be deferred to another time or referred to Council, a solution that may be more practical if Council meets more than once a month.

- 2.7. For instance, the Council meeting once a month has to deal with the deliberations of committees and sub-committees held during the preceding three weeks, plus, due to the lapse of time, and sometimes because membership of a Committee is less than the full list of elected members, the debate at the committee level is repeated at Council. This is in addition to the consideration of motions on and without notice, along with hearing deputations and occasionally questions from members of the public. It is not unusual for meetings to run to midnight, and occasionally past midnight. During 2017/18, Council or Committees continued past 11.00 pm on ## occasions, and past midnight on ## occasions.
- 2.8. Fatigue can adversely affect safety at any workplace, reducing alertness which may lead to errors, and incidents and injuries, particularly when undertaking critical tasks that require a high level of concentration or driving vehicles. Both, EMs and Council officers leave Council and Committee meeting nights, often at a very late hour, and have to attend work the following morning for the commencement of a normal working day. In this context it is also worth taking into account the requirement of the *Local Government Act 1999* for Council and Committee meetings to be accessible to the public.
- 2.9. Very late conclusion of meetings poses a risk for both, EMs and Council staff in the decision making process late into the night, driving home and returning to work the following morning without sufficient time to rest and sleep.
- 2.10. Deputations - Council may wish to consider that more deputations are heard at the committee level, when reports from the administration on matters of public interest are first being considered. Such a measure might obviate the need to revisit debate because public views will have been heard by the Committee as and when they consider the written reports. This does not need to be formalised but can be considered on an “as appropriate” basis and determined by the Chair of the Committee.
- 2.11. Full committee membership - Another aspect worthy of consideration is membership of committees. The Committee environment provides a context for debate, based on the terms of reference and its process is often considered less formal than Council; full elected membership on standing committees often leads to all members having an opportunity to debate or voice their view on a matter, often avoiding the need for debate to be revisited at the Council meeting.
- 2.12. These considerations are not exhaustive but illustrative for Council’s consideration about what sort of a structure it might recommend for the new term.

Future options

- 2.13. For the purposes of consideration of a Council Committee structure for the forthcoming term of Council the following options assume the existence of the Audit Committee, the Council Assessment Panel, and the CEO Review Committee because the Council does not have discretion about their establishment due to legislative requirement and in the case of the latter, a contractual obligation.
- 2.14. The Council Assessment Panel meets generally on a monthly basis, while the Audit Committee and CEO Review Committee meet quarterly.

2.15. There are four options provided below for Council to consider:

- 2.15.1. **Option 1 - No change** - retain the current Standing Committee structure and four weekly meeting cycle. Attachment A contains a diagram of this option, along with the meeting cycle that may apply.
- 2.15.2. **Option 1A – Similar structure, refined Standing Committees** - Council may also wish to consider retaining the current approach, with a refinement to the number of Standing Committees established, for example, the activity of the Sports, Recreation and Grants Committee could be incorporated in others Committees to reduce the overall number of Standing Committees. Attachment A contains a diagram of this option, along with the meeting cycle that may apply.

Implications:

- no change to current process/practice,
- familiar to the organisation and processes well established to support the approach,
- robust process that has facilitated effective decision making in the past,
- provides opportunity for those Elected Members not present when matter initially considered to participate in the decision making process,
- provides for monthly Council meetings – can effect timing of decision making/subsequent action in some instances,
- business considered by variable mix of elected members, but ultimately considered by all at Council,
- increased costs associated with additional allowances approved by Remuneration Tribunal for chairman of committees other than Standing Committees,
- Increased cost due to printing costs and payment of overtime over the three week (sub-committee, standing committee, Council cycle).

- 2.15.3. **Option 2 - No Committees, with the exception of those already required (Audit Committee, Strategic Planning Committee, CAP and CEO Review), no sub-committees** - Fortnightly Council meetings, monthly DAP meetings, quarterly Audit Committee meetings, other meetings as required. Attachment B contains a diagram of this option, along with the meeting cycle that may apply.

Implications:

- Streamlined decision making process (potentially reduced opportunity for in depth debate and consideration): provides for two Council meetings per month (increased frequency of formal decision forum),
- all business considered by all Council members,
- reduced business paper process/administrative support required (less paper, multiple colours not required, multiple meeting minutes not required),

- reduction in costs associated with payment of Chairman allowance,
- reduced number of formal meetings,
- Decisions made following single consideration of matter, with the exception of matters considered by the Strategic Planning Committee.

2.15.4. ***Option 3 - Reduced number of Standing Committees with Standing Committee Meetings and Council meetings occurring on alternate fortnight***

Attachment C contains a diagram of this option, along with the meeting cycle that may apply.

Recommended for this approach would be the establishment of three (3) Standing Committees (in addition to the Audit Committee, CEO Review Committee and CAP) as follows:

- **Policy and Strategy Committee;** with current scope of activity of the current Policy and Planning Committee being altered by
 - transfer of planning and project based activity to the new Community and Urban Services Committee,
 - incorporation of the current Resources and Governance Committee terms of reference, with membership comprised of all elected members and to meet monthly on the second Monday of each month,
- **Budget and Finance Committee;** with current scope of activity, plus
 - incorporation of the Sports, Recreation and Grants Committee terms of reference,
 - membership comprised of all elected members,
 - meeting monthly, immediately following the Policy and Strategy Committee, and
 - the continuation of the Innovation and Business Development Sub-Committee.
- **Community and Urban Services Committee;** with scope of activity of the current Works and Services Committee plus
 - incorporation of the project based activity included from the current Planning and Policy Committee
 - membership comprised of all elected members
 - meeting monthly, on the fourth Monday of the month, and
 - the continuation of the Strategic Property Development Sub-Committee and Youth Council.
- **Council** (to meet fortnightly on the second and fourth Monday of each month, following the Policy and Strategy, and Budget and Finance Committee meetings on the second Monday, and the Planning and Urban Services Committee meeting on the fourth Monday. Council, among other matters it might consider, such as motions on and without notice, will have put before it for adoption, the recommendations of the Committee meetings that have preceded it on the night).

Implications:

- Refocussed decision making process through reduced number of, and changed terms of reference for Standing Committees, provides for two Council meetings per month (increased frequency of formal decision forum). The changed terms of reference aimed to better focus and delineate between policy and strategy development, budgetary and financial management, and project and service delivery.
- Allows for specific focus on business of each committee, while increasing the frequency of Council meetings/formal decision making.
- Assists with managing meeting duration through Council ratification of Committee recommendations made on the same night and likely to avoid duplication of debate on matters.
- Fewer committees overall, potentially addresses workplace health and safety issues associated with extended meeting duration.
- Can provide the opportunity for deputations to be heard at the committee level where historically the most in-depth debate has occurred on specific matters, and the matter can be resolved on the same night at the Council meeting that will follow, thus increasing transparency and efficient decision making for the public.
- Improved cost efficiency due to meeting nights requiring administrative staff support reduced from three to two per month.

2.9.5 ***Option 4 - Reduced number of Standing Committees with Sub-Committee meetings, Standing Committee Meetings and Council meetings occurring on consecutive Mondays; sequence commencing in the second week of each month***

- Not dissimilar to Option 3 above but with the current structure's sequence of meetings, this option proposes that during the first week of the month no meetings are convened, the second Monday and Tuesday of each month are reserved for Informal Strategy sessions, subcommittees, and the smaller Standing Committees (Audit – 5x per year and CEO Review – 4x per year).
- The following (third) Monday is reserved for the remaining Standing Committees (Policy and Strategy, Budget and Finance, and Community and Urban Services), and the Tuesday reserved for CAP.
- The following (fourth) Monday is reserved for Council.

Implications:

- Provides for one Council meetings per month.
- Allows for specific focus on business of each committee.
- Fewer committees overall, potentially addresses workplace health and safety issues associated with extended meeting duration.

2.16. Sub-Committees

- 2.16.1. Irrespective of which model is preferred, there is merit in keeping the number of sub-committees to a minimum. In the past, there have been a number that have effectively fulfilled the requirements of their terms of reference and do not warrant re-establishment.
- 2.16.2. In most cases, the work being facilitated by sub-committees is now well established, has resulted in the development of good relationships with representative groups and is considered ‘business as usual’. Existing consultation processes are also well established which means there is ample opportunity for the Administration to continue to seek input from relevant parties, without the added administrative processes associated with the continuation of sub-committees.
- 2.16.3. It is ultimately the decision of Standing Committees to determine whether specific support is required to manage the scope of activity set out in their terms of reference, and, subject to Council endorsement, sub-committees can be created to focus on particular aspects of a standing committee’s terms of reference. However, two existing sub-committees are considered to have “run their course”, having been established based on past priorities, and in the context of Council’s future priorities as articulated in the current City Plan, it is recommended that they are discontinued:
- Strategic and International Partnerships Sub-Committee
 - Tourism and Visitor Sub-Committee.
- 2.16.4. The following sub-committees have been identified as ones that the new Council should consider re-establishing (based on current work programs/activity):
- Innovation and Business Development Sub-Committee
 - Youth Council Sub-Committee
 - Strategic Property Development Sub-Committee

2.17. Committee Terms of Reference

- 2.17.1. At the time the recommended Committee structure is presented to the incoming Council draft Terms of Reference for the proposed Committees would also be presented. Staff will undertake a review of any existing Terms of Reference prior to presentation and ensure that the scope of activity of the recommended committees appropriately facilitates the decision making of council and incorporates any legislative obligations.
- 2.17.2. It should be noted that, as a house-keeping measure it is proposed that matters such as confirmation of minutes of sub-committees and committees, and the receipt of information reports by sub-committees and committees will not be escalated through to Council for adoption.

2.18. Remuneration Tribunal Determination of Allowances for Members of Local Government Councils

2.18.1. City of Salisbury is classified as a Group 1A Council in the Remuneration Tribunal Determination of Allowances for Members of Local Government Councils. This determination provides that members who are a presiding member of a prescribed committee (a Standing Committee falls within the definition of prescribed committee) will receive an annual allowance of \$29,187 (compared with \$23,350).

2.18.2. The Determination also provides:

“3.3.2 An additional allowance in the form of a sitting fee is payable to a councillor (other than the principal member or deputy principal member, chairperson or deputy chairperson or a presiding member of a prescribed committee) who is the presiding member of a committee, that is not a prescribed committee, at the following rates:

a. Where the councillor is a member of a council in Group 1A or Group 1B; an allowance of \$230 per meeting limited to an aggregate amount of allowance of \$1,380 per annum;”

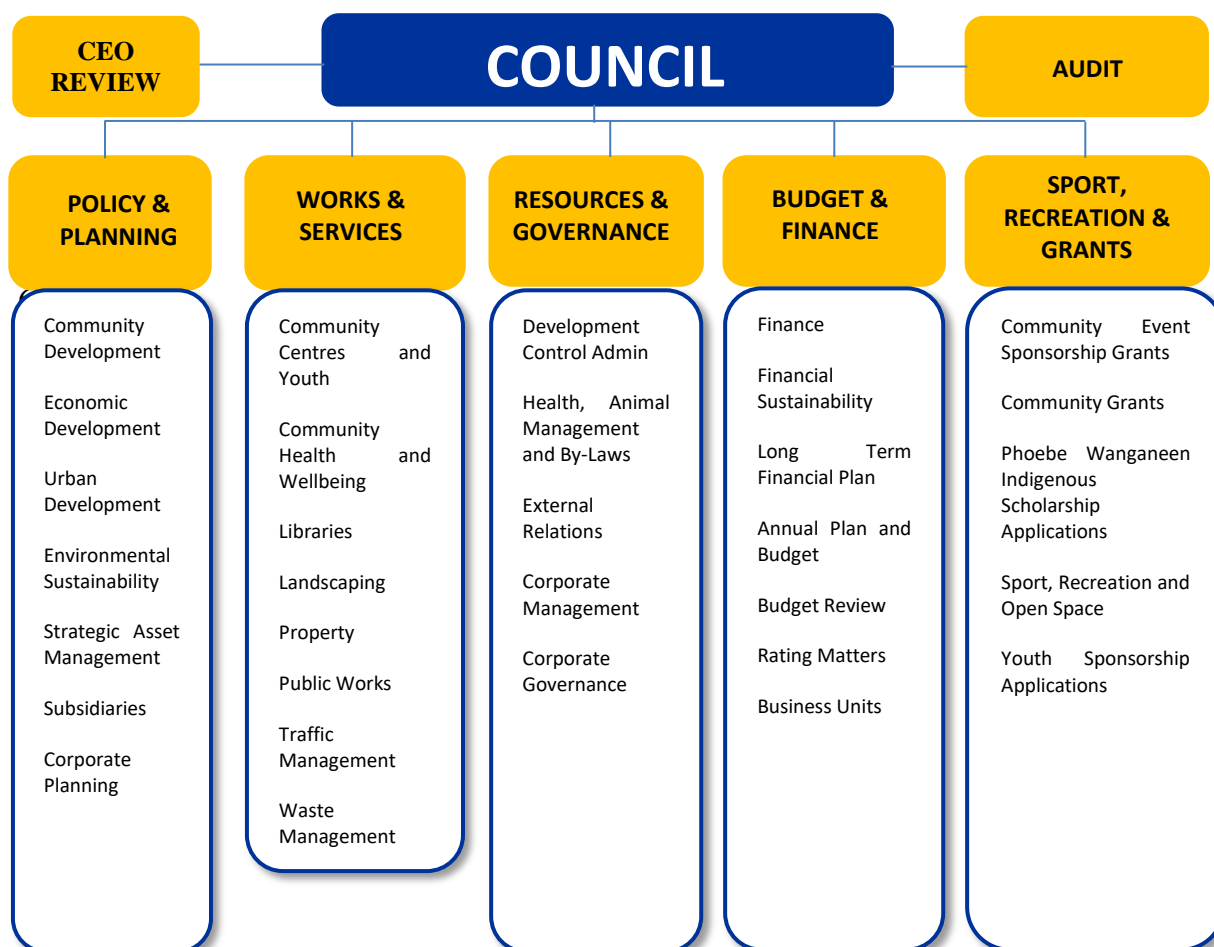
which, under the current Committee structure, would see the Chairman of sub-committees (where they are also an Elected Member) receiving an additional payment for sub-committee meetings up to the annual cap.

- 3.1. There is an opportunity to refine the number and composition of committees established with a view to delivering a more effective decision making structure that reflects Council’s evolved strategic priorities and focus, while still retaining access to an ethical, inclusive and effective process for decision making.
- 3.2. To facilitate the establishment of Committees following the November 2018 elections a report will be prepared and submitted to the first meeting of Council providing a recommendation from the current Council for a Committee structure.
- 3.3. Both, Option 3 and Option 4 are considered to offer an improved decision making structure for ensuring advice from Administration is appropriately focussed to enable proper consideration and debate by EMs of strategic and priority matters.
- 3.4. However, it is considered that Option 3 provides for greater flexibility and transparency of decision making and has been recommended for Council’s recommendation for the 2018/2022 term of office.

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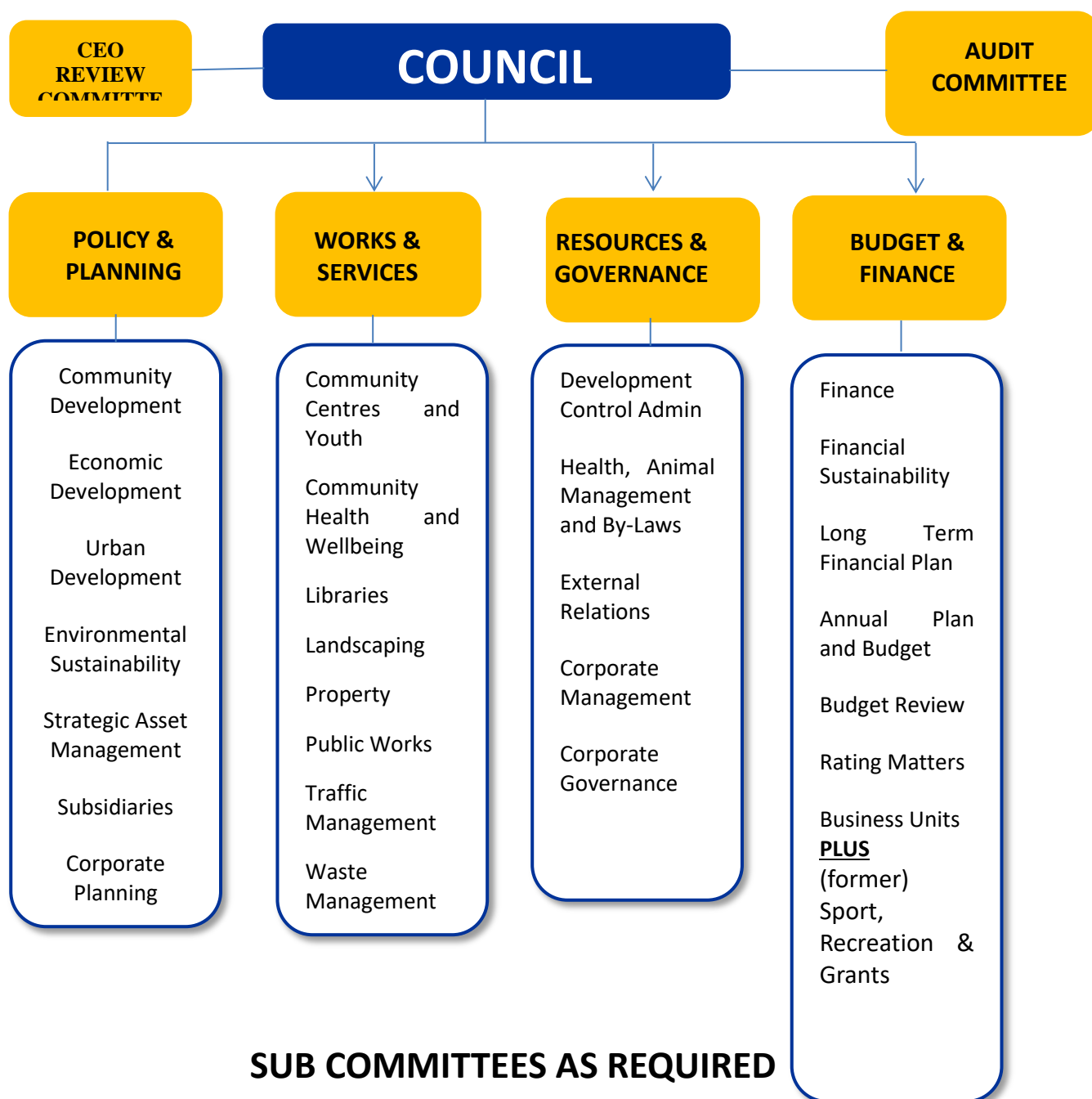
CO-ORDINATION

Officer: MG
Date: 5 October 2018

Option 1 – No Change**SUB COMMITTEES AS REQUIRED**

The table below sets out the four weekly meeting cycle for this approach:

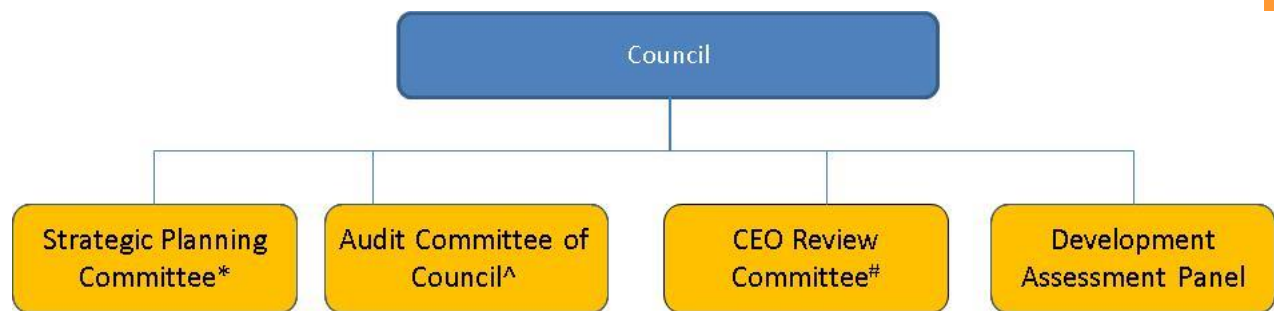
	Week 1	Week 2	Week 3	Week 4
Mon	Informal Strategy	sub committees, CEO Review Committee	Standing Committees	Council
Tues	other workshops if/as required	sub committees, Audit Committee		DAP

Option 1A – Similar structure, refined Standing Committees

The table below sets out the four weekly meeting cycle for this approach:

	Week 1	Week 2	Week 3	Week 4
Mon	Informal Strategy	sub committees, CEO Review Committee	Standing Committees	Council
Tues	other workshops if/as required	sub committees, Audit Committee		DAP

Option 2 - No Committees, with the exception of those legislatively required (Audit Committee, Strategic Planning Committee, DAP and CEO Review), no sub-committees



* Established as per requirements of section 101A of Development Act. Membership as determined by Council. Established= whole of Council

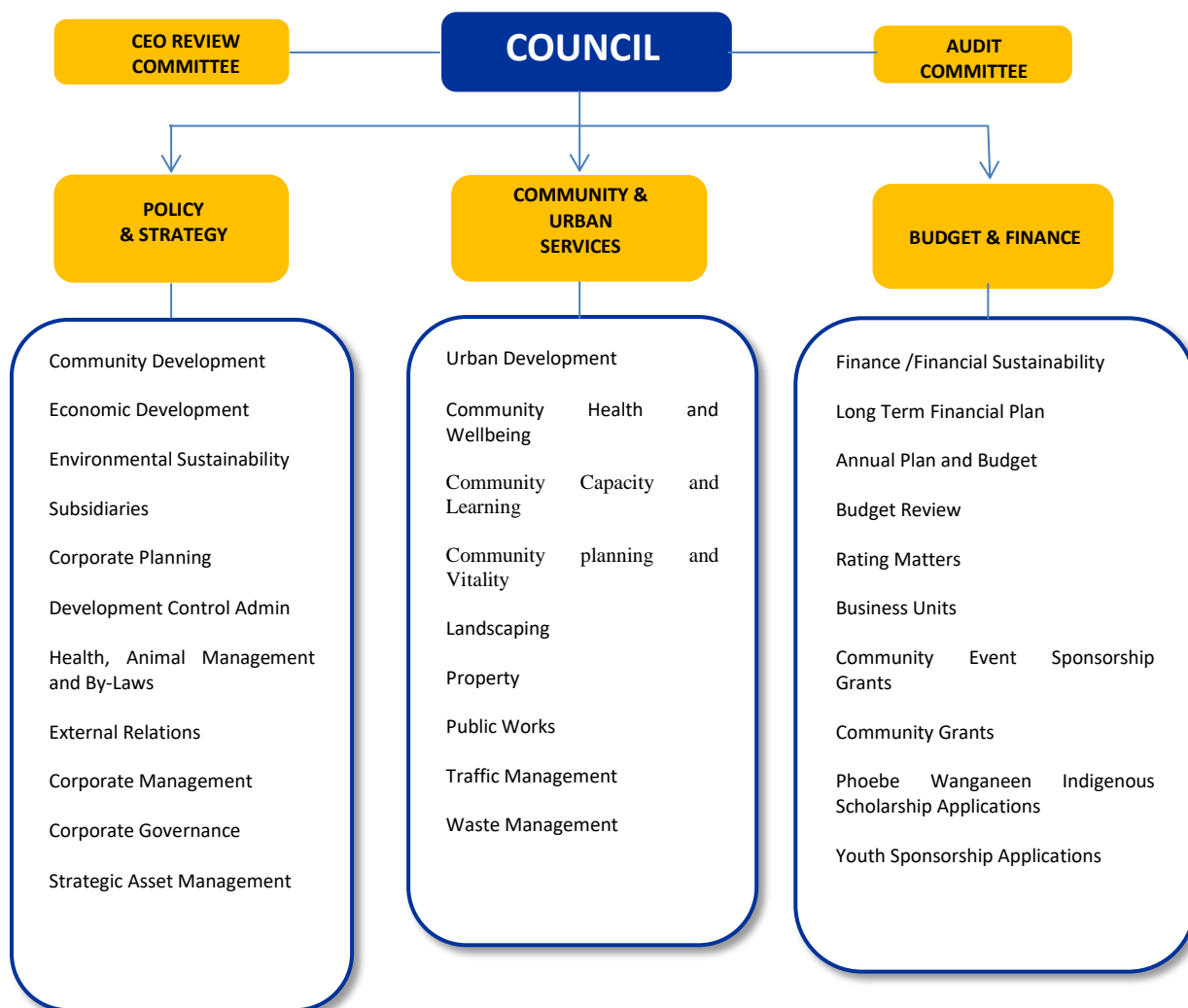
^ Established as per requirements of section 126 of the Local Government Act.

Established as per requirements of CEO Employment Contract

The table below sets out the meeting cycle that would apply for this approach:

	Week 1	Week 2	Week 3	Week 4
Mon	Informal Strategy	Council	Audit/CEO Review/Strategic Planning Committee	Council
Tues	other workshops if/as required		other workshops if/as required	DAP

Option 3 - Reduced number of Standing Committees with Standing Committee Meetings and Council meetings occurring on alternate fortnight

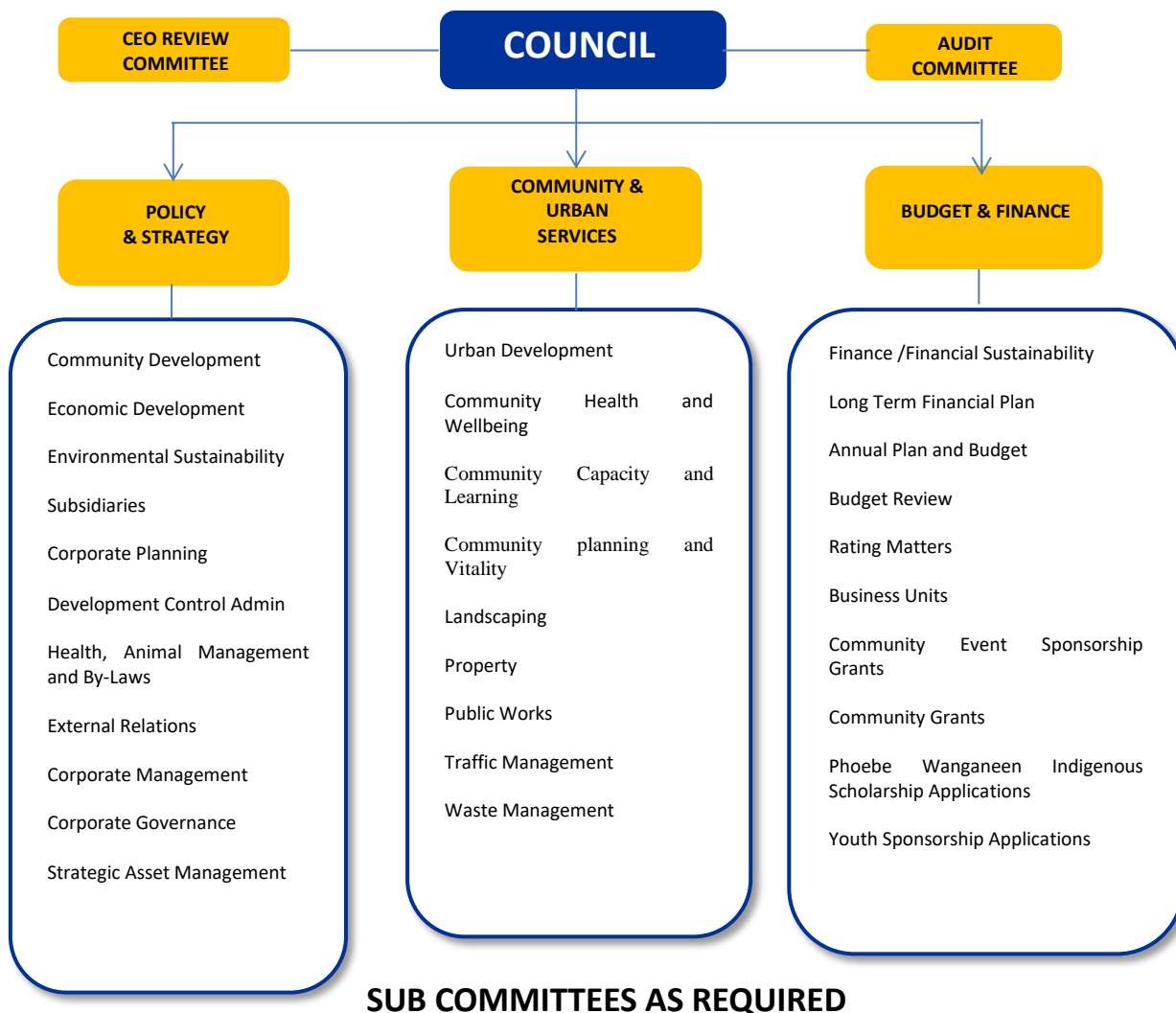


SUB COMMITTEES AS REQUIRED

The table below sets out the monthly meeting cycle that would apply for this approach:

	Week 1	Week 2	Week 3	Week 4
Mon	Sub Committees if required	1. Urban Planning & Services Committee 2. Council		1. Policy & Strategy Committee 2. Budget and Finance Committee 3. Council
Tues	Informal Strategy Audit Committee/CEO Review			CAP

Option 4 - Reduced number of Standing Committees with Sub-Committee meetings, Standing Committee Meetings and Council meetings occurring on consecutive Mondays; sequence commencing in the second week of each month



The table below sets out the monthly meeting cycle that would apply for this approach:

	Week 1	Week 2	Week 3	Week 4
Mon		Sub Committees - if required Audit Committee/CEO Review	1. Policy & Strategy Committee 2. Budget and Finance Committee 3. Urban Planning & Services Committee	Council
Tues		Informal Strategy Audit Committee/CEO Review	CAP	

