



AGENDA

**FOR RESOURCES AND GOVERNANCE COMMITTEE MEETING TO BE HELD
ON**

**18 NOVEMBER 2019 AT THE CONCLUSION OF BUDGET AND FINANCE
COMMITTEE**

IN COMMITTEE ROOM 1, 12 JAMES STREET, SALISBURY

MEMBERS

Cr D Proleta (Chairman)
Mayor G Aldridge (ex officio)
Cr B Brug
Cr A Duncan
Cr K Grenfell
Cr D Hood
Cr P Jensen (Deputy Chairman)
Cr J Woodman

REQUIRED STAFF

Chief Executive Officer, Mr J Harry
General Manager Business Excellence, Mr C Mansueto
General Manager City Development, Mr T Sutcliffe
Manager Governance, Mr M Petrovski

APOLOGIES

LEAVE OF ABSENCE

PRESENTATION OF MINUTES

Presentation of the Minutes of the Resources and Governance Committee Meeting held on 21 October 2019.

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OTHER BUSINESS

CLOSE



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

21 OCTOBER 2019

MEMBERS PRESENT

Cr D Proleta (Chairman)
Cr B Brug
Cr A Duncan
Cr K Grenfell
Cr P Jensen (Deputy Chairman)
Cr J Woodman

STAFF

Chief Executive Officer, Mr J Harry
General Manager Business Excellence, Mr C Mansueto
Manager Governance, Mr M Petrovski

The meeting commenced at 7.37 pm.

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

APOLOGIES

Apologies were received from Mayor G Aldridge and Cr D Hood.

LEAVE OF ABSENCE

Nil

PRESENTATION OF MINUTES

Moved Cr J Woodman
Seconded Cr B Brug

The Minutes of the Resources and Governance Committee Meeting held
on 16 September 2019, be taken and read as confirmed.

CARRIED

REPORTS

Administration

3.0.1 Future Reports for the Resources and Governance Committee

Moved Cr B Brug
Seconded Cr K Grenfell

1. The information be received.

CARRIED

3.0.2 White Ribbon Australia Accreditation Update

Moved Cr B Brug
Seconded Cr K Grenfell

1. The information be received.
2. The City of Salisbury does not conduct a White Ribbon Event in November 2019.
3. City of Salisbury continues to raise awareness of activities to prevent and respond to violence against women, both within the organisation and within their broader community.
4. Prepare a future report to identify and advise on opportunities for Council to participate in future events.

CARRIED

External Relations

3.4.1 Nominations Sought for a Local Government representative on the Public Library Services Standing Committee

Moved Cr A Duncan
Seconded Cr B Brug

1. Cr Peter Jensen be nominated as a local government representative on the Public Library Services Standing Committee.

CARRIED

3.4.2 Nominations Sought for a Local Government representative on the SA Power Networks Customer Consultative Panel

Moved Cr B Brug
Seconded Cr K Grenfell

1. Council determine if it wishes to nominate a local government representative on the SA Power Networks Customer Consultative Panel.

CARRIED

Corporate Governance

3.6.1 Nomination of Principal Office for the City of Salisbury

Moved Cr A Duncan
Seconded Cr J Woodman

1. The information be received.
2. That the principal office of Council be:
City of Salisbury
34 Church Street
SALISBURY SA 5108
3. That community consultation advising of the principal office of Council for a period of not less than 21 days be undertaken in accordance with Section 45(3) of the *Local Government Act 1999* and Council's Public Consultation Policy.

CARRIED

3.6.2 Voting Advice to Council Delegate for the Local Government Association Annual General Meeting - 31 October 2019

Moved Cr K Grenfell
Seconded Cr P Jensen

1. Council direct its voting delegate (Cr Chad Buchanan or Mayor Gillian Aldridge as proxy) to vote on the recommendations of the Local Government Association Annual General Meeting as set out in the attachment to this report (Council, 28 October 2019, Item 3.6.2).

CARRIED

OTHER BUSINESS

Nil

The meeting closed at 7.54 pm.

CHAIRMAN.....

DATE.....

ITEM	3.0.1
	RESOURCES AND GOVERNANCE COMMITTEE
DATE	18 November 2019
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. December 2019	John Darzanos
23/04/2018 3.3.1 Due: Deferred to: Reason:	Parking Technology Trials 5. A further report presenting the outcomes of the trials be presented to Council at the conclusion of the trials. November 2019 January 2020 Initial set-up issues have extended the trial period end date and time required for analysis of data.	John Darzanos
23/07/2018 MON2 Due: Deferred to: Reason:	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. November 2019 January 2020 Initial set-up issues have extended the trial period end date and time required for analysis of data.	John Darzanos
23/07/2018 3.6.3 Due: Deferred to: Reason:	Media Policy Review That consideration of the Media Policy be deferred to the next Council following the local government elections. November 2019 December 2019 A workshop will be held with Elected Members.	Julie Kushnir
26/11/2018 6.5 Due:	Council and Committee Structure 2. The terms of reference be reviewed after the first 12 months of the term of office seeking Elected Member feedback and a report be provided to the Resources and Governance Committee. March 2020	Mick Petrovski
22/07/2019 3.3.1 Due:	Abandoned Shopping Trolleys 5. That Council also monitor the new bylaws implemented by the City of Marion; and report back to Council after six months on the results of their effectiveness. February 2020	John Darzanos

22/07/2019 3.3.1	Abandoned Shopping Trolleys 6. That Staff provide an update to this committee at the conclusion of the Local Nuisance and Litter Control Act review noting any amendments addressing trolleys to be implemented and the likelihood of them coming into effect. Due: December 2019	John Darzanos
22/07/2019 3.3.1	Abandoned Shopping Trolleys 7. Pending no action or willingness by the State Government to tackle this issue, Council review By-Law 6 Waste Management By-Law 2015 and bring a report to Council advising the process to draft changes to this bylaw and/or create a new bylaw to tackle abandoned trolleys in the City of Salisbury. Due: December 2019	John Darzanos
26/08/2019 MON7.1	Building Fire Safety Committee 3. That Staff provide a further report on the appointment of an independent member with expertise in the area of fire safety. Due: December 2019	Chris Zafiropoulos
23/09/2019 MON7.1	Review of Media Policy and Code of Conduct Procedure 1. That Council conduct an urgent review of Council's Media Policy and Code of Conduct Procedure for the handling of complaints in October 2019. Due: November 2019 Deferred to: December 2019 Reason: A workshop will be held with Elected Members.	Julie Kushnir / Mick Petrovski
28/10/2019 3.0.2	White Ribbon Australia Accreditation Update 4. Prepare a future report to identify and advise on opportunities for Council to participate in future events. Due: February 2020	Gail Page / Julie Douglas
28/10/2019 6.1	Deferred Items for Further Discussion 2. That the remaining items (OB1, OB2 and OB3) be deferred until the next review of the Elected Members Allowance, Facilities and Support Policy in November 2020. Due: November 2020	Joy Rowett

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:	11/11/19	08/11/19	08/11/19

ITEM	3.4.1
	RESOURCES AND GOVERNANCE COMMITTEE
DATE	18 November 2019
HEADING	Nominations Sought for a Local Government representative on the State Records Council
AUTHOR	Janet Crook, Risk & Governance Program Manager, CEO and Governance
CITY PLAN LINKS	4.3 Have robust processes that support consistent service delivery and informed decision making.
SUMMARY	The LGA has published Circular 43.11 which states that the Attorney-General's Department has requested nominations from the LGA for a local government member on the State Records Council. The appointment is for a three year term commencing on 29 January 2020. Members will receive a fee of \$206 per session (2-4 hours duration) plus \$51.50 per hour for every hour of preparation time beyond the third hour. Nominations must be forwarded to the LGA by close of business on 28 November 2019.

RECOMMENDATION

1. Cr _____ be nominated as a local government representative on the State Records Council.

ATTACHMENTS

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

1. State Records Act 1997
2. LGA Appointments or Nominations to Outside Bodies Policy
3. Nominations to Outside Bodies - Part A - State Records Council
4. Nominations to Outside Bodies - Part B - State Records Council

1. BACKGROUND

- 1.1 The LGA has published Circular 43.11 which states that nominations are invited for a local government representative on the State Records Council ("the Council").
- 1.2 Nominations must be forwarded to the LGA by close of business on Thursday 28 November 2019.

2. CONSULTATION / COMMUNICATION

- 2.1 Internal

- 2.1.1 Circular 43.11 dated 24 October 2019 from the LGA was emailed to all Elected Members, the Executive Group and Divisional Managers on 25 October 2019.

2.2 External

- 2.2.1 Nil

3. REPORT

- 3.1 Nominations are now invited for a local government representative on the Council. The LGA must provide a panel of at least three nominees (including at least one male and one female) from which the Attorney-General will select the appointee.
- 3.2 The role of the Council is to provide advice to the Minister or Director of State Records about policies relating to record management or access to official records as well as to approve determinations made by the Director of State Records relating to the disposal of official records. The terms of reference for the Council are set out in Part 4 of the *State Records Act 1997*, a copy of which appears as Attachment 1 to this report.
- 3.3 The appointment is for a period of three years commencing 29 January 2020.
- 3.4 The current approved fee structure for payment to members is a fee of \$206 per session (2-4 hours duration) plus \$51.50 per hour for every hour of preparation time beyond the third hour.
- 3.5 The Council meets every two months on a Tuesday at State Records of SA, Pirie Street, Adelaide.
- 3.6 LGA nominations on outside bodies will, unless determined otherwise by the LGA Board of Directors, be currently serving council members or staff of a member council or other local government entity. A copy of the Nominations Policy appears as Attachment 2 to this report.
- 3.7 Nominations addressing the Selection Criteria provided in Part A for the Council must be forwarded to lgasa@lga.sa.gov.au by a council using the Part B form along with an up-to-date CV/resume by close of business Thursday 28 November 2019. Part A and Part B appear as Attachments 3 and 4 to this report respectively.
- 3.8 The LGA Board of Directors will consider nominations received at its meeting on 12 December 2019.

4. CONCLUSION / PROPOSAL

- 4.1 Council is asked to determine if it wishes to put forward a nomination for a local government representative on the Council.
- 4.2 It should be noted, there is no obligation to submit a nomination.

CO-ORDINATION

Officer: Executive Group
Date: 11/11/2019

Legislative history

Notes

- Please note—References in the legislation to other legislation or instruments or to titles of bodies or offices are not automatically updated as part of the program for the revision and publication of legislation and therefore may be obsolete.
- Earlier versions of this Act (historical versions) are listed at the end of the legislative history.
- For further information relating to the Act and subordinate legislation made under the Act see the Index of South Australian Statutes or www.legislation.sa.gov.au.

Legislation amended by principal Act

The *State Records Act 1997* amended the following:

Freedom of Information Act 1991

Libraries Act 1982

Local Government Act 1934

Principal Act and amendments

New entries appear in bold.

Year	No	Title	Assent	Commencement
1997	8	<i>State Records Act 1997</i>	20.3.1997	31.10.1997 (<i>Gazette</i> 4.9.1997 p612)
1998	59	<i>Statutes Amendment (Attorney-General's Portfolio) Act 1998</i>	3.9.1998	Pt 11 (s 20)—13.12.1998 (<i>Gazette</i> 3.12.1998 p1676)
2009	84	<i>Statutes Amendment (Public Sector Consequential Amendments) Act 2009</i>	10.12.2009	Pt 149 (s 342)—1.2.2010 (<i>Gazette</i> 28.1.2010 p320)

Provisions amended

New entries appear in bold.

Entries that relate to provisions that have been deleted appear in italics.

Provision	How varied	Commencement
Long title	amended under <i>Legislation Revision and Publication Act 2002</i>	
Pt 1		
s 2	<i>omitted under Legislation Revision and Publication Act 2002</i>	
Pt 4		
s 9		
s 9(2)	amended by 84/2009 s 342(1), (2)	1.2.2010
Pt 6		

Version: 1.2.2010

South Australia

State Records Act 1997

An Act to provide for the preservation and management of official records; and for other purposes.

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Published under the *Legislation Revision and Publication Act 2002*

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31 Certificate as to disposal of official record

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Schedule—Transitional provisions

4 Transitional provisions

Legislative history

The Parliament of South Australia enacts as follows:

Part 1—Preliminary

1—Short title

This Act may be cited as the *State Records Act 1997*.

3—Interpretation

(1) In this Act, unless the contrary intention appears—

agency means—

- (a) the Governor; or
- (b) a Minister of the Crown; or
- (c) a court or tribunal; or
- (d) a person who holds an office established by an Act; or
- (e) an incorporated or unincorporated body—
 - (i) established for a public purpose by or under an Act; or
 - (ii) established or subject to control or direction by the Governor, a Minister of the Crown or any instrumentality or agency of the Crown; or
- (f) a department or other administrative unit of the public service; or
- (g) the police force; or
- (h) a municipal or district council; or
- (i) a person or body declared by the regulations to be an agency,

and includes a former agency and an agency that ceased to exist before the commencement of this Act, but does not include—

- (j) a House of Parliament or a committee of the Parliament or a House of Parliament; and
- (k) a present or former officer of a House of Parliament; and
- (l) a present or former member of a House of Parliament (other than a Minister in respect of records made or received in his or her capacity as a Minister); and
- (m) a present or former member of the staff of a House of Parliament or the joint parliamentary service;

Council means the State Records Council established under Part 4;

dispose of an official record means—

- (a) destroy or abandon the record; or
- (b) carry out an act or process as a result of which it is no longer possible or reasonably practicable to reproduce the whole or a part of the information contained in the record; or
- (c) transfer or deliver ownership or possession of or sell the record, or purport to do so,

but does not include to transfer or deliver the record to State Records or between one agency and another;

Manager means the Manager of State Records;

official record means a record made or received by an agency in the conduct of its business, but does not include—

- (a) a record made or received by an agency for delivery or transmission to another person or body (other than an agency) and so delivered or transmitted; or
- (b) a record made by an agency as a draft only and not for further use or reference; or
- (c) a record received into or made for the collection of a library, museum or art gallery and not otherwise associated with the business of the agency; or
- (d) a Commonwealth record as defined by the *Archives Act 1983* of the Commonwealth, as amended from time to time, or an Act of the Commonwealth enacted in substitution for that Act; or
- (e) a record that has been transferred to the Commonwealth;

record means—

- (a) written, graphic or pictorial matter; or
- (b) a disk, tape, film or other object that contains information or from which information may be reproduced (with or without the aid of another object or device);

record management includes the manner in which records are created;

State Records Act 1997—1.2.2010
Part 1—Preliminary

State Records means the office of State Records established under Part 3.

- (2) For the purposes of this Act, a reference to a record includes a reference to—
- (a) a part of a record; and
 - (b) a copy of a record; and
 - (c) an object or matter that—
 - (i) is attached or annexed to a record; or
 - (ii) is reasonably required in order to interpret, explain or comprehend a record; or
 - (iii) usually accompanies, or comprises a part of, a record,
 but does not include a reference to an object or device used to produce or record a record, or used to reproduce information contained in a record.
- (3) For the purposes of this Act, a reference to the agency responsible for an official record in the custody of State Records is a reference to—
- (a) the agency from which the record was received into the custody of State Records; or
 - (b) if that agency has ceased to exist, the agency (if any) that has succeeded to the functions of that former agency; or
 - (c) if that agency has ceased to exist and no other agency has succeeded to the functions of that former agency—
 - (i) the agency (if any) nominated by the Minister under the *Freedom of Information Act 1991* as the agency on which the responsibilities of the former agency under that Act will devolve; or
 - (ii) in the absence of such a nomination, State Records.
- (4) For the purposes of this Act, a record will be taken to have come into existence on 31 December of the year in which it came into existence.

4—Application of Act

The Governor may, by regulation, exclude or modify the application of this Act to agencies or official records.

Part 2—Objects of Act

5—Objects of Act

- (1) The objects of this Act are—
- (a) to establish the office of State Records—
 - (i) as the principal repository for official records that are no longer required for current administrative purposes; and
 - (ii) with general responsibility under the Minister for the administration of this Act; and
 - (b) to ensure that official records of enduring evidential or informational value are preserved for future reference; and

- (c) to promote the observance of best practices by agencies in their management of official records; and
- (d) to ensure that each agency is afforded prompt and efficient access to official records in the custody of State Records for which the agency is responsible; and
- (e) to ensure that members of the public have ready access to official records in the custody of State Records subject only to exceptions or restrictions that—
 - (i) would be authorised under the *Freedom of Information Act 1991* or Part 5A of the *Local Government Act 1934*; and
 - (ii) are required—
 - for protection of the right to privacy of private individuals or on other grounds that have continued relevance despite the passage of time since the records came into existence; or
 - for the preservation of the records or necessary administrative purposes.
- (2) This Act must be administered and standards must be formulated and determinations and decisions made under this Act so as to give effect to the objects set out in subsection (1).

Part 3—Office and Manager of State Records

6—Office and Manager of State Records

- (1) There is to be an office of *State Records*.
- (2) State Records is to consist of—
 - (a) the Manager of State Records who is to be a Public Service employee; and
 - (b) other Public Service employees assigned or appointed to assist the Manager.

7—Functions

State Records has the following functions:

- (a) to receive official records into its custody in accordance with this Act;
- (b) to ensure the organisation, retention, conservation and repair of official records in its custody;
- (c) to make determinations (with the approval of the Council) as to the disposal of official records under this Act;
- (d) to publish, or assist in the publication of, indexes of, and other guides to, the official records in the custody of State Records or official records whose delivery into State Records' custody has been postponed or is subject to an exemption granted by the Manager;
- (e) to provide for public and agency access to the official records in the custody of State Records in accordance with this Act;
- (f) to assist in identifying official records in the custody of State Records the disclosure of which might constitute a contravention of aboriginal tradition;

State Records Act 1997—1.2.2010
 Part 3—Office and Manager of State Records

- (g) to provide advice and assistance to agencies with respect to their record management practices;
- (h) to issue standards (following consultation with the Council) relating to record management and assist in ensuring that agencies observe the best record management practices;
- (i) to promote awareness of State Records and its functions;
- (j) to perform any other functions assigned to State Records by this or any other Act or by the Minister.

8—Delegation

- (1) The Manager may, by instrument in writing, delegate to a suitable person powers or functions of the Manager under this or any other Act.
- (2) A delegation under this section—
 - (a) is revocable at will; and
 - (b) does not prevent the Manager from acting personally in the matter.

Part 4—State Records Council

9—Establishment of Council

- (1) The *State Records Council* is established.
- (2) The Council is to consist of nine persons appointed by the Minister, of whom—
 - (a) one will be a historian nominated by the Minister to whom the administration of the *History Trust of South Australia Act 1981* is committed after consultation with academic historians from South Australian tertiary education institutions; and
 - (b) one will be a person eligible for professional membership of the Australian Society of Archivists; and
 - (c) one will be a person eligible for membership of the Records Management Association of Australia; and
 - (d) one will be the chief executive of an agency nominated by the Commissioner for Public Sector Employment, or a delegate of the chief executive; and
 - (e) one will be a person with experience in local government (who may, but need not, be a member or officer of a council) nominated by the Local Government Association of South Australia; and
 - (f) one will be a person with practical business experience; and
 - (g) one will be a person nominated by the Chief Justice of the Supreme Court; and
 - (h) one will be an Aboriginal person engaged in historical research involving the use of official records nominated by the Chief Executive of the administrative unit of the Public Service that is, under a Minister, responsible for the administration of the *Aboriginal Heritage Act 1988*; and

- (i) one will be a person who, as a member of the public, makes use of official records in the custody of State Records for research purposes.
- (3) One member of the Council will be appointed by the Minister to chair the Council.
- (4) At least two members of the Council must be women and at least two must be men.

10—Functions

The Council has the functions of—

- (a) approving determinations under this Act relating to the disposal of official records; and
- (b) providing advice to the Minister or the Manager, either on its initiative or at the request of the Minister or the Manager, with respect to policies relating to record management or access to official records.

11—Terms and conditions of office

- (1) A member of the Council is to be appointed for a term, not exceeding three years, specified in the instrument of appointment and is, on the expiration of a term of office, eligible for reappointment.
- (2) A member of the Council is entitled to such remuneration and expenses as may be determined by the Governor.
- (3) A member of the Council may be removed from office by the Minister—
 - (a) in the case of a member appointed on the nomination of a person or body—at the request of that person or body; or
 - (b) for misconduct; or
 - (c) for incapacity or failure to carry out satisfactorily the duties of his or her office.
- (4) The office of a member of the Council becomes vacant if the member—
 - (a) dies; or
 - (b) completes a term of office and is not reappointed; or
 - (c) resigns by written notice addressed to the Minister; or
 - (d) is removed from office under this section.
- (5) On the office of a member becoming vacant, a person must be appointed in accordance with this Act to the vacant office.

12—Procedures of Council

- (1) The Council may meet at times and places determined by the Council but must meet at least once every three months and at any other time required by the Minister.
- (2) The member appointed to chair the Council will preside at meetings of the Council or, in the absence of that member, a member chosen by those present.
- (3) Five members of the Council constitute a quorum for a meeting of the Council and no business may be transacted at such a meeting unless a quorum is present.

State Records Act 1997—1.2.2010
 Part 4—State Records Council

- (4) The Manager must receive notice of meetings of the Council and he or she, or a member of the staff of State Records nominated by the Manager, may attend any meeting of the Council and, with the exception of voting, take such part in the proceedings as the Council approves.
- (5) A decision carried by a majority of the votes cast by the members present at a meeting is a decision of the Council.
- (6) Each member present at a meeting of the Council has one vote on a matter arising for decision and, if the votes are equal, the member presiding at the meeting may exercise a casting vote.
- (7) The Council must have accurate minutes kept of its proceedings and must provide a copy of the minutes to the Manager.
- (8) Subject to this Act, the Council may determine its own procedures.

Part 5—Care and management of official records

13—Maintenance of official records

Subject to this Act, every agency must ensure that the official records in its custody are maintained in good order and condition.

14—Standards relating to record management practices

- (1) The Manager may, with the approval of the Minister, issue standards relating to the record management practices of agencies.
- (2) Standards relating to record management will be binding only in their application to—
 - (a) administrative units of the Public Service; and
 - (b) agencies or instrumentalities of the Crown (other than an agency or instrumentality excluded by regulation from the application of this subsection).

15—Surveys of official records and record management

- (1) The Manager may conduct surveys of the official records and record management practices of agencies as reasonably required for the purposes of this Act.
- (2) An agency must afford the Manager reasonable cooperation and assistance in the conduct of such a survey.

16—Inadequate record management practices to be reported

If the Manager is of the opinion that the record management practices of an agency are inadequate, the Manager must report the matter to the Minister.

17—Damaging etc of official records

- (1) If a person, knowing that he or she does not have proper authority to do so, intentionally—
 - (a) damages or alters an official record; or
 - (b) disposes of an official record or removes an official record from official custody,

the person commits an offence.

Maximum penalty: \$10 000 or imprisonment for 2 years.

- (2) For the purposes of subsection (1), authority to dispose of an official record may only be conferred by or under this or any other Act.
- (3) A court that convicts a person of an offence under subsection (1) may order the convicted person to pay to the Minister such compensation as the court thinks fit.
- (4) This section does not limit or derogate from any other right or power to institute criminal or civil proceedings in respect of an act referred to in this section.

Part 6—Custody of official records

18—Voluntary transfer to State Records' custody

- (1) Subject to subsection (2), an agency may deliver any of its records into the custody of State Records.
- (2) The Manager may, if of the opinion that it is necessary or appropriate to do so, decline to receive records sought to be delivered to State Records under this section.

19—Mandatory transfer to State Records' custody

- (1) Subject to this section, an official record of an agency must be delivered into the custody of State Records (unless sooner delivered to State Records or disposed of in accordance with this Act)—
 - (a) when the agency ceases to require access to the record for current administrative purposes; or
 - (b) during the year occurring 15 years after the record came into existence, whichever first occurs.
- (2) The delivery of official records into the custody of State Records under this section must be effected in accordance with arrangements approved by the Manager which may include arrangements as to—
 - (a) the time and place at which the records are to be delivered; and
 - (b) the form in which the records are to be delivered; and
 - (c) the delivery of, or access to, a device required to reproduce information from the record.
- (3) Delivery of records into the custody of State Records may be postponed—
 - (a) in accordance with record management standards issued by the Manager; or
 - (b) by the Manager in order to enable arrangements to be completed for their appraisal and receipt by State Records; or
 - (c) with the Manager's approval, in cases where the Manager is satisfied (after consultation with the agency) that the records are further required for current administrative purposes or should be retained for any other special reason.

State Records Act 1997—1.2.2010
Part 6—Custody of official records

- (4) If the Manager is satisfied that an agency has sufficient and adequate facilities for the proper storage and care of the records, the Manager may exempt all, or a particular class or classes, of the agency's records from the requirement that they be delivered into the custody of State Records.
- (5) An exemption granted under subsection (4) may be varied or revoked by the Manager—
 - (a) on the application of the agency; or
 - (b) if, on inspection by the Manager, the Manager is no longer satisfied that the agency has sufficient and adequate facilities for the proper storage and care of the records concerned.
- (6) The preceding provisions of this section do not apply to records of a court, but the Governor may direct that specified records of a court be delivered into the custody of State Records if, after considering submissions (if any) from the judge or magistrate in charge of the relevant court and the Manager, the Governor is satisfied that it is advisable to do so.

20—Restriction under other Acts on disclosure of information

- (1) When an agency delivers into the custody of State Records an official record disclosure of the contents of which is restricted by any other Act or law, the agency must ensure that the Manager is advised of that restriction.
- (2) This section does not apply to records of a court.

21—Recovery of official records in private hands

- (1) If the Manager believes that a person has custody or possession of an official record otherwise than in an official capacity (and whether or not ownership of the record has passed to that person), he or she may, by notice in writing, require the person to deliver the record into the custody of State Records within a period specified in the notice.
- (2) If a person fails to comply with a notice given under subsection (1), the Magistrates Court may, on the application of the Manager, order the person to deliver the record into the custody of State Records on or before a day specified in the order.
- (3) The Minister may, at the Minister's discretion, on application in writing by a person who has delivered a record into the custody of State Records as a result of a requirement or order under this section, make a payment to the person in compensation for deprivation of the record.

22—Keeping of official records in premises other than State Records' premises

- (1) On the recommendation of the Manager, the Minister may, in relation to official records that have been received into the custody of State Records, make arrangements with the Commonwealth, another State, or any other person for the keeping and use of the records in premises other than premises under the control of the Manager or in premises jointly controlled by the Manager and the Commonwealth, the other State or other person.
- (2) An arrangement under subsection (1) is to be subject to such conditions as may be reasonably required by the agency responsible for the record.

- (3) A record to which arrangements referred to in subsection (1) apply will be subject to recall by the Manager at any time.

Part 7—Disposal of official records

23—Disposal of official records by agency

- (1) An agency must not dispose of official records except in accordance with a determination made by the Manager with the approval of the Council.
- (2) If an agency requests the Manager to make a determination as to the disposal of official records, the Manager must, as soon as practicable—
 - (a) with the approval of the Council, make a determination requiring or authorising disposal of the records in a specified manner; or
 - (b) make a determination requiring delivery of the records into the custody of State Records or retention of the records and later delivery into the custody of State Records.
- (3) A determination or approval for the purposes of this section may be a general determination or approval relating to classes of official records.
- (4) If there is a dispute as to a determination under this section, the Minister may, on application, determine the matter.

24—Disposal of official records by Manager

- (1) If the Manager determines, with the approval of the Council, that an official record in the custody of State Records is not worthy of preservation, the Manager may dispose of the record.
- (2) A determination or approval for the purposes of this section may be a general determination or approval relating to classes of official records.
- (3) The Manager must, before disposing of a record under subsection (1), obtain the consent of the agency responsible for the record and consult with any other person who has, in the opinion of the Manager, a proper interest in the record.

Part 8—Access to records in custody of State Records

25—Agency's access to records in custody of State Records

- (1) The agency responsible for an official record in the custody of State Records is to have such access to, and may make or direct such use of, the record as it requires.
- (2) Despite subsection (1)—
 - (a) an agency is not entitled to resume possession of an official record that has been in existence for 15 years or more for longer than is reasonably necessary for the proper performance of the functions of the agency; and
 - (b) an agency's access to an official record is subject to conditions imposed by the Manager to ensure the preservation of the record.
- (3) If there is a dispute as to access under this section, the Minister may, on application, determine the matter.

State Records Act 1997—1.2.2010
Part 8—Access to records in custody of State Records

26—Public access to records in custody of State Records

- (1) The agency responsible for an official record in the custody of State Records may, in consultation with the Manager—
 - (a) determine that access to the record (other than by the agency) is not subject to any restrictions other than those determined by the Manager under subsection (2); or
 - (b) determine conditions excluding or restricting access to the record.
- (2) The Manager may determine conditions as to access that the Manager considers necessary for the preservation of a record or for administrative purposes (but must advise the Council of any such determination).
- (3) Applications for public access to official records in the custody of State Records must be made to the Manager in the manner and form and be accompanied by the fee (if any) prescribed by regulation.
- (4) The Manager must decide an application under this section for public access to an official record according to a determination made under this section in relation to the record.
- (5) This section does not prevent a person from applying for access to a record under the *Freedom of Information Act 1991* or Part 5A of the *Local Government Act 1934* (as the case requires), and a determination or decision under this section will be subject to that Act or that Part if application for access is made under the provisions of that Act or that Part.

Part 9—Miscellaneous

27—Records other than official records

- (1) The Manager may, after consultation with the Council, accept records (other than official records) or other objects that he or she considers appropriate to be kept in the custody of State Records.
- (2) The Manager may, in accepting a record or other object under subsection (1), agree to be bound by conditions and, in doing so, he or she will be binding future holders of the office of Manager.
- (3) Where a record or other object is accepted into the custody of State Records pursuant to this section, this Act will apply in relation to the record or object as if it were an official record but without affecting the duty to comply with any conditions referred to in subsection (2).

28—Act applies despite secrecy provisions

Official records may be delivered into the custody of State Records as required or authorised under this Act despite the provisions of any other Act or law (whether enacted or made before or after the commencement of this Act) preventing or restricting the disclosure of official information or information gained in the course of official duties.

29—Protection in respect of civil actions or criminal proceedings

- (1) No criminal liability, or liability for defamation or breach of confidence or other civil liability, will be incurred by the author of an official record or any other person by reason of the author or other person having delivered the record into the custody of State Records.
- (2) No criminal liability, or liability for defamation or breach of confidence or other civil liability, will be incurred by the Manager or an officer of State Records, by reason of the granting of access to an official record in the custody of State Records where the person who makes the decision to grant access honestly believes, when making the decision, that it is a proper decision under this Act.
- (3) The granting of access to a record under this Act does not constitute, for the purposes of the law relating to defamation or breach of confidence, an authorisation or approval of the publication of the record or its contents by the person to whom access is granted.

30—Evidentiary provisions

- (1) An official record produced from State Records will have the same evidentiary value as if it were produced from the agency from which it was obtained.
- (2) An apparently genuine document purporting to be a copy, or to state the contents, of an official record in the custody of State Records and to be certified by the Manager as an accurate copy, or statement of the contents, of the record will be accepted in any legal proceedings, in the absence of proof to the contrary, as proof of the contents of that record.

31—Certificate as to disposal of official record

A certificate signed by the Manager certifying as to disposal of an official record by the Manager will, in the absence of proof to the contrary, be accepted as evidence of the matter so certified.

32—Annual report

- (1) The Manager must, on or before 30 September in each year, provide a report to the Minister on the administration of this Act for the 12 months ending on 30 June.
- (2) The Minister must cause a copy of the report to be laid before both Houses of Parliament within six sitting days after being provided with the report.

33—Regulations

- (1) The Governor may make such regulations as are contemplated by, or as are necessary or expedient for the purposes of, this Act.
- (2) The regulations may—
 - (a) prescribe fees to be paid in respect of services provided by State Records or in respect of any matter under this Act and provide for the waiver or refund of such fees; and
 - (b) prescribe a fine not exceeding \$2 500 for contravention of, or non-compliance with, a regulation.

State Records Act 1997—1.2.2010
Schedule—Transitional provisions

Schedule—Transitional provisions

4—Transitional provisions

- (1) All official records in the custody of the Libraries Board of South Australia immediately before the commencement of this Act pursuant to Part 3 of the *Libraries Act 1982* will, on the commencement of this Act, be placed in the custody of State Records.
- (2) For the purposes of this Act, the agency responsible for an official record in the custody of State Records will, in the case of a record placed in the custody of State Records under subclause (1), be determined in accordance with section 3(3) as if the agency with corresponding responsibility for the record when in the custody of the Libraries Board immediately before the commencement of this Act had, on the commencement of this Act, delivered the record into the custody of State Records.
- (3) All principles and determinations promulgated by the Libraries Board of South Australia and in operation immediately before the commencement of this Act relating to the disposal of records will continue in operation until the Manager otherwise determines with the approval of the Council.

State Records Act 1997—1.2.2010

Legislative history

s 19		
s 19(6)	substituted by 59/1998 s 20	13.12.1998
Sch		
cll 1—3	<i>omitted under Legislation Revision and Publication Act 2002</i>	

Historical versions

Reprint No 1—13.12.1998

Title: Appointments or Nominations to Outside Bodies

DATE OF POLICY:	July 2006
DATE OF LAST REVIEW BY	May 2013
LGA:	May 2014

Requests for Local Government nominees on boards and committees are received from Ministers, Government Agencies and other organisations regularly. The importance of Local Government nominations to boards and committees is recognised by the LGA and appointments/nominations will be made on merit based principles giving due weight to gender balance. Appointees or nominees to outside bodies are not expected to 'represent' Local Government, or the views of any particular stakeholder or interest group. They are expected to apply their skills and experience, particularly their skills and experience arising from their participation in Local Government, to the betterment of the work and understanding of the board or committee to which they are appointed.

Appointments by Minister/Governor

Appointments to be made by the Minister or Governor, drawn from nominations from the LGA, will be determined by the LGA Board or between meetings the LGA Executive Committee. The Secretariat will call for nominations from Member Councils using the proforma (attachment 1) and upon the close of nominations (attachment 2) prepare a report for consideration. The template (attachment 3) is to be prepared by the Secretariat and tabled at the relevant meeting to assist with the assessment of the most appropriate nominations. However, where the appointments are to be made to non-statutory boards or committees, the nomination selection process may be delegated to the LGA Executive Committee.

Right to Decline Nomination

The LGA reserves the right to decline to appoint or nominate a person to a board or committee, unless it is required by law. The LGA Board (or between meetings the LGA Executive Committee) will consider recommendations from the Secretariat that the LGA decline to appoint or nominate a person to a board or committee. A brief report stating the reasons for declining to appoint or nominate will be prepared by the Secretariat to be considered by the LGA Board (or between meetings, the LGA Executive Committee).

Nominees to be Current Council Members or Staff

LGA nominees to outside bodies will, unless determined otherwise by the LGA Board/LGA Executive Committee, be current Council Members or staff of a Member Council or other Local Government entity.

When an existing appointment to an outside body ceases to be a Council or staff Member or a member of another Local Government entity, then under normal circumstances that person will be requested to resign his/her membership of the outside body forthwith. However the LGA Board/LGA Executive Committee may waive this requirement in circumstances where the person:

- has unique qualifications, experience or other personal qualities which allow him or her to continue to remain on the particular board or committee and/or;
- is appointed directly by a Minister or the Governor for a fixed term, and the appointment is specific to that person.

The LGA Board or LGA Executive Committee will review the list of all existing appointments following each general Local Government Election, to consider whether existing appointments comply with this policy.

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Submitting Nominations to the LGA

LGA nominations to outside bodies are determined by Councils as corporate bodies. Each Council determines its own policy on how Council nominations are lodged. Only two (2) nominations will be accepted from any one Council. The LGA Board / LGA Executive Committee does not accept nominations from individual Councillors or staff.

LGA Board/LGA Executive Committee Process for Determining Appointments/Nominations

The process for determining appointments/nominations at LGA Board or LGA Executive Committee meetings is as follows:

- a) Where the LGA Board/LGA Executive Committee is being asked to appoint a member and a proxy, this will be done as two separate processes, i.e. the selection of the person to be the member is to be completed prior to the selection of who is to be the deputy. This avoids the potential problem of two names being considered at once where it is quite likely that a member is supportive of one of the people but not necessarily both.
- b) Where the appointment is to a statutory authority and is to be made by the Governor, the provisions of section 36A of the *Acts Interpretation Act 1915* apply regarding gender balance and the number of nominations to be provided (see Attachment 4). In situations where there is an insufficient number of nominations from women to achieve an appropriate gender balance, the LGA may use the Local Government Women's Register described in Attachment 5 to source the names of additional persons.
- c) If the requirement is to choose a panel of three **or more** names, this can be done 'on block'.
- d) Unless otherwise determined, the President or Chairperson for the meeting, will invite members to nominate a person, no seconder is required.
- e) If the number of nominations received exceeds the number of positions, the President or Chairperson shall then invite members to make any comment they wish on the merits of any of the persons who have been nominated.
- f) Each member shall then be invited to indicate their preference by way of a secret ballot using the confidential matrix provided.
- g) Each member shall be entitled to vote on as many occasions as there are positions to be filled. Counting will be conducted on the basis of 'first past the post'.
- h) The President or Chairperson shall indicate to members the nominee who has received the most votes and has been selected. The President or Chairperson shall then invite a member to formally move that the nominee(s) with the most votes be selected.
- i) Nominations received from Councils after the deadline stipulated in the relevant LGA Circular will be shown as having been received late. This does not in itself mean that such nominations are invalid. The relevant agenda item will stipulate the closing date. The LGA Board/LGA Executive Committee is able to consider any late nomination on merit, unless it determines otherwise.

ECM 30741

- j) Where there are insufficient nominations the LGA Board/LGA Executive Committee may delegate to the LGA Chief Executive Officer, in consultation with the LGA President, approval to seek further nominations and forward these nominations to the relevant Minister, Government agency or organisation.

If a member of the LGA Board/LGA Executive Committee or an officer of the LGA Secretariat is nominated, that person must leave the room prior to the matter being discussed and determined.

Advising of LGA Nominees and Policy

When LGA nominees to an outside body have been determined by LGA Board/LGA Executive Committee in accordance with this policy, the names of the nominees and a copy of this policy shall be provided to the relevant Minister or agency, highlighting the conditions of the nomination.

Responsibilities of Appointees

While recognising that the deliberations of many external boards and committees are confidential in nature, this policy nevertheless requires LGA nominees and appointees to external bodies to provide a short general report annually, outlining the achievements of the board or committee which are likely to be of interest to Local Government.

Insurance for LGA Appointees

Where a Board is a Statutory Board or Committee of the State Government or a State agency the South Australian Insurance Corporation (SAICORP) provides insurance cover. In the event that insurance is not available through SAICORP the LGA through contact with the outside body or its Mutual Liability Scheme will ensure that the appointee is adequately covered.

Review

This Policy may be reviewed by the LGA Board from time to time as necessary, to ensure that it remains up to date and relevant.

ECM 30741

Nominations to Outside Bodies**PART A**

Name of Body	
Legal Status of Body	**Delete those that don't apply: Statutory Authority Incorporated Body Committee Advisory Committee Other (please provide information)
Summary Statement	
<u>SELECTION CRITERIA FOR MEMBERSHIP ON OUTSIDE BODIES</u> The following selection criteria must be addressed when completing Part B	
Qualifications Required <i>(formal qualifications relevant to the appointment)</i>	
Industry Experience	
Board / Committee Experience	
Key Expertise <i>(other relevant experience i.e. those requirements established for a Board/Committee under an Act)</i>	
<u>LIABILITY AND INDEMNITY COVER</u> The LGA requires that nominees to outside bodies be appropriately insured throughout the period of their appointment and seeks to collect details of the insurances provided by that organisation (on an annual basis) **CHECK THE BODY INSURED**	
Insurance information (Certificates of Currencies or equivalent) supplied by the Outside Body	Yes
Insurance Policies are Valid & Current	Yes

ECM 30741

Nominations to Outside Bodies

PART B: This form must be completed by Council electronically and emailed as a word document to:
##@lga.sa.gov.au
 (Nominee's details must not exceed this single page)

Name of Body: ****Insert name of body**

Council Name:			
Full Name of Nominee:			
Position/Title:			
Address:			
Work Phone:		Facsimile:	
A/H Phone:		Mobile:	
Email:			
1. <u>Summary of relevant skills, knowledge and/or experience</u>			
2. <u>Other comments in relation to this role</u>			

DO NOT EXCEED ONE PAGE

An email confirming receipt of your nomination will be forwarded

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[illegible]

ECM 30741

Attachment 4

Extract from the *Acts Interpretation Act 1915*

36A—Gender balance in nomination of persons for appointment to statutory bodies

- (1) This section applies if an Act provides for a member of a body to be appointed by the Governor or a Minister on the nomination of a non-government entity.
- (2) If the Act provides for the non-government entity to nominate a panel of persons from which the Governor or Minister is to select a person for appointment, the Act will be taken to provide that the panel—
 - (a) must include at least 1 woman and 1 man; and
 - (b) must, as far as practicable, be comprised of equal numbers of women and men.
- (3) If the Act does not provide for the non-government entity to nominate a panel of persons from which the Governor or Minister is to select a person for appointment, the Act will be taken to provide that—
 - (a) the non-government entity must nominate a panel of persons comprised of not less than twice the number of members of the body to be appointed on the nomination of the entity plus one; and
 - (b) the panel—
 - (i) must include at least 1 woman and 1 man; and
 - (ii) must, as far as practicable, be comprised of equal numbers of women and men; and
 - (c) the Governor or Minister must select the person for appointment from the panel.
- (4) This section does not derogate from the need to properly assess merit in selecting persons for appointment.
- (5) In this section—

non-government entity means a person or body other than an officer, agency or instrumentality (including a Minister) of the Crown in right of the State or the Commonwealth or another State or a Territory of the Commonwealth.

ECM 30741

Attachment 5**Local Government Women's
Board and Committee Membership Register**

The LGA will establish and maintain a register of Local Government women interested in being appointed to Local Government related Boards and Committees. (The 'LG Women's Register')

The process of establishment and maintenance of the LG Women's Register will include:

- 1 An LGA Circular will advise of the establishment of the LG Women's Register and request interested women (Council Members and Council Officers) to complete a registration of interest form providing:
 - name and contact details
 - fields of interest
 - details of previous skills, knowledge and experience relevant to board or committee membership
 - names and contact details of two referees
 - permission to supply details provided above to Local Government stakeholders requiring female board or committee members.
 - advice if/when the applicant requires their details to be removed from the Register.
- 2 Information about the LG Women's Register will be provided on the LGA website on the front page under *LGA.net for Councils*, the *Women on the Move* page and the *Governance* page, with a link to the registration of interest form.
- 3 The LGA will record information on the LG Women's Register when a registration of interest is received. The LGA will use this information to assist with filling Local Government related board or committee positions, only when sufficient nominations are not received as part of its 'Representatives on Outside Bodies' Process. The LGA and will not disclose the information from the LG Women's Register to a third party without the express permission of the relevant person.
- 4 The LGA will also promote the LG Women's Register to all Local Government stakeholders advising them to contact the LGA if they are seeking a female Board or Committee member.
- 5 Upon request, the LGA may provide external stakeholders with the details of individual(s) listed on the LG Women's Register, but only if the registered person(s) have consented to their information being made available to third parties. The stakeholder will be invited to contact the person(s) direct.

DME 42172

Nominations to Outside Bodies - Part A

State Records Council	
Legal Status of Body	Statutory Authority
Summary Statement	The Council has the functions of: (a) approving determinations under the State Records Act 1997 relating to the disposal of official records; and (b) providing advice to the Minister or the Director, either on its initiative or at the request of the Minister or the Director, with respect to policies relating to record management or access to official records.
Selection criteria	
<i>The following selection criteria must be addressed when completing Part B</i>	
Industry Experience	Relevant knowledge of records management issues as they impact on local government.
Board / Committee Experience	Relevant experience serving on high level intergovernmental boards or committees is highly desirable.
Key Expertise <i>(other relevant experience i.e. those requirements established for a Board/Committee under an Act)</i>	<ul style="list-style-type: none"> • Practical knowledge of and experience in local government, including processes, community consultation and the law as it applies to local government. • Experience in the administration of legislation, particularly the State Records Act 1997. • Knowledge of policies as they relate to matters of records management and access to official records.
Liability and indemnity cover	
<i>The LGA requires that persons appointed to outside bodies be appropriately insured throughout the period of their appointment and seeks to collect details of the insurances provided by the outside body (on an annual basis)</i>	
Insurance information (Certificates of Currencies or equivalent) supplied by the Outside Body	Yes
Insurance Policies are valid & current	Yes

Nominations to Outside Bodies - Part B

This form:

- must not exceed 2 pages;
- must be submitted by a council;
- must be emailed in PDF format to lgasa@lga.sa.gov.au; and
- upon receipt at the LGA, will be acknowledged by return email.

State Records Council

Council details			
Name of council submitting the nomination			
Name of council officer submitting this form – refer LGA Policy	Name:		
	Position:		
	Email:		
	Telephone:		
Council meeting minute reference and date (if relevant)			
Nominee details			
Full Name			Gender
Current Elected Member	<input type="checkbox"/>	or	Current council officer <input type="checkbox"/>
Home / Postal Address			
Phone		Mobile:	
Email			
Resume / CV	Attached <input type="checkbox"/>	Forwarding separately	<input type="checkbox"/>
Information relevant to the appointment sought			
<i>(address the selection criteria from Part A)</i>			
Industry Experience:			
Board/Committee Experience:			
Key Expertise:			
Any other comments:			

ECM 691159

Local Government Association of South Australia



Local Government Association
of South Australia

The voice of local government.

Undertaking:

The LGA Board resolved in January 2015 to ensure that appointees to external Boards and Committees remain current local government members or officers. If you leave local government for any reason during the term of your appointment, are you prepared to resign your appointment if requested to do so by the LGA?

Yes ☐ No ☐

Signature of Nominee: _____

ITEM	3.6.1
	RESOURCES AND GOVERNANCE COMMITTEE
DATE	18 November 2019
HEADING	Formal Meeting Schedule for 2020
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 report provides information with respect to the proposed formal meeting schedule for 2020 and seeks Council's endorsement.

RECOMMENDATION

1. The 2020 Formal Meeting Schedule as set out in Attachment 1 to this report (Item 3.6.1, Resources and Governance Committee, 18/11/2019) be endorsed.
2. The Chief Executive Officer be delegated authority to amend the 2020 Formal Meeting Schedule should the need arise.

ATTACHMENTS

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

1. Formal Council and Committee Structure
2. Draft 2020 Formal Meeting Schedule
3. Variations to Formal Meeting Schedule Delegations

1. BACKGROUND

- 1.1 A requirement of the *Local Government Act 1999* ('the Act') is that Council must determine the time and place of ordinary meetings of Council.
- 1.2 Section 81(1) & (2) of the Act provides that ordinary meetings of Council shall be held at times and places appointed by the Council, but there must be at least one in each month.

2. CONSULTATION / COMMUNICATION

- 2.1 Internal
 - 2.1.1 This report has been prepared in consultation with the Chief Executive Officer and the Manager Governance.
- 2.2 External
 - 2.2.1 Nil.

3. REPORT

- 3.1 Council has six Standing Committees, formed under Section 41 of the Local Government Act, that provide advice to Council.
- 3.2 The structure for formal standing committees is illustrated in Attachment 1.
- 3.3 There are also a number of sub committees that support the work of the standing committees. These are:
- Asset Management
 - Innovation and Business Development
 - Strategic and International Partnerships
 - Strategic Property Development
 - Tourism and Visitor
 - Youth Council
- 3.4 The meeting cycle that has taken place during 2019 is displayed in the table below:

	Week 1	Week 2	Week 3	Week 4
Mon	Informal Strategy	Sports, Recreation & Grants Committee	Standing Committees	Council
		Sub Committees as required		
Tues	Other workshops if/as required	Sub Committees as required		Council Assessment Panel
		Audit Committee (every 3 months)		

- 3.5 In accordance with Council's resolution of 26 November 2018, the Council and standing committee cycle will remain unchanged for 2020.
- 3.6 In relation to the meeting cycle for sub committees, their terms of reference have the following requirements in relation to meeting frequency:
- Asset Management
- once a month for an initial period to consider specific topics, and then quarterly, or as required
- Innovation and Business Development
- as required
- Strategic and International Partnerships
- as required
- Strategic Property Development
- every 3 months or as required
- Tourism and Visitor
- bi monthly as required

Youth Council

- six times per annum (February, April, June, August, October and December)

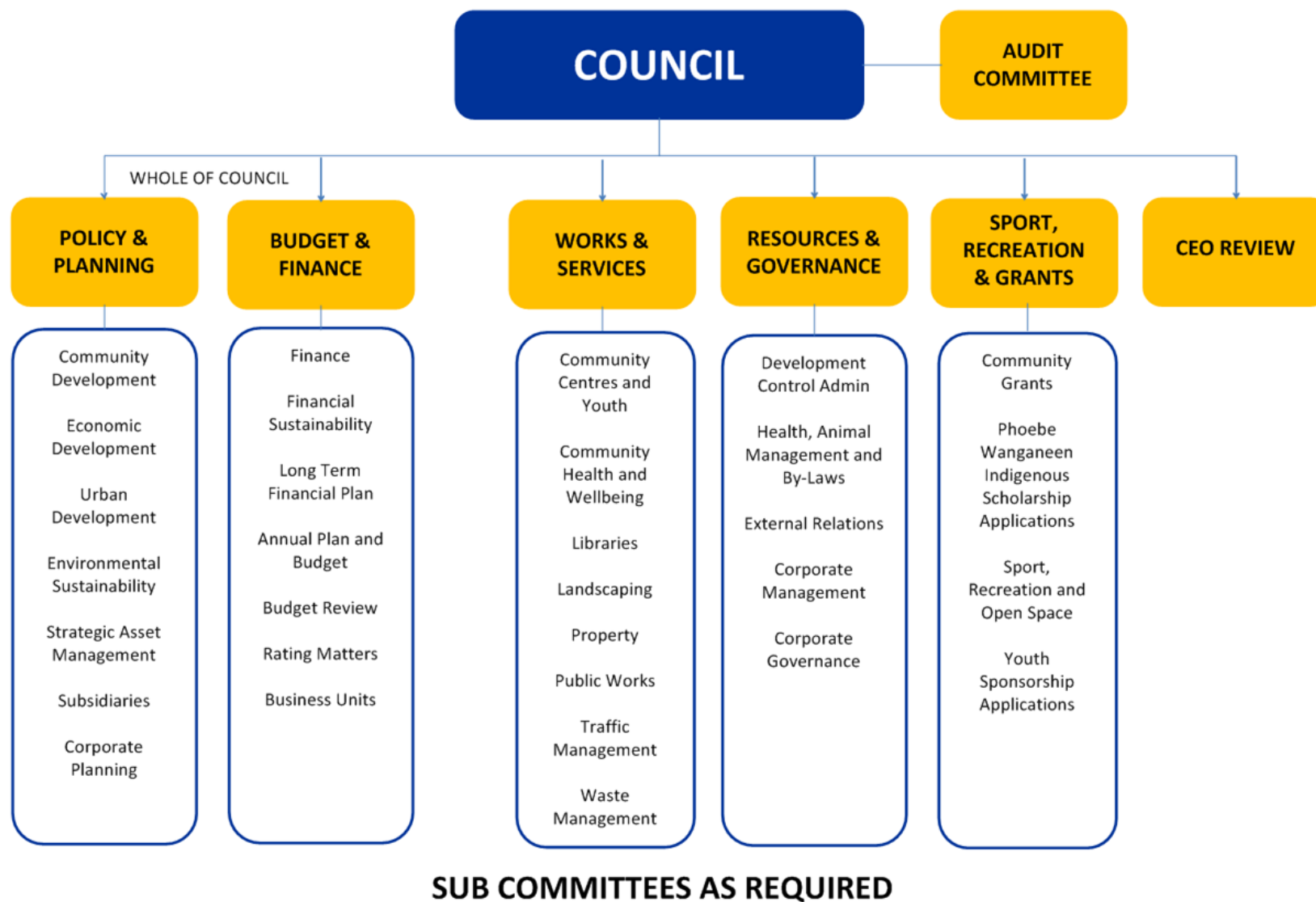
- 3.7 In order to distribute the meeting workload more evenly throughout the four week cycle, it is proposed that the Asset Management and Innovation and Business Development Sub Committees meet on a bi monthly basis on alternative months, with others to meet quarterly on a rotating monthly cycle. All will meet as required.
- 3.8 This change would only impact the Asset Management and Tourism and Visitor Sub Committees.
- 3.9 Youth Council would continue to meet every second month.
- 3.10 It is noted that once the Salisbury Community Hub is operational, terms of reference will be updated to reflect the change in the location of meetings and availability of hard copy agendas.
- 3.11 A draft meeting schedule is attached to this report. The administration will endeavor to avoid holding meetings on three nights in a week.
- 3.12 In the event that a scheduled meeting falls on a public holiday, the meeting will be held on the following day.
- 3.13 In addition to the proposed schedule, sub committees may on occasion need to alter the meeting times as circumstances might require. This will be organised at the time to ensure legislative requirements are met.
- 3.14 As required under the Informal Gatherings Policy, a separate schedule has been prepared for informal meetings and workshops. This schedule includes Informal Strategy and Budget Workshops. This is communicated to Elected Members separately and published on our website on a weekly basis.
- 3.15 Historically, meetings in December are held one week earlier to accommodate Christmas and one week later in January to accommodate the New Year.
- 3.16 Members should note that the attached schedule for December 2020 proposes meetings will be held two weeks earlier than a standard month.
- 3.17 This is to avoid minutes of December Council Meeting being distributed on Christmas Eve.
- 3.18 The Chief Executive Officer has been delegated authority to amend the meeting schedule (refer Attachment 3).

4. CONCLUSION / PROPOSAL

- 4.1 A proposed meeting schedule for 2020, based on the meeting structure outlined above is provided in Attachment 2 to this report for consideration.

CO-ORDINATION

Officer:	Exec Group	MG
Date:	11/11/19	14/11/19





DRAFT 2020 Formal Meeting Schedule

Month	Meetings	Date	Time
JAN	Informal Strategy	Mon 6	6.30pm
	Sport, Recreation & Grants Committee	Mon 13	6.30pm
	Sub-Committees as required	Mon 13	At concl of SR&G
	Sub-Committees as required	Tues 14	6.30pm
	Policy & Planning Committee	Mon 20	6.30pm
	Budget & Finance Committee	Mon 20	At concl of P&P
	Works & Services	Mon 20	At concl of B&F
	Resources & Governance Committee	Mon 20	At concl of B&F
	Council Assessment Panel (CAP)	Tues 21	6.00pm
	Council	Tues 28	6.30pm
FEB	Informal Strategy	Mon 3	6.30pm
	Sport, Recreation & Grants Committee	Mon 10	6.30pm
	Sub-Committees as required	Mon 10	At concl of SR&G
	Audit Committee	Tues 11	6.30pm
	Sub-Committees as required	Tues 11	At concl of Audit
	Policy & Planning Committee	Mon 17	6.30pm
	Budget & Finance Committee	Mon 17	At concl of P&P
	Works & Services	Mon 17	At concl of B&F
	Resources & Governance Committee	Mon 17	At concl of B&F
	Council	Mon 24	6.30pm
	Council Assessment Panel (CAP)	Tues 25	6.00pm
MAR	Informal Strategy	Mon 2	6.30pm
	Sport, Recreation & Grants Committee	Tues 10	6.30pm
	Sub-Committees as required	Tues 10	At concl of SR&G
	Sub-Committees as required	Wed 11	6.30pm
	Policy & Planning Committee	Mon 16	6.30pm
	Budget & Finance Committee	Mon 16	At concl of P&P
	Works & Services	Mon 16	At concl of B&F
	Resources & Governance Committee	Mon 16	At concl of B&F
	Council	Mon 23	6.30pm
	Council Assessment Panel (CAP)	Tues 24	6.00pm
APR	Informal Strategy	Mon 6	6.30pm
	Sport, Recreation & Grants Committee	Tues 14	6.30pm
	Sub-Committees as required	Tues 14	At concl of SR&G
	Audit Committee	Tues 14	6.30pm
	Sub-Committees as required	Wed 15	6.30pm
	Policy & Planning Committee	Mon 20	6.30pm
	Budget & Finance Committee	Mon 20	At concl of P&P
	Works & Services	Mon 20	At concl of B&F
	Resources & Governance Committee	Mon 20	At concl of B&F
	Council	Mon 27	6.30pm
	Council Assessment Panel (CAP)	Tues 28	6.00pm



DRAFT 2020 Formal Meeting Schedule

Month	Meetings	Date	Time
MAY	Sport, Recreation & Grants Committee	Mon 11	6.30pm
	Sub-Committees as required	Mon 11	At concl of SR&G
	Sub-Committees as required	Tues 12	6.30pm
	Policy & Planning Committee	Mon 18	6.30pm
	Budget & Finance Committee	Mon 18	At concl of P&P
	Works & Services	Mon 18	At concl of B&F
	Resources & Governance Committee	Mon 18	At concl of B&F
	Council	Mon 25	6.30pm
	Council Assessment Panel (CAP)	Tues 26	6.00pm
JUN	Informal Strategy	Tues 2	6.30pm
	Sport, Recreation & Grants Committee	Tues 9	7.00pm
	Budget & Finance Committee	Tues 9	At concl of SR&G
	Sub-Committees as required	Wed 10	6.30pm
	Policy & Planning Committee	Mon 15	6.30pm
	Works & Services	Mon 15	At concl of B&F
	Resources & Governance Committee	Mon 15	At concl of B&F
	Council	Mon 22	6.30pm
	Council Assessment Panel (CAP)	Tues 23	6.00pm
JUL	Informal Strategy	Mon 6	6.30pm
	Sport, Recreation & Grants Committee	Mon 13	6.30pm
	Sub-Committees as required	Mon 13	At concl of SR&G
	Audit Committee	Tues 14	6.30pm
	Sub-Committees as required	Tues 14	6.30pm
	Policy & Planning Committee	Mon 20	6.30pm
	Budget & Finance Committee	Mon 20	At concl of P&P
	Works & Services	Mon 20	At concl of B&F
	Resources & Governance Committee	Mon 20	At concl of B&F
	Council	Mon 27	7.00pm
	Council Assessment Panel (CAP)	Tues 28	6.00pm
AUG	Informal Strategy	Mon 3	6.30pm
	Sport, Recreation & Grants Committee	Mon 10	6.30pm
	Sub-Committees as required	Mon 10	At concl of SR&G
	Sub-Committees as required	Tues 11	6.30pm
	Policy & Planning Committee	Mon 17	6.30pm
	Budget & Finance Committee	Mon 17	At concl of P&P
	Works & Services	Mon 17	At concl of B&F
	Resources & Governance Committee	Mon 17	At concl of B&F
	Council	Mon 24	6.30pm
	Council Assessment Panel (CAP)	Tues 25	6.00pm



DRAFT 2020 Formal Meeting Schedule

Month	Meetings	Date	Time
SEP	Informal Strategy	Mon 7	6.30pm
	Sport, Recreation & Grants Committee	Mon 14	6.30pm
	Sub-Committees as required	Mon 14	At concl of SR&G
	Sub-Committees as required	Tues 15	6.30pm
	Policy & Planning Committee	Mon 21	6.30pm
	Budget & Finance Committee	Mon 21	At concl of P&P
	Works & Services	Mon 21	At concl of B&F
	Resources & Governance Committee	Mon 21	At concl of B&F
	Council	Mon 28	6.30pm
	Council Assessment Panel (CAP)	Tues 29	6.00pm
OCT	Informal Strategy	Tues 6	6.30pm
	Sport, Recreation & Grants Committee	Mon 12	6.30pm
	Sub-Committees as required	Mon 12	At concl of SR&G
	Audit Committee	Tues 13	6.30pm
	Sub-Committees as required	Tues 13	6.30pm
	Policy & Planning Committee	Mon 19	6.30pm
	Budget & Finance Committee	Mon 19	At concl of P&P
	Works & Services	Mon 19	At concl of B&F
	Resources & Governance Committee	Mon 19	At concl of B&F
	Council	Mon 26	6.30pm
	Council Assessment Panel (CAP)	Tue 27	6.00pm
NOV	Informal Strategy	Mon 2	6.30pm
	Sport, Recreation & Grants Committee	Mon 9	6.30pm
	Sub-Committees as required	Mon 9	At concl of SR&G
	Audit Committee	Tues 10	6.30pm
	Sub-Committees as required	Tues 10	6.30pm
	Policy & Planning Committee	Mon 16	6.30pm
	Budget & Finance Committee	Mon 16	At concl of P&P
	Works & Services	Mon 16	At concl of B&F
	Resources & Governance Committee	Mon 16	At concl of B&F
	Council	Mon 23	6.30pm
	Council Assessment Panel (CAP)	Tues 24	6.00pm
DEC	Sport, Recreation & Grants Committee	Mon 30 Nov	6.30pm
	Sub-Committees as required	Mon 30 Nov	At concl of SR&G
	Sub-Committees as required	Tues 1	6.30pm
	Policy & Planning Committee	Mon 7	6.30pm
	Budget & Finance Committee	Mon 7	At concl of P&P
	Works & Services	Mon 7	At concl of B&F
	Resources & Governance Committee	Mon 7	At concl of B&F
	Council	Mon 14	6.30pm
	Council Assessment Panel (CAP)	Tues 15	6.00pm

1. Delegation of Authority**D. COUNCIL****COUNCIL POLICY****Variations to Formal Meeting Schedule**

6476	A condition on the exercise of this delegation be that advice be given to elected members as soon as practicable when a need for change is determined and no later than three clear business days before the relevant meeting(s).	● 000174 Chief Executive Officer - not to be sub delegated -
6475	In the event that changes to the Formal Meeting Schedule are made, the Chief Executive Officer ensure that appropriate advice of any changes is provided to Elected Members and public notification of changed meeting details is made via the Notice of Meetings.	● 000174 Chief Executive Officer - not to be sub delegated -
6474	The Chief Executive Officer be delegated authority to amend the 2020 Formal Meeting Schedule should the need arise.	● 000174 Chief Executive Officer -

ITEM 3.6.2

RESOURCES AND GOVERNANCE COMMITTEE

DATE 18 November 2019

HEADING Summary Report for Attendance at Training and Development Activity - 2019 Local Government Professionals Australia National Congress and Business Expo, Darwin

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 The Elected Member Training and Development Policy sets out requirements for reports to be presented by members after attendance at certain activities. This report addresses that requirement.

RECOMMENDATION

1. The attendance report as attached to item 3.6.2; Resources and Governance Committee, 18/11/2019 be noted.

ATTACHMENTS

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

1. Summary Report for Attendance at Training and Development Activity - Local Government Professionals Australia National Congress and Business Expo, Darwin
2. Local Government Professionals Australia – National Congress & Business Expo Handbook

1. BACKGROUND

- 1.1 The Elected Member Training and Development Policy sets out requirements for reports to be presented by members after attendance at certain activities. Clause 25 of the policy states:

25. *Following attendance at a conference Elected Members must prepare and submit to Council a written report in relation to their attendance at the conference.*

2. CONSULTATION / COMMUNICATION

- 2.1 Internal
 - 2.1.1 Not required.
- 2.2 External

- 2.2.1 Not required.

3. REPORT

- 3.1 In accordance with the Elected Member Training and Development Policy (the policy), Council approved the attendance of the following Elected Members at the Local Government Professionals Australia National Congress and Business Expo in Darwin:

3.1.1 Cr Chad Buchanan

3.1.2 Cr Beau Brug

3.1.3 Cr Kylie Grenfell

3.1.4 Cr Sarak Ouk

- 3.2 As required by the policy, a summary of attendance at the event has been prepared by the attendees and is attached for noting.

4. CONCLUSION / PROPOSAL

- 4.1 Council is asked to note the attached attendance report.

CO-ORDINATION

Officer: Exec Group
Date: 11/11/2019

Local Government Professionals Australia – National Congress & Business Expo

Attendance Report and Summary – Councillors Beau Brug, Chad Buchanan, Kylie Grenfell and Sarah Ouk

Executive Summary:

The Local Government Professionals Australia is the peak body for local government professionals in Australia and focus on developing organisations and the broader local government sector, to build better communities around Australia.

The Local Government Professionals Australia – National Congress & Business Expo was themed “The Future Local Government Leader” and featured a busy program of important speakers including addresses, breakout sessions and panels on issues that affect local government across Australia.

It is the largest and only national local government professional’s conference in Australia and occurs just once a year and attracted more than 200 elected members and staff from councils across all states and territories.

We attended the Local Government Professionals Australia – National Congress & Business Expo which was held at the Darwin Convention Centre, NT. We note that other councils sent a significant delegation of their Mayor, several Councillors, CEO and other staff; namely City of Onkaparinga, City of Charles Sturt, City of Pt Adelaide Enfield & City of Victor Harbor in SA just to name a few.

Attendance Report and Summary:

The Congress was headlined by several great speakers that shared their insights and lessons from their experiences to assist us in being the best councillors and council staff possible to be able to service our community, a real theme of connecting and communicating with the community emerged as speakers discussed the distrust of councils, government broadly, and the many issues affecting Councils in the future.

The Congress Speakers included:

Michelle Guthrie - Former ABC and Google Executive

Over the last 25 years Michelle has worked in leadership for a range of high profile media organisations in Australia, Europe and Asia, including ABC and Google, delivering innovative change and growth to large-scale operations.

John Daley CEO, Grattan Institute

Heading up the Grattan Institute since it was founded ten years ago, John has published extensively on economic reform priorities, budget policy, tax reform, retirement incomes, housing affordability, and generational inequality. This work is underpinned by themes of prioritising government initiatives, and the limits to government effectiveness

Hon Geoff Gallop AC Chair, Newdemocracy Research Committee

A former Premier of Western Australia and leader of the State Parliamentary Labor Party with a ministerial and government career spanning decades, Geoff has held a range of portfolios from Education, Fuel and Energy and Minister Assisting the Treasurer.

Lee Hickin Chief Technology Officer, Microsoft Australia

With over 27 years' experience in the IT industry internationally, Lee brings with him a passion for innovation and leading-edge technologies like AI. Lee is passionate about the positive potential for Artificial Intelligence to build an inclusive and bright future and is a regular speaker on Cloud technology, innovation and driving digital transformation.

Ruth McGowan AOM Author & Consultant

A trainer and facilitator with a focus on improving gender equality across the local government sector and diversity in political representation, based on her own experience of being the only woman councillor when first elected. Ruth advises councils on how to be more inclusive of women; as councillors, officers and community members.

Troy Roderick Strategic Advisor, Male Champions of Change

Specialising in Diversity & Inclusion for more than 20 years and achieving national and global recognition for impactful and original work across both corporate and public sector organisations, Troy has used his expertise to advocate on everything from flexible working, inclusive leadership, gender equality, Indigenous employment and workplace responses to domestic and family violence.

Valerie Lemmie Director of Exploratory Research, Kettering Foundation (USA)

An adept strategic thinker with more than 35 years of experience in solving complex problems and controversial issues in the public service as a city manager and chief of staff in the USA, Valerie is today a published author and speaker on public policy and utility regulatory issues nationally and internationally.

Liana Thompson Director Partnerships, Planning and Engagement, City of Whittlesea

Holding senior positions from the political to executive across rural, regional, metropolitan and growth councils over 25 years, Liana has managed and led every area of council operations. She is currently the Vice President of LGProfessionals where she supports the development of Local Government professionals.

Brian Lee-Archer Managing Director, Government and Health, Accenture

An internationally recognised subject-matter expert and management consultant in the social services industry, Brian brings practical field experience from within the social services sector, addressing complex problems and technical challenges.

David Wolf Chief Municipal Inspector, Local Government Inspectorate

Establishing and heading up the dedicated integrity agency for all local councils in Victoria, David has an extensive regulatory and communications background with previous management and executive roles in media, communications and government oversight.

Dr Alex Gyani Principal Advisor, Behavioural Insights

Working in a diverse set of fields from domestic violence, energy regulation, health system efficiency, obesity, financial regulation, employment services to education, Dr Gyani uses behavioural science to design more effective services for citizens and to advise governments across levels.

Professor Helen Sullivan Director, Crawford School Of Public Policy, ANU

A widely-published public policy researcher, teacher and advisor, Professor Sullivan's scholarship explores the changing nature of state-society relationships from governance and collaboration, new forms of democratic participation and public policy and service reform. She appears regularly in print, mainstream and online media commenting on contemporary public policy issues.

Other Speakers included:

- Justine Linley CEO, City of Ballarat;
- Sasha Lord Customer Experience, City of Whittlesea;
- Shweta Babbar Chief Transformation Officer, Glen Eira City Council;
- Candy Choo CEO, LG Professionals WA;
- Victoria Mackirdy CEO, City of Victor Harbor;
- Jeff Renaud President, Cama;
- Glenn Heaperman Manager Human Resources, City of Joondalup;
- Hiroto Akaiwa Executive Director, Japan Local Government Centre;
- Niall Byrne Science In Public;
- Sarah Gibson Director Data Assurance, PwC;
- Stewart Todd General Manager, Narrabri Shire Council;
- Peter Suchting Group Director of Local Government, Technologyone;
- Alison Hancock Corporate & City Services, City of Onkaparinga;
- Prof. Andrew R. Timming University of Western Australia;
- Rona Mcleancarmody Strategic Talent Management, Brisbane City Council;
- And more.

The Structure of the Congress:

Wednesday 31 July:

- Council Study Tour with the City of Darwin – covered their community activities, waste management issues and primarily focused on their new \$10 million dollar “Switching on Darwin” SmartCity program, note it is funded \$5m Federal Government, \$2.5m Territory Government and \$2.5m Council. This also included a short walking tour of the Council building and the main street to see the new street lights/CCTV. The project will deliver a range of smart technologies including:
 - Upgrading 912 CBD street lights to LED smart lighting
 - Extension of free Wi-Fi network
 - 138 CCTV cameras in CBD
 - Sensors for vehicle and pedestrian movement analysis
 - Smart parking technology
 - Microclimate monitoring systems
 - A smart city platform
 - More information:
<https://www.darwin.nt.gov.au/council/transforming-darwin/key-projects/switchingondarwin>
 - The Staff presenting reaffirmed that they had issues with conveying to the public that the data being collected from the CCTV was not facial recognition and was to be used for improving the city by recording data that would be fed into a platform.
 - They did mention that they had some media issues, with lots of people worried about their privacy, see news article:
<https://www.abc.net.au/news/2019-06-13/darwin-smart-city-rollout-privacy-concerns-dismissed-lord-mayor/11203528>
- Welcome Reception was held at the Darwin Convention Centre and attendees were officially welcomed to Darwin and the Congress. We spent time interacting with the Business Expo exhibitors including Belgravia Leisure.

Highlights:

- Discussion on how the City of Darwin are dealing with the PFAS issue and future technologies.
- Strategic directions of the City of Darwin which included 2030 – City for People. City of Colour. 5 Key strategic directions: A capital city with best practice and sustainable infrastructure. A safe, liveable and healthy city. A cool, clean and green city. A smart and prosperous city. A vibrant and creative city.
- Budget highlights. 3% was their adopted rate increase. \$2.52M on new operational initiatives
- LCD screens highlighting Ward Councillors, Mayor and Key Contacts of the City in their Council building.

Thursday 1 August:

- Opening Ceremony
- Keynote: Michelle Guthrie - Combating The Politicisation of the CEO
- Keynote: Geoff Gallop - Future Democracy & Tackling Mistrust
- Citizen Engagement Panel - Featuring Newdemocracy, Kettering Foundation and City of Whittlesea
- Financial Stability, Disasters, Cyber and an Ageing Workforce – Your Council Profile
- Australasian Management Challenge Live Rethinking Revenue –Innovative Ideas in Council Finance
- The Digital Transformation Trilogy a Focus on Customer, Culture and Capability
- Impacts On The Health And Wellbeing Of Local Government Ceos Featuring University Of Western Australia
- Harnessing Data Analytics To Boost Your Council’s Performance Featuring Pwc
- Pulling Water Out Of Thin Air Solving Rural Water Shortages
- Keynote: John Daley Debunking The Myths
- Leading Customer Centred Transformation – Glen Eira Council
- Building Resilience In Australia’s Largest Council Workforce – Brisbane City Council
- Integration Of Workforce Planning And Talent Management – City Of Joondalup
- The Future Leader Panel Join David Wolf, Professor Helen Sullivan and John Daley as they explore the future of council leadership, navigating the unique employer/employee relationship between a CEO and elected councillors and the future challenges to be ready for.
- Awards night which included the handover from LGProfessionals and the announcement of the winners of the Management Challenge that the City of Onkaparinga won and also took home the Emerging Leader Award to Paul Ryan.

Highlights:

- Michelle Guthrie: how she implemented an ideas program (GROW) where you would submit an idea as a grassroots person and be assisted by teams from across all divisions and then it would be a proposal to the board to be discussed and possible implementation into the company.
- Valerie Lemme: Gave an overview of working as a CEO for one of the larger councils within the USA. Talked about the Direct Democracy model as a way to overcome disenfranchisement. Members might be familiar with models like this such as the “Citizens Jury”. Talked about how public managers and elected members engaged with citizens in democratic and complimentary ways with one of the key recommendations is addressing “wicked” community problems using democratic practices that engage citizens as co-producers of public goods. Some of the other strategies included naming problems to capture what is most valuable to citizens, what they hold dear, not just expert information. Another strategy is framing issues for decision making that identify all the options - and the tensions in them, both advantages and disadvantages. Deliberation publicly to make sound decisions by moving from opinions and first impressions to more shared and reflective judgement. Identifying and committing civic resources – assets that often go unrecognised

and unused – in addition to other community resources. Organising complimentary action – coproduction. The objective is to make the whole of people’s efforts more than the sum of the parts. Learning as a community along the way to maintain civic momentum.

- Liana Thompson: the current Vice President of LGProfessionals spoke about her councils upcoming Strategic Plan that would be submitted to her Council on her return from the conference.
- Australasian Management Challenge: a number of ways were presented to the audience on how to secure future revenue that is away from rates. Some of these ideas were “Glamping” by the City of Onkaparinga (this idea will be submitted for Council approval as a future income), a “Community Hub” from a New Zealand council to bring the community together. This would be a great stream for us to look into as an additional income stream.
- Impacts on the Health and Wellbeing of Local Government CEOs: the evidence thus far suggests that CEO’s are experiencing stress levels well above the nation average. Everyone, including CEOs, has the right to a safe work environment. A healthy CEO is in everyone’s best interest.

Friday 2 August:

- Applying Behavioural Insights to Local Government
- Championing Gender Equity & Becoming a Changemaker
- Creating a Culture of Innovation Within Your Local Council Featuring Technologyone, AWS and City of Onkaparinga
- Embarking on a Whole of Business Customer Experience Program – City Of Whittlesea
- Citizen Science, Stem, Industry: Creating Science-Savvy Communities Featuring Science in Public
- #SwitchingOnDarwin - Making It Real. The Successful Implementation of a Major Smart City Project. Featuring Telstra, GWI and City of Darwin
- Globally Local – International Perspectives on Local Government Japan, Korea, Canada And United States
- The Future Local Government Workforce Master The Challenges of a Changing and Ageing Workforce with Advice from Brisbane City Council, City of Joondalup, Accenture and Microsoft.
- Do you really know how engaged your staff are? Featuring Mcarthur
- Close of the conference

Highlights:

- #SwitchingOnDarwin – how do we as a council implement this without making our community feel like they are “rats in an experiment”
- Championing Gender Equality – this talked about having equal quotas of gender for the entire council.

Congress & Business Expo Exhibitors:

There is no copy of exhibitors or an exhibition prospectus; however the major sponsors and exhibitors were:

- JLT Insurance
- Technology One
- McArthur Recruitment
- The Australian Jobs Directory
- Easi
- Exeloo
- Belgravia
- Datacom
- And many more.

We particularly enjoyed speaking to: Belgravia Leisure (recreation management) and Exeloo (automated toilets).

The Congress featured great presenters, insightful commentary and content on relevant issues, and great to see the Federation Awards, Raymond West Scholarships & Management Challenge winners announced at Congress Dinner.

Recommendations:

As a result of the conference, there are several recommendations from this Congress - that we have for council to consider and adopt:

1. That the report be received.
2. That the information be noted.
3. That staff prepare and bring back to the relevant Council Committees, a report/s that considers the prospective implementation of:
 - a) strategies and opportunities for Council to engage in the "Direct Democracy" (Citizens Jury) the report come back identifying areas where this can be used e.g. Neales Green etc;
 - b) the creation of a "Fun Bus" service as provided by the City of Darwin;
 - c) implementing the structural seating incorporating vegetation;
 - d) use of LCD screens in City of Salisbury community centres and depots to present to viewers information about the current Mayor, Ward Councillors, Ward Maps, Key Contacts, Consultations being conducted, key events within the City of Salisbury.
 - e) an cost benefit analysis of possible implementation of the SmartCities program akin to the City of Darwin experience;

f) consideration to the creation of a market to be held in the Salisbury City Centre once a month similar to the Mindil Beach Markets in Darwin;

g) that City of Darwin's Strategic Plan be reviewed as part of the any development for the future of City of Salisbury's Strategic Plan.

4. That Council endorse and advocate our support to the LGA SA and the State Government that they consider adoption of the creation of an independent tribunal to set CEO remuneration; similar to other States.



Figure 1: Fun Bus - roaming playgroup servicing the community; helps new parents socialise



Figure 2: Nature Shaded Benches - benches with plants providing shade



Figure 3: Nature Shaded Benches - benches with plants providing shade



Figure 4: LCD Screens in Council Community Hub featuring Councillors/ward maps & current events



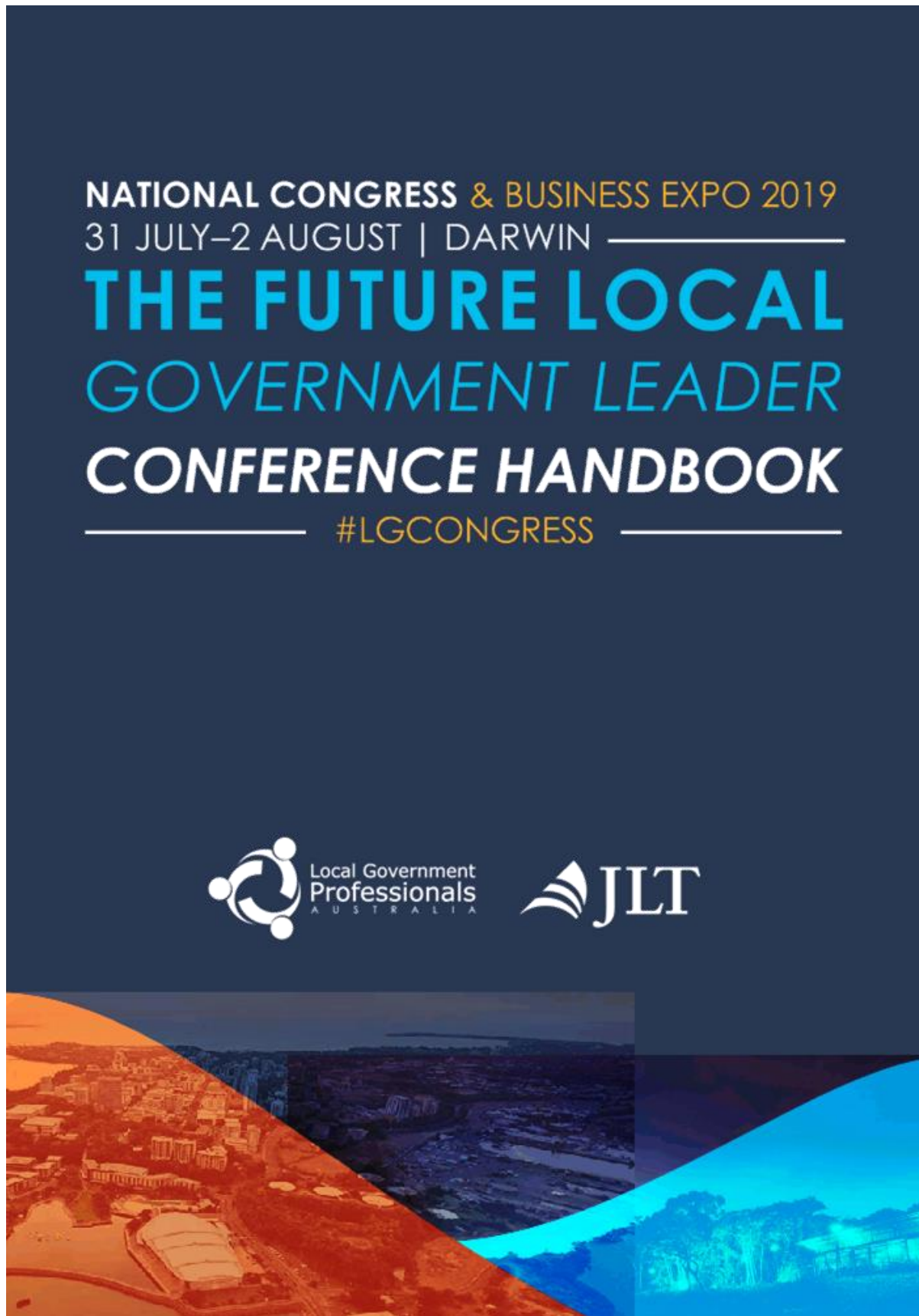
Figure 5: Mindil Beach Markets



Figure 6: Mindil Beach Markets



Figure 7: Mindil Beach Markets



PRESIDENT'S WELCOME

Welcome to this year's premier local government event, the National Congress and Business Expo.

Over the next three days, leading experts from around Australia and the world will join us in tackling strategies to improve our councils, our teams, and our profession. We will cover the pressing issues for the sector including the changing workforce dynamic, the impact of technology on the future of work, the evolving nature of our democracy and diminishing trust in public institutions.

As a cohort of today's Local Government leaders and tomorrow's emerging leaders, I know the increasingly challenging roles you have. There has never been more pressure or more importance placed on council officers who keep our councils working, so we have brought together speakers and change-makers to help you develop better teams, better organisations, and a better you.

The Congress is split into three main rooms, with keynote addresses and panel sessions in the Auditorium, workshops and council deep-dives in Meeting Rooms 3 & 4, and the business exhibition in the Hall. I encourage you to familiarise yourself with the program and make full use of the various spaces as there will be something to pique all interests throughout the conference.

I look forward to meeting you and sharing ideas, strategies and enjoying some social time during the next three days.

A. DeFazio

A (Tony) De Fazio
National President
LG Professionals Australia



JLT WELCOME



There are very few commercial relationships that continuously develop over three decades and it gives me great pride to continue our 31 year relationship with the Local Government Professionals network. As the Principal Partner of the 2019 National Congress and Business Expo and the Australasian Management Challenge, we welcome you to Darwin.

Everyone at this year's Congress has invested their time to explore what the future Local Government Leaders will evolve into and how Local Government can continue to expand on the value that it provides its communities.

This year, we are excited to present the second JLT Public Sector Risk report, which will share specific insights from Local Government CEOs and General Managers into issues such as the ageing workforce, cyber and catastrophic events.

As in previous years, we have observed the excitement grow in each State during their Management Challenge and this will culminate into a group of emerging leaders contributing to the National Management Challenge. This is a critical part of how JLT Public Sector are investing in the future of Local Government.

The risk environment continues to evolve as does Local Government and we look forward to catching up with everyone during Congress.

Gary Okely
CEO Public Sector & Director
JLT Australia



SPEAKER LINE-UP

MICHELLE GUTHRIE

FORMER ABC AND GOOGLE EXECUTIVE

Over the last 25 years Michelle has worked in leadership for a range of high profile media organisations in Australia, Europe and Asia, including ABC and Google, delivering innovative change and growth to large-scale operations.



JOHN DALEY

CEO, GRATTAN INSTITUTE

Heading up the Grattan Institute since it was founded ten years ago, John has published extensively on economic reform priorities, budget policy, tax reform, retirement incomes, housing affordability, and generational inequality. This work is underpinned by themes of prioritising government initiatives, and the limits to government effectiveness

HON GEOFF GALLOP AC

CHAIR, NEWDEMOCRACY RESEARCH COMMITTEE

A former Premier of Western Australia and leader of the State Parliamentary Labor Party with a ministerial and government career spanning decades, Geoff has held a range of portfolios from Education, Fuel and Energy and Minister Assisting the Treasurer.



RUTH MCGOWAN AOM

AUTHOR & CONSULTANT

A trainer and facilitator with a focus on improving gender equality across the local government sector and diversity in political representation, based on her own experience of being the only woman councillor when first elected. Ruth advises councils on how to be more inclusive of women; as councillors, officers and community members.

TROY RODERICK

STRATEGIC ADVISOR, MALE CHAMPIONS OF CHANGE

Specialising in Diversity & Inclusion for more than 20 years and achieving national and global recognition for impactful and original work across both corporate and public sector organisations, Troy has used his expertise to advocate on everything from flexible working, inclusive leadership, gender equality, Indigenous employment and workplace responses to domestic and family violence.



**VALERIE LEMMIE****DIRECTOR OF EXPLORATORY RESEARCH,
KETTERING FOUNDATION (US)**

An adept strategic thinker with more than 35 years of experience in solving complex problems and controversial issues in the public service as a city manager and chief of staff in the USA, Valerie is today a published author and speaker on public policy and utility regulatory issues nationally and internationally.

LIANA THOMPSON**DIRECTOR PARTNERSHIPS, PLANNING
AND ENGAGEMENT, CITY OF WHITTLESEA**

Holding senior positions from the political to executive across rural, regional, metropolitan and growth councils over 25 years, Liana has managed and led every area of council operations. She is currently the Vice President of LGPro where she supports the development of Local Government professionals.

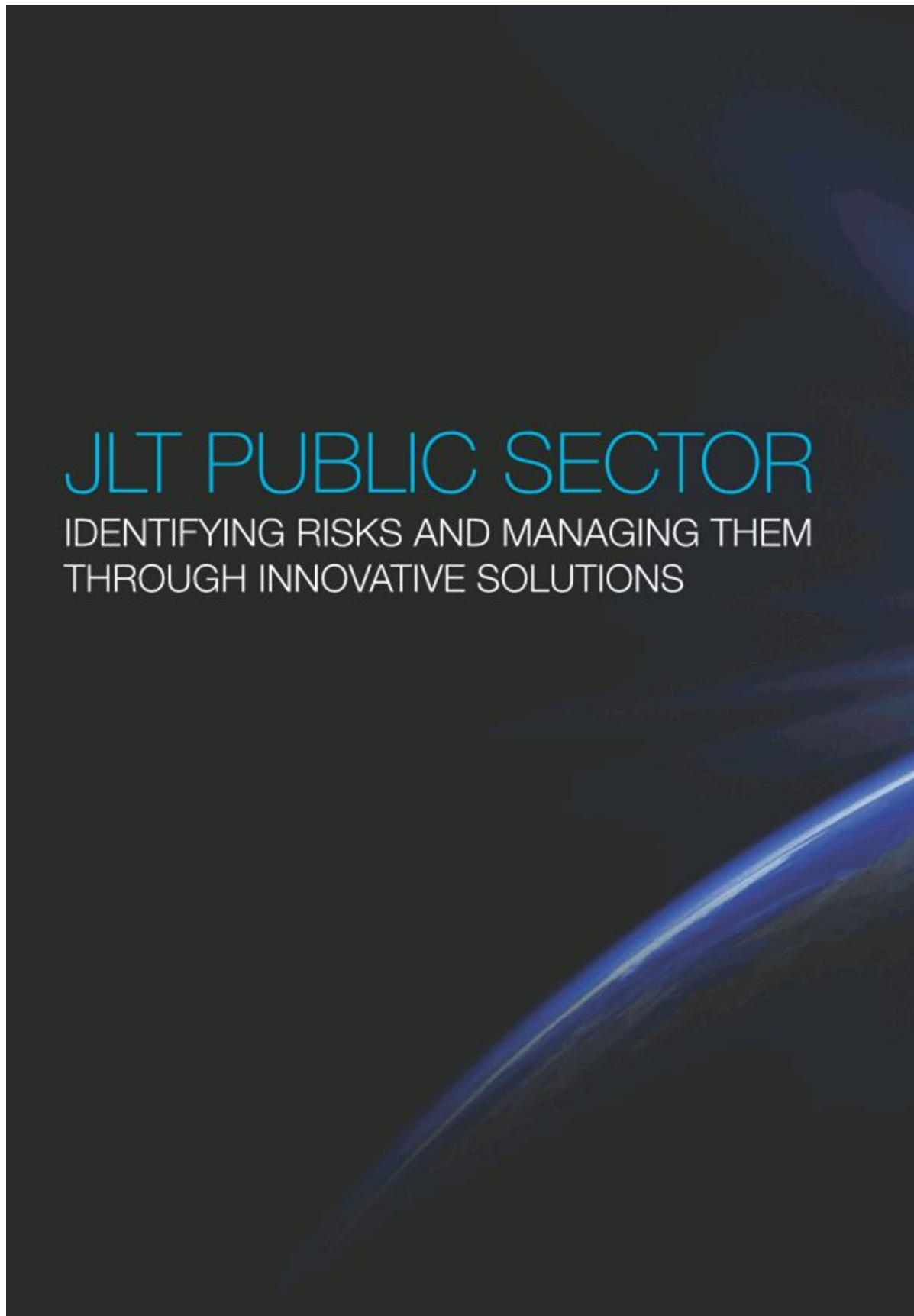
**BRIAN LEE-ARCHER****MANAGING DIRECTOR, GOVERNMENT
AND HEALTH, ACCENTURE**

An internationally recognised subject-matter expert and management consultant in the social services industry, Brian brings practical field experience from within the social services sector, addressing complex problems and technical challenges.

LEE HICKIN**CHIEF TECHNOLOGY OFFICER,
MICROSOFT AUSTRALIA**

With over 27 years' experience in the IT industry internationally, Lee brings with him a passion for innovation and leading-edge technologies like AI. Lee is passionate about the positive potential for Artificial Intelligence to build an inclusive and bright future and is a regular speaker on Cloud technology, innovation and driving digital transformation.

**JUSTINE LINLEY**
CEO, CITY OF
BALLARAT**SASHA LORD**
CUSTOMER
EXPERIENCE, CITY
OF WHITTLESEA**SHWETA BABBANI**
CHIEF
TRANSFORMATION
OFFICER,
GLEN EIRA
CITY COUNCIL**CANDY CHOO**
CEO, LG
PROFESSIONALS
WA**VICTORIA
MACKIRDY**
CEO, CITY OF
VICTOR HARBOR**JEFF RENAUD**
PRESIDENT, CAMA







GLENN HEAPERMAN
MANAGER HUMAN
RESOURCES, CITY OF
JOONDALUP



HIROTOMO AKAIWA
EXECUTIVE DIRECTOR,
JAPAN LOCAL
GOVERNMENT
CENTRE



NIALL BYRNE
SCIENCE IN PUBLIC



SARAH GIBSON
DIRECTOR DATA
ASSURANCE, PWC



STEWART TODD
GENERAL MANAGER,
NARRABRI SHIRE
COUNCIL



DAVID WOLF
**CHIEF MUNICIPAL INSPECTOR, LOCAL
GOVERNMENT INSPECTORATE**

Establishing and heading up the dedicated integrity agency for all local councils in Victoria, David has an extensive regulatory and communications background with previous management and executive roles in media, communications and government oversight.



DR ALEX GYANI
**PRINCIPAL ADVISOR,
BEHAVIOURAL INSIGHTS**

Working in a diverse set of fields from domestic violence, energy regulation, health system efficiency, obesity, financial regulation, employment services to education, Dr Gyani uses behavioural science to design more effective services for citizens and to advise governments across levels.



PROFESSOR HELEN SULLIVAN
**DIRECTOR, CRAWFORD SCHOOL OF
PUBLIC POLICY, ANU**

A widely-published public policy researcher, teacher and advisor, Professor Sullivan's scholarship explores the changing nature of state-society relationships from governance and collaboration, new forms of democratic participation and public policy and service reform. She appears regularly in print, mainstream and online media commenting on contemporary public policy issues.

And more



PETER SUCHTING
GROUP DIRECTOR
OF LOCAL
GOVERNMENT,
TECHNOLOGYONE



ALISON HANCOCK
CORPORATE & CITY
SERVICES, CITY OF
ONKAPARINGA



**PROF. ANDREW R.
TIMMING**
UNIVERSITY OF WESTERN
AUSTRALIA



**RONA MCLEAN-
CARMODY**
STRATEGIC TALENT
MANAGEMENT,
BRISBANE CITY COUNCIL

Item 3.6.2 - Attachment 2 - Local Government Professionals Australia – National Congress & Business Expo Handbook

Page 76
Resources and Governance Committee Agenda - 18 November 2019

City of Salisbury

2019 CONGRESS PROGRAM

WEDNESDAY 31 JULY

COUNCIL STUDY TOUR

9AM-1PM

Learn from the unique perspectives of City of Darwin including technical briefings and a walking tour of *Switching On Darwin*.

Meeting at the City of Darwin Civic Centre
**Note: this Study Tour has limited space and requires pre-registration*

WELCOME RECEPTION & DRINKS

5PM - 7PM

Settle in and network at the **Darwin Convention Centre** with drinks and canapes for your official welcome to Darwin and the Congress.

THURSDAY 1 AUGUST

AUDITORIUM

THE PRESIDENT'S RUN

6:30AM-7:30AM

Grab your sneakers and join LG Professionals Australia President, Tony De Fazio on a morning run across the picturesque waterside of Darwin's foreshore.
 Meeting at the Darwin Cenotaph War Memorial on the Bicentennial Park Esplanade

OPENING CEREMONY

9AM

9:15AM

 **KEYNOTE: MICHELLE GUTHRIE**
 COMBATING THE POLITICISATION OF THE CEO

10AM-10:30AM

 **KEYNOTE: GEOFF GALLOP**
 FUTURE DEMOCRACY & TACKLING MISTRUST

10:30AM

MORNING TEA

11AM-12PM

 **CITIZEN ENGAGEMENT PANEL**
 Featuring newDemocracy, Kettering Foundation and City of Whittlesea

12PM-12:30PM

FINANCIAL STABILITY, DISASTERS, CYBER AND AN AGEING WORKFORCE – YOUR COUNCIL PROFILE

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THURSDAY 1 AUGUST (CONTINUED)		
	AUDITORIUM	MEETING ROOM
12:30PM	LUNCH	
1:30PM-2:30PM	AUSTRALASIAN MANAGEMENT CHALLENGE LIVE RETHINKING REVENUE – INNOVATIVE IDEAS IN COUNCIL FINANCE	IMPACTS ON THE HEALTH AND WELLBEING OF LOCAL GOVERNMENT CEOS Featuring University of Western Australia HARNESSING DATA ANALYTICS TO BOOST YOUR COUNCIL'S PERFORMANCE Featuring PwC
2:30PM-3PM	THE DIGITAL TRANSFORMATION TRILOGY A FOCUS ON CUSTOMER, CULTURE AND CAPABILITY	PULLING WATER OUT OF THIN AIR Solving Rural Water Shortages
3:00PM	AFTERNOON TEA	
3:30PM-4PM	KEYNOTE: JOHN DALEY DEBUNKING THE MYTHS 	LEADING CUSTOMER CENTRED TRANSFORMATION – GLEN EIRA COUNCIL BUILDING RESILIENCE IN AUSTRALIA'S LARGEST COUNCIL WORKFORCE – BRISBANE CITY COUNCIL
4PM-5PM	THE FUTURE LEADER PANEL Join David Wolf, Professor Helen Sullivan and John Daley as they explore the future of council leadership, navigating the unique employer/employee relationship between a CEO and elected councillors and the future challenges to be ready for.	INTEGRATION OF WORKFORCE PLANNING AND TALENT MANAGEMENT – CITY OF JOONDALUP
6:30PM-11PM	GALA DINNER & AWARDS NIGHT Join your colleagues and peers for sunset drinks and a seaside dinner on Darwin's magnificent waterfront at Pee Wee's at the Point Coaches depart main hotels between 5:45PM and 6:05PM	

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FRIDAY 2 AUGUST		
	AUDITORIUM	MEETING ROOM
9AM-9:30AM	APPLYING BEHAVIOURAL INSIGHTS TO LOCAL GOVERNMENT 	CREATING A CULTURE OF INNOVATION WITHIN YOUR LOCAL COUNCIL Featuring TechnologyOne, AWS and City of Onkaparinga
9:30AM-10:30AM	CHAMPIONING GENDER EQUITY & BECOMING A CHANGEMAKER 	EMBARKING ON A WHOLE OF BUSINESS CUSTOMER EXPERIENCE PROGRAM – CITY OF WHITTLESEA CITIZEN SCIENCE, STEM, INDUSTRY: CREATING SCIENCE-SAVVY COMMUNITIES Featuring Science in Public
10:30AM	MORNING TEA	
11AM-12:30PM	THE FUTURE LOCAL GOVERNMENT WORKFORCE Master the challenges of a changing and ageing workforce with advice from Brisbane City Council, City of Joondalup, Accenture and Microsoft. 	#SWITCHINGONDARWIN - MAKING IT REAL. THE SUCCESSFUL IMPLEMENTATION OF A MAJOR SMART CITY PROJECT. Featuring Telstra, GWI and City of Darwin GLOBALLY LOCAL – INTERNATIONAL PERSPECTIVES ON LOCAL GOVERNMENT JAPAN, KOREA, CANADA AND UNITED STATES
12:30PM-1PM	DO YOU REALLY KNOW HOW ENGAGED YOUR STAFF ARE? Featuring McArthur	
1PM	LUNCH	

11

LOCAL GOVERNMENT PROFESSIONALS AUSTRALIA WOULD LIKE TO THANK OUR PARTNERS AND SPONSORS – FIND OUT HOW THEY CAN HELP YOU AND YOUR COUNCIL IN THE EXHIBITION HALL

PRINCIPAL PARTNER



PLATINUM SPONSOR



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SPONSORS



ITEM	3.6.3
	RESOURCES AND GOVERNANCE COMMITTEE
DATE	18 November 2019
HEADING	Update on the Review of Council Endorsed Policies
AUTHOR	Janet Crook, Risk & Governance Program Manager, CEO and Governance
CITY PLAN LINKS	4.2 Develop strong capability and commitment to continually improve Council's performance. 4.3 Have robust processes that support consistent service delivery and informed decision making.
SUMMARY	It is the practice at City of Salisbury that Council endorsed policies are reviewed by the Administration and put to Council within the first 12 months following a Council election. While many of the policies have been reviewed, some will need to be reviewed in 2020. A timetable of the remaining policies to be reviewed has been provided to Council as a guide.

RECOMMENDATION

1. That the information be received and noted.

ATTACHMENTS

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

1. Timetable for Review of Council Endorsed Policies

1. BACKGROUND

- 1.1 A Council election was held in November 2018.
- 1.2 It is the practice at City of Salisbury that Council endorsed policies are reviewed within the first 12 months following a Council election.

2. CONSULTATION / COMMUNICATION

- 2.1 Internal
 - 2.1.1 Consultation with policy owners occurred with regard to the timetable.
- 2.2 External
 - 2.2.1 Nil

3. REPORT

- 3.1 A Council election was held in November 2018.
- 3.2 It is the practice at City of Salisbury that Council endorsed policies are reviewed within the first 12 months following a Council election.

- 3.3 Many of the policies have been reviewed by the Administration and presented to Council for approval during 2019.
- 3.4 Some policies are yet to be reviewed. Therefore, a timetable has been prepared to identify those policies and provide Council with information as to when those policies will be presented for approval. The timetable appears as Attachment 1 to this report.
- 3.5 There are 22 policy documents still to be reviewed. Four policies are being presented to Committees and Council in November 2019. Three policies are scheduled to be presented in December 2019, four in January 2020, seven in February 2020, two in March 2020, one in June 2020 and one in June 2022.

4. CONCLUSION / PROPOSAL

- 4.1 A timetable has been prepared to identify the policies which are yet to be reviewed and provide Council with information as to when those policies will be presented for approval.

CO-ORDINATION

Officer: Executive Group
Date: 11/11/2019

TIMETABLE FOR REVIEW OF COUNCIL ENDORSED POLICIES

	POLICY	OWNER	LAST REVIEWED	COMMENTS	MEETING REVIEW DATE	Status
1.	Public Consultation	Manager, Community Experience and Relationships	November 2015	Public Consultation required unless Council determines that alterations to the policy are of minor significance that would attract little (or no) community interest.	February 2020	Outstanding
2.	Media Policy	Manager, Community Experience and Relationships	February 2017		December 2019	Outstanding
3.	Compliments, Comments and Complaints Procedure	Manager, Community Experience and Relationships	May 2018		February 2020	Outstanding
4.	Verge Development by Residents	Manager, Infrastructure Management	June 2017	To be considered in conjunction with the review of the Verge Maintenance Program.	January 2020	Outstanding
5.	Tree Management Framework and Tree Removal Procedure	Manager, Infrastructure Management	April 2018	To be considered in conjunction with the review of the Verge Maintenance Program.	January 2020	Outstanding
6.	Footpath Policy	Manager, Infrastructure Management	July 2017	To be considered in conjunction with the review of the Verge Maintenance Program.	February 2020	Outstanding
7.	Asset Management	Manager, Infrastructure Management	July 2015	To be considered in conjunction with the review of the Verge Maintenance Program.	January 2020	Outstanding
8.	Club Information Signage on Council Reserves	Manager, Infrastructure	July 2011		February 2020	Outstanding

TIMETABLE FOR REVIEW OF COUNCIL ENDORSED POLICIES

Policy	Management				
9. Youth Sponsorship Program Policy	General Manager, Business Excellence	April 2017		December 2019	Outstanding
10. Building Renewal Policy	Manager, Property and Buildings	November 2015		February 2020	Outstanding
11. Charges for use of Council Land for Business Purposes	Manager, Property & Buildings	July 2018		March 2020	Outstanding
12. Building Upgrade Agreements Policy	Manager, Economic Development and Urban Policy	August 2017		December 2019	Outstanding
13. Privately Funded Development Plan Amendments Policy	Manager, Economic Development and Urban Policy	December 2014		June 2020	Outstanding
14. Affordable Housing – Surplus Council Owned Land	Manager, Strategic Development Projects	April 2018		February 2020	Outstanding
15. Mobile Food Vendors Policy	Manager, Environmental Health & Safety	February 2018		February 2020	Outstanding
16. Sister City and Friendship City Selection and Maintenance Policy and Procedure	General Manager, Community Development	September 2017		January 2020	Outstanding
17. Code of Practice for Meeting Procedures	Manager, Governance	April 2018 Amended November 2018	Will form part of the review of the committee structure	March 2020	Outstanding
18. Caretaker Policy	Manager, Governance	June 2018	Not required until closer to next election.	June 2022	Outstanding
19. Elected Members Code of Conduct – Dealing with Complaints	Manager, Governance	November 2017	On agenda for Resources and Governance Committee and Council in November 2019.	November 2019	Complete
20. Treasury Policy	Manager, Financial Services	November 2017	On agenda for Audit Committee and Council in	November 2019	Complete

TIMETABLE FOR REVIEW OF COUNCIL ENDORSED POLICIES

			November 2019.		
21.	Business Units Reserves Policy	General Manager, Business Excellence	November 2017	On agenda for Budget and Finance Committee and Council in November 2019.	November 2019 Complete
22.	Open Space Reserve Fund	General Manager, Business Excellence	November 2017	On agenda for Budget and Finance Committee and Council in November 2019.	November 2019 Complete

ITEM	3.6.4
	RESOURCES AND GOVERNANCE COMMITTEE
DATE	18 November 2019
HEADING	Draft Annual Report 2018/2019
AUTHOR	Mick Petrovski, Manager Governance - CEO/Governance, CEO and Governance
CITY PLAN LINKS	3.4 Be a proud, accessible and welcoming community. 4.2 Develop strong capability and commitment to continually improve Council's performance. 4.4 Embed long term thinking, planning and innovation across the organisation.
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 2018/19 Annual Report forming attachment 1 to this report (Resources and Governance Committee, 18 November 2019, Item 3.6.4) be endorsed for finalisation, subject to any suggested amendments by Council.

ATTACHMENTS

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

1. Draft Annual Report 2018-2019

1. BACKGROUND

- 1.1 The Draft Annual Report 2018/2019 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 Annual Report 2018/2019 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. Each Elected Member will also receive a final printed copy.

2. CONSULTATION / COMMUNICATION

2.1 Internal

- 2.1.1 Governance, Business Excellence, Executive Group and relevant content stakeholders, as required.

2.2 External

- 2.2.1 Nil

3. REPORT

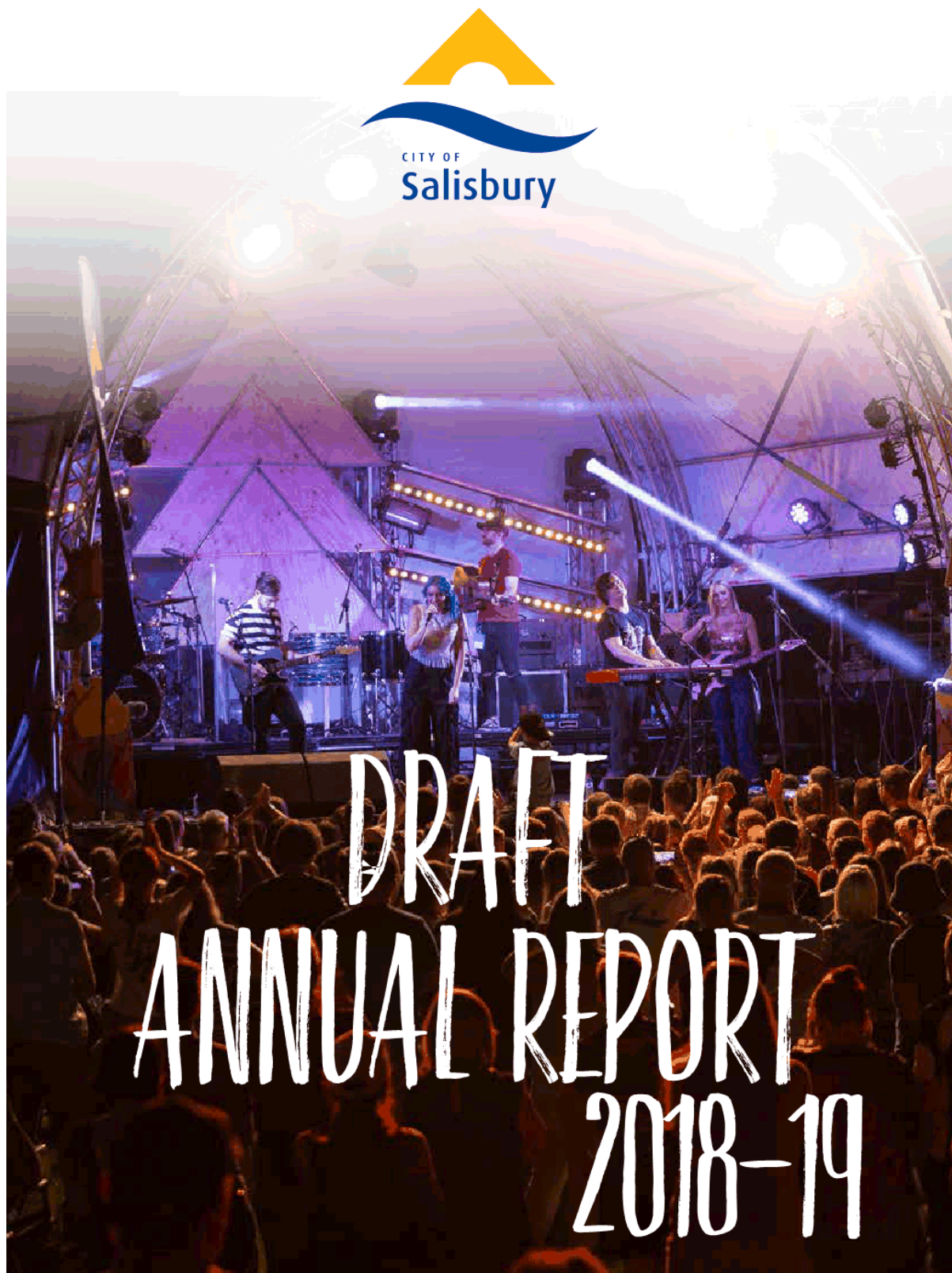
- 3.1 Attached for endorsement is the Draft Annual Report 2018/2019.
- 3.2 It is a legislative requirement that Council's endorsed Annual Report is received by both Houses of Parliament no later than 31 December 2019.
- 3.3 The City of Salisbury's Financial Statements that will be included in the Draft Annual Report 2018/2019 were endorsed by the Audit Committee at its meeting on 12 November 2019.
- 3.4 Following consideration of the Draft Annual Report 2018/2019 by the Resources and Governance Committee and Council, further refinements will be made to the document to reflect Elected Member input and a final internal review to ensure that the content is fully compliant with legislative reporting requirements.

4. CONCLUSION / PROPOSAL

- 4.1 Council is required to endorse the Draft Annual Report 2018/2019 prior to publication.

CO-ORDINATION

Officer: Executive Group
Date: 11/11/2019



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foreword



to be updated

Gym Aldridge



CITY plan

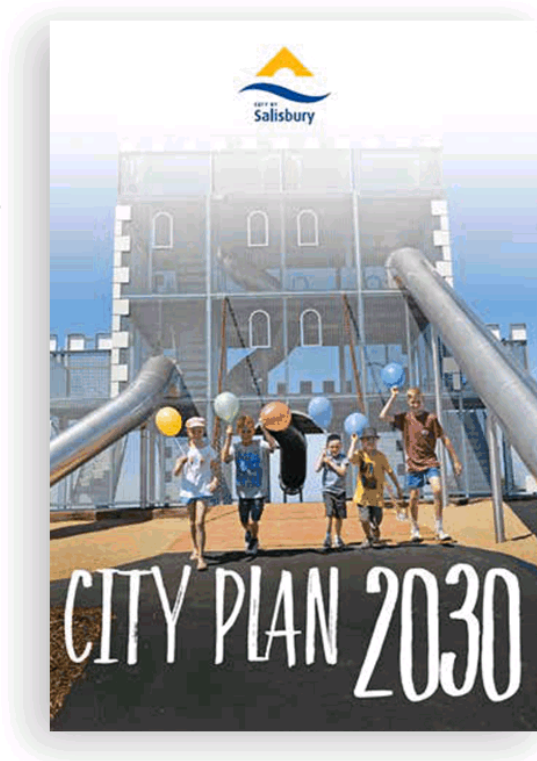
The development of City Plan 2030 was a collective effort comprising a diverse range of partnerships with stakeholders, the community, organisations and all tiers of government. Early engagement has meant the strategic document is meaningful and reflects the needs and wants of the community.

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:

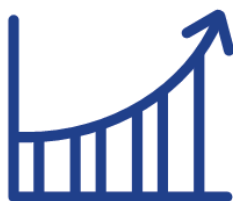
"Salisbury - a flourishing City with opportunity for all"

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:

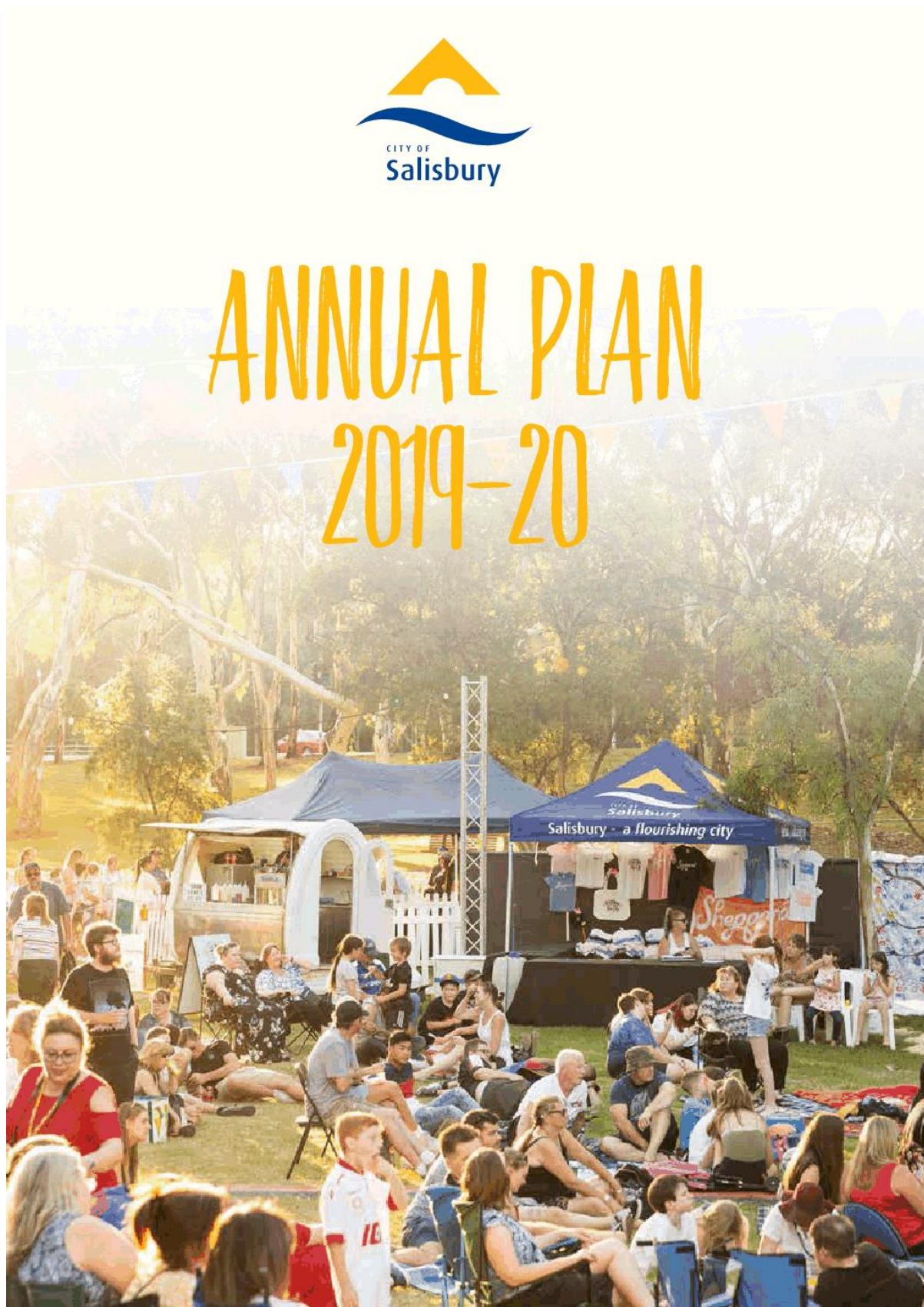
- Increased investment and a wider range of job opportunities
- Well designed and maintained neighbourhoods and places that are inclusive and accessible
- A strong economy consisting of well established businesses and innovative entrepreneurs
- A broader range of education options and more people engaged 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.



Looking ahead to 2019/20

The City of Salisbury's 2019/20 Annual Plan will strive to deliver the key projects the community has identified as priorities.

The City of Salisbury will ensure that it maintains all existing service levels while continuing to invest in streetscapes, verge maintenance, flood management, as well as recreation and sporting facilities.

The Infrastructure Program will feature a range of projects, including \$14.9 million on asset renewal. Council manages community assets valued at over \$1.9 billion in the form of roads, footpaths, buildings and parks.

It also includes a number of large scale projects, some of which will be delivered over multiple years, including the Paddocks Masterplan, Bridgestone Reserve Athletics Facility and the building upgrade program.

The 2019/20 Annual Plan sets an average rate increase of 2.9 per cent. This was higher than the initial proposed increase of 2.5 per cent, due to the State Government 40 per cent increase in the solid waste levy. This resulted in a \$777,000 cost increase, which equates to approximately a 0.8 per cent increase in rates. Council absorbed the balance of approximately \$400,000 in a reduced surplus. Over the next four years the impact of the increase of the solid waste levy is estimated at about \$4.9 million. Council will continue to work on reducing the impact of this.

Features of the 2019/20 Budget

Priorities for the 2019/20 year will continue to include building upon our services and ensuring we are meeting the needs of the community. A focus of the 2019/20 budget is to enhance the city image through further investment in upgrading reserves and streetscapes. Completion of the Salisbury Community Hub later this year will enable Council to deliver technology, services and facilities that will drive the community's need and expectation well into the future.

Other priorities for the year will include the Flood Mitigation and Water Management Programs, building upgrades and the implementation of the Paddocks Masterplan.

The development of masterplans is vital in ensuring the City's sustainability well into the future. As such, the Paddocks Masterplan has established a coordinated approach for capital investment and ongoing renewal of infrastructure and facilities at the Paddocks - one of the most significant recreation and open space precincts within the City of Salisbury. Pending a review of the Salisbury Oval Masterplan, funding has been allocated to support the future development of the Salisbury Oval precinct, recognising the importance of the recreational and community needs.

Budget highlights:

- Park, Sportsfield and Playgrounds \$0.8 million
- Street trees program \$1.4 million
- Salisbury Oval implementation \$1.7 million
- Bridgestone Reserve Athletics facility \$1.6 million
- Paddocks Masterplan implementation \$2.1 million
- Building Upgrade program \$2.6 million
- Local flooding and flood mitigation projects \$2.7 million
- Road reseal and kerb replacement \$8.6 million

How Do We Set Rates?

Setting rates is a balance between funding Council operations, maintaining our financial sustainability and the need to contain increases to minimise the impact on ratepayers. Council is mindful of the impact and affordability of rates and regularly compares our rates with those of other metropolitan councils; in terms of average rates Salisbury ranks third lowest based on 2018/19 data.

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

For 2019/20 Council has determined an average increase of 2.9 per cent. This was increased from 2.5 per cent due to the late announcement of the increase in the State Governments Solid Waste Levy, which is the equivalent of 0.8 per cent rate increase, with Council determining to absorb 0.4 per cent.

Rate Categories

Minimum Rates – apply to all properties where the value falls below a certain level so that all ratepayers make a fair contribution. The minimum rate will increase by 2.9 per cent from \$987 to \$1,016 for 2019/20.

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 promote the development of large land holdings in the city.

Separate Rates – Council collects rates for three distinct purposes:

- Salisbury Business Association - to enable it to market and promote the City Centre
- Globe Derby Community Club - to maintain an area of common land held through 63 shares
- Natural Resources Management (NRM) Levy - 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 about the NRM Levy can be directed to the NRM Board on 08 8273 9100 or www.nrm.sa.gov.au.

These separate rates are paid to the respective entities and not held by Council.

Key Services

OPERATING BUDGET BY KEY DIRECTION	2019/20		
	EXP \$000's	INC \$000's	NET \$000's
THE PROSPEROUS CITY			
Economic Development	1,488	177	1,311
Development Management	3,156	1,310	1,846
Urban Planning	1,158	-	1,158
Roads	4,055	2,685	1,370
Footpaths	1,513	-	1,513
TOTAL THE PROSPEROUS CITY	11,370	4,172	7,198
THE SUSTAINABLE CITY			
Water Management	4,116	2,634	1,482
Waste Management	16,088	232	15,856
Parks and Landscape	20,172	60	20,112
City Infrastructure	-	1,245	(1,245)
TOTAL THE SUSTAINABLE CITY	40,376	4,171	36,205
THE LIVEABLE CITY			
Community Development	2,623	18	2,605
Library Services	5,632	709	4,923
Community Centres	2,229	308	1,921
Recreation Centres	1,941	-	1,941
Community Sport and Club Facilities	2,144	-	2,144
Community Health and Wellbeing	4,623	3,003	1,620
Cemetery	606	511	95
Food and Health Regulation	1,246	256	990
Parking and Bylaws Control	782	388	394
Dog Control	1,668	1,059	609
Crime Prevention and Repair	795	-	795
Street Lighting	3,175	-	3,175
TOTAL THE LIVEABLE CITY	27,464	6,252	21,212
ENABLING EXCELLENCE			
Business Excellence	39	429	(390)
Governance	-	2	(2)
Sundry	3,327	6,466	(3,139)
Infrastructure Depreciation	22,590	-	22,590
TOTAL ENABLING EXCELLENCE	25,956	6,897	19,059
Infrastructure and Project Preparation	2,089	-	2,089
Corporate Unallocated	7,769	-	7,769
Corporate Governance Overhead	3,615	-	3,615
Rate Revenue	-	100,560	(100,560)
TOTAL OPERATING SURPLUS/(DEFICIT)	118,639	122,052	3,413

ELECTED members

MAYOR



Mayor Gillian Aldridge OAM

EAST WARD



Cr Maria Blackmore

Cr Adam Duncan

NORTH WARD



Cr David Hood

Cr Graham Reynolds

SOUTH WARD



Cr Natasha Henningsen

Deputy Mayor
Julie Woodman JP

CENTRAL WARD



Cr Chad Buchanan JP

Cr Donna Proleta

HILLS WARD



Cr Peter Jensen

Cr Shiralee Reardon JP

PARA WARD



Cr Sarah Ouk

Cr Kylie Grenfell

WEST WARD



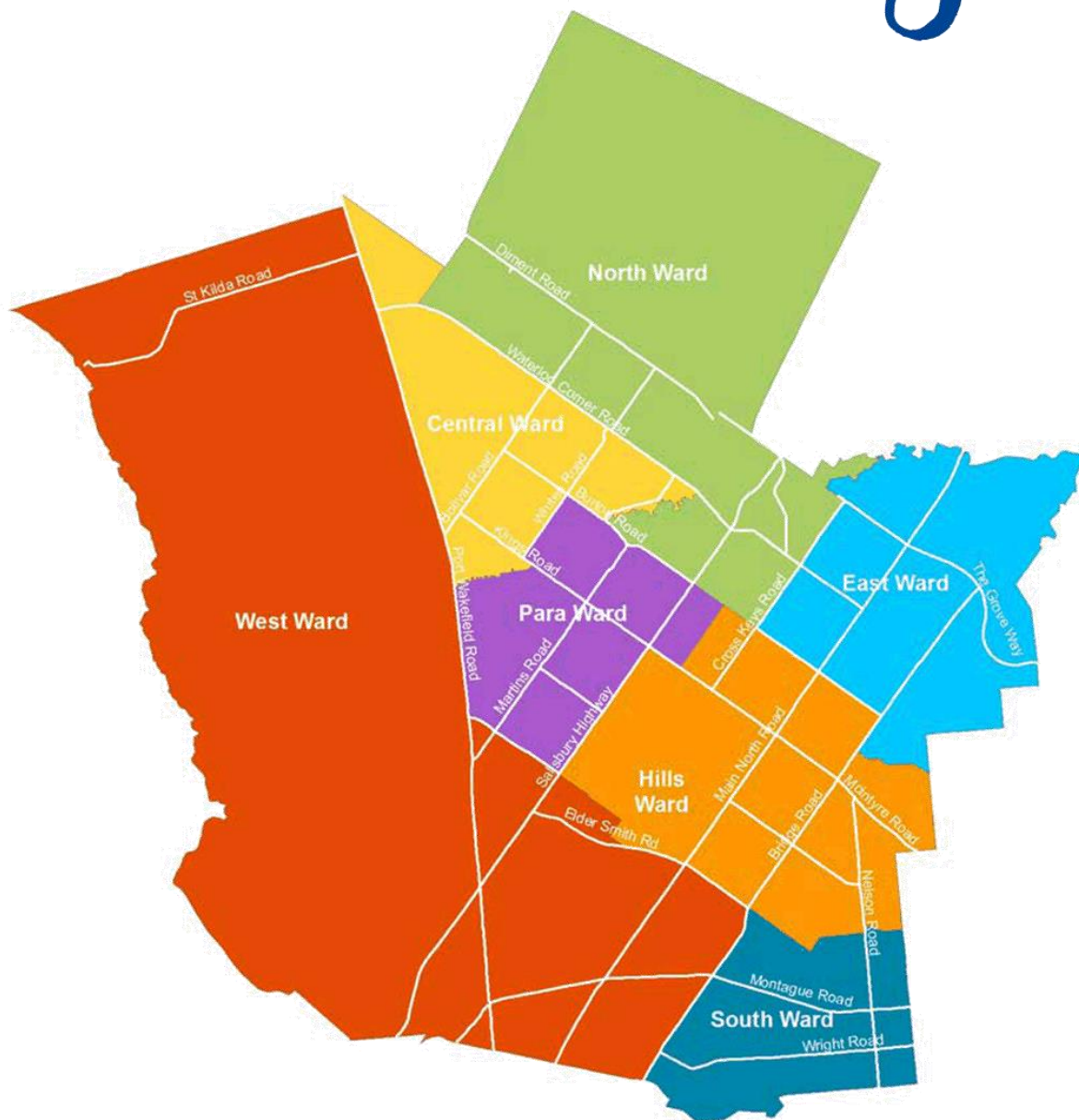
Cr Beau Brug

Cr Lisa Braun

CITY OF SALISBURY ANNUAL REPORT 18/19

11

WARD boundaries



12

CITY OF SALISBURY ANNUAL REPORT 18/19

council

Elector Representation

The community of Salisbury is currently represented on Council by a Mayor who is elected from the whole community, and 14 Elected Members. Elected Members represent one of seven wards, and are elected by the residents of their 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. City of Salisbury performed a representation review in 2017. The Council next intends to conduct a representation review in 2024.

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 6 weeks)
 - Ensure copies of the Representation Options Paper are available for inspection (without charge) and purchase (on payment of a fee fixed by the Council) at the principal office of the Council during the period of consultation.
2. Prepare a Report
 - Make copies of the Report available for public inspection at the principal office of the council; and
 - By public notice, published in a newspaper circulating within its area, inform the public of the preparation of the report and its availability

and invite written submissions on the report within a period specified by Council (being a period of at least 3 weeks).

- Give any person who makes a written submission an opportunity to appear personally or by representative before the Council or a Council Committee and to be heard on those submissions.
3. Finalise the Report
 - Submit the report, accompanied by copies of written submissions received, to the Electoral Commissioner for certification.

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

Council 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

No public initiated submissions under section 28 of the Local Government Act 1999 have been received in 2018/19.

council

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	15	94017	6267
Playford	16	60775	3798
West Torrens	15	41058	2737
Charles Sturt	17	84425	4966
Port Adelaide/Enfield	18	83240	4624
Marion	13	64219	4939
Onkaparinga	13	123939	9533
Tea Tree Gully	13	72663	5589
Metropolitan Average ⁴	13	48061	3624

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

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. 6 of 2018, which resulted in an increase to allowances for City of Salisbury Elected Members as follows:

Councillor:	\$23,350 per annum
Mayor:	\$93,400 per annum
Deputy Mayor:	\$29,187.50 per annum
Chairman of Standing Committees:	\$29,187.50 per annum
Sitting fee 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, such as a sub-committee.	\$230 per meeting limited to an aggregate amount of \$1,380 per annum

In accordance with section 76(9) and 76(15) of the Local Government Act, allowances set out in Determination No. 6 of 2018: Members of Local Government Councils will be adjusted annually on the first, second and third anniversary of the 2018 local government election to reflect changes in the Consumer Price Index, where the Consumer Price Index is defined as "the Consumer Price Index (All groups index for Adelaide) Published by the Australian Bureau of Statistics.

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

council

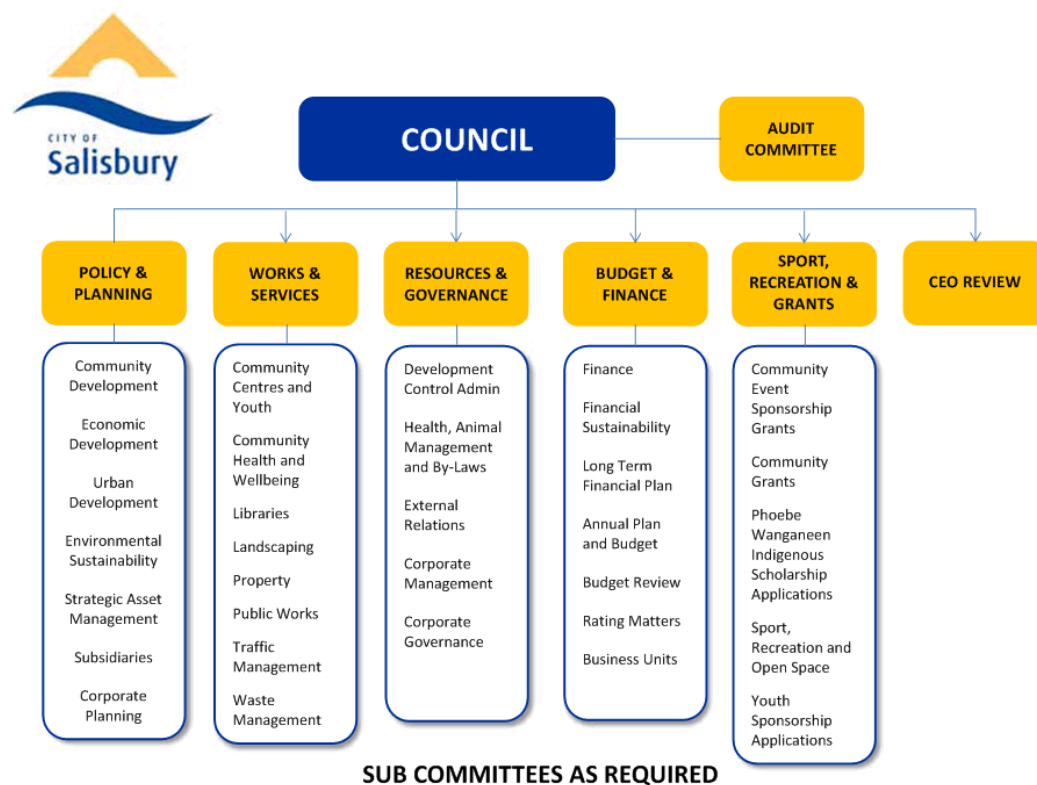
Council and Committee Structure from July 2018 to June 2019

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. The Audit Committee meets on a quarterly basis or as needed. The remaining standing committees meet on the third Monday of each month.

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 until the elections in 2018 was as follows:

Policy and Planning Committee

- Cr Damien Pilkington (Chairman) (until October 2018)
- 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 Recreation and Grants Committee

- Cr Linda Caruso (Chairman) – North Ward
- Cr Julie Woodman (Chairman) – South Ward
- Cr Donna Proleta (Deputy Chairman) – 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

- Cr Graham Reynolds (Chairman)
- Mr Craig Johnson (Deputy Chairman - Independent Member)
- Cr Joe Caruso
- Ms Kristyn Verrall (Independent Member)
- Mr Neil Ediriweera (Independent Member)

council

Following the elections in 2018, Council retained the existing committee structure with the membership set out as follows:

Policy and Planning Committee

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

Works and Services Committee

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

Resources and Governance Committee

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

Budget and Finance Committee

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

Sport's Recreation and Grants Committee

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

Audit Committee

- Cr Graham Reynolds (Chairman)
- Cr Lisa Braun (Deputy Chairman)
- Mr Neil Ediriweera (Independent Member)
- Mr Craig Johnson (Independent Member)
- Ms Kristyn Verrall (Independent Member)

Council Assessment Panel

From July 2018 to June 2019

- Mr Terry Mosel (Presiding Member from May 2019)
- Mr Doug Wallace (Presiding Member until April 2019)
- Ms Stephanie Johnston (Deputy Presiding Member until April 2019)
- Mr Ross Bateup (Independent Member)
- Mr Mike Canny (Independent Member – from May 2019)
- Ms Cherie Gill (Independent Member – from May 2019)
- Mr John Watson (Independent Member – until April 2019)
- Cr Beau Brug (from December 2018)

CEO Review Committee

- Mayor G Aldridge (Chair)
- Ms Julie Woodman, whilst holding the position of Deputy Mayor (Deputy Chair)
- Cr Chad Buchanan
- Cr Donna Proleta
- Cr Shiralee Reardon

Note: Changes in Wards as at the 2018 elections resulted in the removal of the Levels Ward.

council

Participation in decision-making forums (AR.03.02.03)

In 2018/19, there were five Committees with 45 non-elected members in their membership.

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

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 2018/19 a total of 550 items were considered by Council and Committees. Of these, 31 were confidential.

	No. of items considered in confidence	Confidential items as a % of total no. of items considered
2014/15	38	6.59%
2015/16	55	9.56%
2016/17	44	8.05%
2017/18	33	6.21%
2018/19	31	5.64%

Of the 31 items where members of the public were excluded, all or part of the documents presented remained confidential after discussion in confidence had taken place.

council

The following table is a summary of the number of occasions that the provisions listed in Section 90 (excluding the public during debate) OR Section 91 (documents to be kept confidential for a period of time) were used during the 2018-2019 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 2018	SPDSC4	Strategic Land Review - Bi-Annual Update Report & Program Timing	(b)(i) + (ii)	3	1
July 2018	4.4.1	Business Systems and Solutions Audit - Cyber Security	(e)	2	1
July 2018	2.9.1	Salisbury Bowling Club - Acquisition of Land	(d)(i) + (ii)	2	1
July 2018	6.9.1	Update on Action on Rates Assessments Outstanding Under Section 184 of the Local Government Act 1999	(a)	2	1
Aug 2018	IBDSC2	Marketing and Communication Service Review	(a)	3	1
Aug 2018	2.9.1	Former Council Road Reserve - Ryans Road, Greenfields	(b)(i) + (ii)	2	1
Aug 2018	2.9.2	Acquisition of 25-29 Kiekebusch Road, Gulfview Heights	(d)(i) + (ii)	2	1
Aug 2018	6.9.1	Action of Rate Accounts Outstanding under Section 184 of the Local Government Act 1999	(a)	2	1
Aug 2018	13.3	Code of Conduct - 01/2018	(a) and (h)	1	1
Aug 2018	13.4	Code of Conduct - 02/2018	(a) and (h)	1	1
Sept 2018	6.9.1	Action of Rate Accounts Outstanding under Section 184 of the Local Government Act 1999	(a)	2	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.
Dec 2018	6.9.1	Action of Rate Accounts Outstanding under Section 184 of the Local Government Act 1999	(a)	2	1
Dec 2018	13.2	Request for Extension of Confidentiality Order: Red Jam Pty Ltd - Legal Costs	(b)(i) + (ii) and	2	2
(d)(i) + (ii)	1	1	(b)(i) and (ii)	1	1
Dec 2018	13.3	Code of Conduct Complaint - 03/2018	(a)	1	1
Feb 2019	IBDSC3	Council Solutions	(b)(i) + (ii)	3	1
Mar 2019	SPDSC3	Salisbury Oval Residential - Expression of Interest	(b)(i) + (ii)	3	1
Mar 2019	SPDSC4	Hoyle Green Tranche 2 - Status Update Report	(b)(i) + (ii) and	1	1
(d)(i) + (ii)	3	1	(b)(i) & (ii)	1	1
Mar 2019	2.9.1	Request for Proposal Outcomes for the leasing of the Café at the Salisbury Community Hub	(d)(i) + (ii)	2	1
April 2019	SPDSC3	Salisbury Oval Residential - Expression of Interest	(b)(i) + (ii)	3	1
April 2019	2.9.1	Acquisition 65 Pratt Avenue, Pooraka	(b)(i) + (ii)	2	1
April 2019	2.9.2	Encroaching Council Path Over Portion of 12 Hunt Street, Salisbury	(b)(i) + (ii)	2	1
April 2019	3.8.1	Appointment of Independent Members on the Council Assessment Panel	(a)	2	1
April 2019	6.9.1	Update on Action on Rates Assessment Outstanding under Section 184 of the Local Government Act 1999	(a)	2	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.
April 2019	6.9.2	Council Solutions Update	(b)(i) + (ii)	2	1
May 2019	2.9.1	Expressions of Interest - Northern Portion of the Underdown Park Facility and North Eastern Playing Pitch, Nangari Road, Salisbury	(d)(i) + (ii)	2	1
May 2019	2.9.2	Salisbury Community Hub Cafe Lease - update on commercial negotiations	(d)(i) + (ii)	2	1
May 2019	6.9.1	Management of GST Invoice to Pontians Football Club	(d)(i) + (ii)	2	1
June 2019	2.9.1	Recreation Services Agreement	(b)(i) + (ii)	2	1
June 2019	SPDSC3	Emerald Green - Close Out Report and Final Tranche 1 Program Position	(b)(i) + (ii)	3	1
June 2019	SPDSC4	Hoyle Green Tranche 2 - Status Update Report	(b)(i) + (ii) and	2	2
(d)(i) + (ii)	3	1	(a)	2	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

27 confidentiality orders were revoked or expired during 2018/19. 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.

115 orders remained operative at the end of 2018/19.

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

Registers

- Register of Interests for Elected Members
- Register of Allowances and Benefits for Elected Members
- Register of Salaries (Remuneration) for Staff
- Register of Interests (Officers)
- Register of Public Roads*
- Register of By-laws*
- Register of Gifts and Benefits
- Register of Community Land
- Register of Building Upgrade Agreements
- Delegations Register

Codes

- Code of Conduct for Council Members*
- Code of 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 were 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 2018/19 financial year, the City of Salisbury received six requests for review of a Council decision, as follows:

- Application for review of a Council administrative decision to install "No stopping line marking" in front of a property in Parafield Gardens. The review has been completed with the decision to implement no standing at the location as upheld.
- Application for review of a Council administrative decision with respect to an expiation notice for an alleged dog attack incident – Review did not proceed as this was dealt with as an informal appeal for the expiation notice in accordance with the Expiation of Offences Act 1996.
- Application for review of a Council administrative decision with respect to a driveway application for a property in Para Hills West – Review did not proceed as the matter was dealt with to the satisfaction of the applicant.
- Application for review of a Council administrative decision with respect to noise and vibrations from an adjoining property in Salisbury Plain. The review has been completed with the original decision of Council being upheld.
- Application for review of a Council administrative decision to install a one way road connecting two roads for use during drop off and pick up times as a "kiss and drop" zone. The review had not been finalised as at 30/06/2019.
- Application for review of a Council decision to refuse an application for a discretionary rate rebate in respect of commercial properties in Salisbury North. The review has been concluded with the original decision of the Council being upheld.

Ombudsman SA Investigations

During 2018/19, 32 complaints were received by the SA Ombudsman relating to the City of Salisbury; 20 where the complainant was referred back to Council for action, 8 were declined, 3 had alternative remedy availability and 1 was resolved with Agency cooperation.

Freedom of Information

During the 2018/2019 financial year, the City of Salisbury received 28 applications under the provision of the Freedom of Information Act 1991.

Of these 28, 14 applications were granted full release;

- One was in relation to Access to Community Hub Audio and Reports From Council Meetings 2014 to January 2018.
- One was in relation to Public Safety Concerns Hollywood Plaza Drive-in Sign.
- One was in relation to Layout of Intersection Where Accident Took Place Between Martins Road and Martins Service Road.
- One was in relation to Sewer Pipe Information.
- One was in relation to Dog Faeces Thrown Into Backyard.
- One was in relation to Trade Missions to China.
- One was in relation to Application for retaining wall.
- One was in relation to Address of Each Property by Suburb Which is Classed as Either Public Community of Housing SA Property.
- Two were in relation to List of Cooling and High Risk Warm Water Systems.
- Two were in relation to Dog Attacks.
- Two were in relation to Development Plans.

Of these 28, 10 applications were granted partial release;

- Four were in relation to Dog Attacks.
- One was in relation to all Emails or Correspondence from Hon Jing Lee MLC.
- One was in relation to Land and Water Contamination.

- One was in relation to Noise Levels.
- One was in relation to Dog Registration.
- One was in relation to Any Notes Emails Taken by Council at Meetings Attended by State Government Ministers on or about 11/07/2018.
- One was in relation to Damage to Property by Council Tree.

Of these 28, 1 application was denied;

- One was in relation to Any Notes Emails Taken by Council at Meetings Attended by State Government Ministers on or about 11/07/2018.

Of these 28, 3 applications are In Progress;

- One is in relation to Parafield Airport.
- One is in relation to 14 Diagonal Road Cavan.
- One is in relation to Copy of all Invoices and Financial Statements Regarding Payment of Solid Waste Levy 2017-2018 financial year.

Local Nuisance and Litter Control

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

The number of complaints of local nuisance or littering received by the council	2018/19
Litter - Development Pollution	30
Litter - Discharge Liquid Waste	75
Litter Bill Posting	0
Litter Class B - Glass/Syringe/lit cigarettes	0
Litter General - Litter dumped/thrown/deposited	1047
Nuisance Animal Mosquitoes Residential	8
Nuisance Animals Vermin/Rats/Mice	59
Nuisance Dust	33
Nuisance Insanitary Condition Offensive Material/Odour	22
Nuisance Insanitary Condition Rodents/Other Pests	15
Nuisance Noise Environmental Health S17(1)(a) LNLC	8
Nuisance Odours/Fumes/Aerosols	44
Nuisance Smoke Combustion Heaters	29
Nuisance Unsightly Condition Excessive Vegetation	66
Nuisance Unsightly Disused/Derelict Items/Material	72
Nuisance Unsightly Rub/Waste Excessive/Unconstrained	98
Nuisance Animals (other)	134
Nuisance Noise	91
Nuisance Projection Image onto Property	0
Nuisance Smoke	21
Nuisance Unsightly Condition Graffiti	6
Nuisance Vibration	1
Totals	1859

The number and nature of offences that were expiated	2018/19
Causing a local nuisance	1
Disposing of 50L or more of litter	1
Disposing of up to 50L of General Litter	2
Failing to comply with abatement notice	1
Totals	5

The number and nature of offences that were prosecuted	2018/19
	0
Totals	0

The number and nature of nuisance abatement notices or litter abatement notices issued	2018/19
LNLCAct 2016 Nuisance Abatement Notice S30(1)(a) - Insanitary Condition	2
LNLCAct 2016 Nuisance Abatement Notice S30(1)(a) -Nuisance Animals	2
LNLCAct 2016 Nuisance Abatement Notice S30(1)(a) -Unsanitary condition	2
LNLCAct 2016 Nuisance Abatement Notice S30(1)(a) - Noise Construction	0
Totals	6

The number and nature of nuisance abatement notices or litter abatement notices issued	2018/19
LNLCAct 2016 Litter Abatement Notice S30(1)(b) - littering / depositing materials	5
Totals	5

The number and nature of civil penalties negotiated under section 34 of the Local Nuisance and Litter Control Act; Applications by the council to the Court for orders for civil penalties under section 34 of the Act and the number of orders made by the Court on those applications; and any other functions performed by the council under the Local Nuisance and Litter Control Act	2018/19
	0
Totals	0

Audit Committee of Council

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

The Audit Committee will:

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

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 2018 – June 2019

Name	Elected Member or Independent Member	Dates	Attendance
Cr Graham Reynolds	Elected Member (Chairman)	July 2018 – June 2019	4/4
Cr Joe Caruso (until November 2018)	Elected Member	July 2018 – November 2018	2/2
Cr Lisa Braun	Elected Member	November 2018 – June 2019	2/2
Mr Craig Johnson Independent consultant	Independent Member	July 2018 – June 2019	3/4
Ms Kristyn Verrall General Counsel and Company Secretary, Statewide Super	Independent Member	July 2018 – June 2019	3/4
Mr Neil Ediriweera Director, KPMG	Independent Member	July 2018 – June 2019	4/4

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.

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

The City of Salisbury utilises a risk and control management application called ControlTrack, to monitor and review its internal financial controls. There are 260 controls (two are not applicable to the City of Salisbury) within ControlTrack across 6 classes: Assets, Expenses, External Services, Liabilities, Revenue and Strategic Financial Planning.

We use a five point rating scale when self-assessing the effectiveness of our internal financial controls (1=ineffective, 2=requires significant improvement, 3=partially effective, 4=majority effective and 5=effective). The total number of controls assessed and reviewed in 2018/19 was 258. 253 were assessed as having an effectiveness rating of 4 or 5 which represents 98.06 per cent of controls assessed. Five controls were assessed as being partially effective and treatment plans have been established to improve the rating.

High risk outcomes/findings from internal audits/program reviews

Five high risk outcomes / findings from internal audits were identified and reported on to the Audit Committee in the 2018/19 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 2018/2019 period:

Business Systems and Solutions – Cyber security (Confidential Item); and

Capital Works Projects

The results of an audit on Business Systems and Solutions were considered by the Audit Committee in confidence, pursuant to section 83(5) of the Local Government Act 1999. Three high risk findings were identified in the audit, which are being addressed by Council.

An audit on capital works projects was performed to provide assurance regarding the effectiveness of the processes in place to manage, monitor and deliver capital works projects for the City of Salisbury. Eight risk findings were identified in the audit, and of those, two findings were rated as high. One concerned the utilisation of the full Project Management Methodology for Major Projects. The other related to project risk management tools not being utilised. The actions identified to address the findings in the Capital Works Project audit have been completed.

Elected Member Training and Development

Below is a table showing training and development activities attended by Elected Members.

Elected Members from July 2018 to October 2018

Gillian Aldridge OAM	LGA Special General Meeting LGA Annual General Meeting
David Balaza	Nil
Sean Bedford	Nil
Beau Brug JP	Nil
David Bryant	LGA Special General Meeting
Chad Buchanan JP	LGA Special General Meeting KelledyJones LG Elections Breakfast
Giuseppe (Joe) Caruso	Nil
Linda Caruso	Nil
Robyn Cook	Nil
Elizabeth (Betty) Gill JP	Nil
Damien Pilkington	Nil
Donna Proleta	Nil
Shiralee Reardon JP	Nil
Graham Reynolds	Nil
Steve White	LGA Roads and Works Conference
Julie Woodman JP	Nil
Riccardo Zahra	Nil

Elected Member Training and Development Cont'd

Elected Members from November 2018 to June 2019

Gillian Aldridge OAM	<ul style="list-style-type: none"> Council Member Essential Induction Understanding Meetings and Gatherings Training Public Integrity Issues Training Elected Member Strategic Weekend Workshop Financial Management and Reporting Training Customer Experience Training Risk Management Training/Workshop LGA Ordinary General Meeting
Maria Blackmore	<ul style="list-style-type: none"> Council Member Essential Induction Understanding Meetings and Gatherings Training Public Integrity Issues Training Elected Member Strategic Weekend Workshop (Sunday only) Financial Management and Reporting Training Customer Experience Training Risk Management Training/Workshop Understanding a Council Budget (ALGWA)
Lisa Braun	<ul style="list-style-type: none"> Council Member Essential Induction Understanding Meetings and Gatherings Training Public Integrity Issues Training Elected Member Strategic Weekend Workshop Financial Management and Reporting Training Customer Experience Training Risk Management Training/Workshop
Beau Brug JP	<ul style="list-style-type: none"> Council Member Essential Induction Understanding Meetings and Gatherings Training Public Integrity Issues Training Elected Member Strategic Weekend Workshop Financial Management and Reporting Training Customer Experience Training National General Assembly of Local Government, Canberra
Chad Buchanan JP	<ul style="list-style-type: none"> Council Member Essential Induction Understanding Meetings and Gatherings Training Public Integrity Issues Training Elected Member Strategic Weekend Workshop Financial Management and Reporting Training Customer Experience Training Risk Management Training/Workshop
Adam Duncan	<ul style="list-style-type: none"> Council Member Essential Induction Understanding Meetings and Gatherings Training Public Integrity Issues Training Elected Member Strategic Weekend Workshop (Sunday only) Financial Management and Reporting Training Customer Experience Training
Kylie Grenfell	<ul style="list-style-type: none"> Council Member Essential Induction Understanding Meetings and Gatherings Training Public Integrity Issues Training Elected Member Strategic Weekend Workshop Financial Management and Reporting Training Customer Experience Training Risk Management Training/Workshop

Natasha Henningsen	Council Member Essential Induction Understanding Meetings and Gatherings Training Public Integrity Issues Training Elected Member Strategic Weekend Workshop Financial Management and Reporting Training Customer Experience Training Risk Management Training/Workshop Understanding a Council Budget (ALGWA) Integrated Social Infrastructure Planning Reform
David Hood	Public Integrity Issues Training Elected Member Strategic Weekend Workshop Financial Management and Reporting Training Customer Experience Training Risk Management Training/Workshop
Peter Jensen	Council Member Essential Induction Understanding Meetings and Gatherings Training Public Integrity Issues Training Elected Member Strategic Weekend Workshop Financial Management and Reporting Training Customer Experience Training National General Assembly of Local Government, Canberra
Sarah Ouk	Public Integrity Issues Training Elected Member Strategic Weekend Workshop Financial Management and Reporting Training Customer Experience Training Risk Management Training/Workshop Understanding a Council Budget (ALGWA)
Donna Proleta	Council Member Essential Induction Understanding Meetings and Gatherings Training Public Integrity Issues Training Elected Member Strategic Weekend Workshop Financial Management and Reporting Training Customer Experience Training
Shiralee Reardon	Council Member Essential Induction Understanding Meetings and Gatherings Training Public Integrity Issues Training Elected Member Strategic Weekend Workshop Financial Management and Reporting Training Customer Experience Training Risk Management Training/Workshop Waste Essentials for Council Members
Graham Reynolds	Council Member Essential Induction Understanding Meetings and Gatherings Training Public Integrity Issues Training Elected Member Strategic Weekend Workshop Financial Management and Reporting Training Customer Experience Training Risk Management Training/Workshop
Julie Woodman	Council Member Essential Induction Understanding Meetings and Gatherings Training Public Integrity Issues Training Elected Member Strategic Weekend Workshop Financial Management and Reporting Training Customer Experience Training Risk Management Training/Workshop ALGWA National Conference, NSW

Elected Members Representation on External and Community Organisations

July 2018 to October 2018

Gillian Aldridge OAM	Local Government Association of SA Board (Voting Representative) Metropolitan Local Government Group – Executive Committee (Member)
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
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	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 Members Representation on External and Community Organisations

November 2018 to June 2019

Gillian Aldridge OAM	Local Government Association of SA Board (Deputy Voting Representative) Local Government Association Board of Directors (Immediate Past President) Greater Adelaide Regional Organisation of Councils (Voting Member)
Maria Blackmore	
Lisa Braun	Local Government Finance Authority (Deputy Voting Delegate) Metropolitan Seaside Councils Committee
Beau Brug JP	Metropolitan Seaside Councils Committee (Deputy Elected Member Representative)
Chad Buchanan JP	Local Government Association of SA (Voting Representative) Paralowie R-12 School Governing Council
Adam Duncan	Salisbury East High School Governing Council (Chair) Parafield Airport Consultative Committee
Kylie Grenfell	Northern Adelaide Waste Management Authority Board (Deputy Member) The Pines Primary School Governing Council Parafield Gardens High School Governing Council
Natasha Henningsen	Local Government Finance Authority of SA (Voting Representative)
David Hood	Lake Windemere B-7 School Governing Council Salisbury City Centre Business Association (Deputy Member)
Peter Jensen	Parafield Airport Consultative Committee Parafield Gardens High School Governing Council
Sarah Ouk	
Donna Proleta	Burton Community Centre St Kilda and Surrounds Development and Tourism Association
Shiralee Reardon JP	Northern Adelaide Waste Management Authority Board (Deputy Member) Para Hills High School Governing Council Salisbury and Districts Historical Society State Bushfire Coordination Committee Dog and Cat Management Board
Graham Reynolds	Salisbury City Centre Business Association Northern Adelaide Waste Management Authority Board (Member) Salisbury High School Governing Council Bagster Road Community Centre Committee
Julie Woodman JP	Australian Local Government Women's Association SA Branch (Deputy President) 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

Elected Member Meeting Attendance

Elected Members from July 2018 to October 2018

Gillian Aldridge, OAM	<ul style="list-style-type: none"> • CEO Review Committee 1/1 • Tourism and Visitor Sub Committee (ex officio) 0/0 • Innovation and Business Development Sub Committee 2/3 • Strategic Property Development Sub Committee (ex officio) 1/1 • Strategic and International Partnerships Sub Committee (ex officio) 0/0 • Youth Council (ex officio) 0/2 • Sport, Recreation and Grants Committee (ex officio) 4/4 	<ul style="list-style-type: none"> • Policy and Planning Committee 4/4 • Budget and Finance Committee 4/4 • Works and Services Committee (ex officio) 4/4 • Resources and Governance Committee (ex officio) 4/4 • Council 3/4
David Balaza	<ul style="list-style-type: none"> • Innovation and Business Development Sub Committee (1 as proxy) • Strategic and International Partnerships Sub Committee 0/0 • Youth Council 2/2 • Sport, Recreation and Grants Committee 4/4 • Policy and Planning Committee 4/4 • Budget and Finance Committee 4/4 	<ul style="list-style-type: none"> • Resources and Governance Committee 4/4 • Council 4/4
Sean Bedford	<ul style="list-style-type: none"> • CEO Review Committee 1/1 • Innovation and Business Development Sub Committee 3/3 • Policy and Planning Committee 4/4 • Budget and Finance Committee 4/4 	<ul style="list-style-type: none"> • Resources and Governance Committee 4/4 • Council 3/4
Beau Brug JP	<ul style="list-style-type: none"> • Innovation and Business Development Sub Committee 1/3 • Sport, Recreation and Grants Committee 1/3 • Policy and Planning Committee 2/4 • Budget and Finance Committee 2/4 	<ul style="list-style-type: none"> • Resources and Governance Committee 2/4 • Council 4/4
David Bryant	<ul style="list-style-type: none"> • Innovation and Business Development Sub Committee 3/3 • Sport, Recreation and Grants Committee 1/4 • Policy and Planning Committee 2/4 • Budget and Finance Committee 2/4 	<ul style="list-style-type: none"> • Resources and Governance Committee 2/4 • Council 4/4
Chad Buchanan JP	<ul style="list-style-type: none"> • Policy and Planning Committee 3/4 • Budget and Finance Committee 3/4 • Works and Services Committee 2/4 	<ul style="list-style-type: none"> • Council 4/4
Giuseppe (Joe) Caruso	<ul style="list-style-type: none"> • Innovation and Business Development Sub Committee 2/3 • Strategic Property Development Sub Committee 1/1 • Audit Committee of Council 2/2 • Policy and Planning Committee 4/4 	<ul style="list-style-type: none"> • Budget and Finance Committee 4/4 • Works and Services Committee 4/4 • Council 4/4
Linda Caruso	<ul style="list-style-type: none"> • CEO Review Committee 1/1 • Innovation and Business Development Sub Committee 3/3 • Council Assessment Panel 3/3 • Sport, Recreation and Grants Committee 4/4 • Policy and Planning Committee 4/4 	<ul style="list-style-type: none"> • Budget and Finance Committee 4/4 • Resources and Governance Committee 4/4 • Council 4/4
Robyn Cook	<ul style="list-style-type: none"> • Tourism and Visitor Sub Committee 0/0 • Policy and Planning Committee 0/4 • Budget and Finance Committee 0/4 • Resources and Governance Committee 0/4 	<ul style="list-style-type: none"> • Council 4/4

Elizabeth (Betty) Gill JP	<ul style="list-style-type: none"> • Innovation and Business Development Sub Committee 1/3 • Strategic Property Development Sub Committee 1/1 • Strategic and International Partnerships Sub Committee 0/0 	<ul style="list-style-type: none"> • Policy and Planning Committee 4/4 • Budget and Finance Committee 4/4 • Works and Services Committee 4/4 • Council 4/4
Damien Pilkington	<ul style="list-style-type: none"> • CEO Review Committee 1/1 • Sport, Recreation and Grants Committee 4/4 • Policy and Planning Committee 4/4 • Budget and Finance Committee 4/4 	<ul style="list-style-type: none"> • Innovation and Business Development Sub Committee (1, as proxy) • Resources and Governance Committee 4/4 • Council 4/4
Donna Proleta	<ul style="list-style-type: none"> • Innovation and Business Development Sub Committee 2/3 • Strategic Property Development Sub Committee 0/1 • Sport, Recreation and Grants Committee 3/4 • Policy and Planning Committee 3/4 	<ul style="list-style-type: none"> • Budget and Finance Committee 3/4 • Resources and Governance Committee 3/4 • Council 4/4
Shiralee Reardon JP	<ul style="list-style-type: none"> • Tourism and Visitor Sub Committee 0/0 • Strategic Property Development Sub Committee 0/1 • Policy and Planning Committee 4/4 • Budget and Finance Committee 4/4 	<ul style="list-style-type: none"> • Works and Services Committee 4/4 • Council 4/4
Graham Reynolds	<ul style="list-style-type: none"> • CEO Review Committee 1/1 • Strategic Property Development Sub Committee 1/1 • Strategic and International Partnerships Sub Committee 0/0 • Audit Committee 2/2 • Policy and Planning Committee 4/4 • Budget and Finance Committee 4/4 	<ul style="list-style-type: none"> • Works and Services Committee 4/4 • Council 4/4
Steve White	<ul style="list-style-type: none"> • Innovation and Business Development Sub Committee (1, as proxy) • Strategic Property Development Sub Committee 1/1 • Youth Council 2/2 • Policy and Planning Committee 3/4 • Budget and Finance Committee 3/4 	<ul style="list-style-type: none"> • Works and Services Committee 3/4 • Council 4/4
Julie Woodman JP	<ul style="list-style-type: none"> • Tourism and Visitor Sub Committee 0/0 • CEO Review Committee 1/1 • Strategic Property Development Sub Committee 1/1 • Strategic and International Partnerships Sub Committee 0/0 	<ul style="list-style-type: none"> • Sport, Recreation and Grants Committee 4/4 • Policy and Planning Committee 4/4 • Budget and Finance Committee 4/4 • Works and Services Committee 4/4 • Council 4/4
Riccardo Zahra	<ul style="list-style-type: none"> • CEO Review Committee 1/1 • Tourism and Visitor Sub Committee 0/0 • Innovation and Business Development Sub Committee 2/3 • Strategic Property Development Sub Committee 1/1 • Youth Council 2/2 	<ul style="list-style-type: none"> • Sport, Recreation and Grants Committee 4/4 • Policy and Planning Committee 4/4 • Budget and Finance Committee 4/4 • Works and Services Committee 4/4 • Council 4/4

Elected Member Meeting Attendance

Elected Members from November 2018 to June 2019

Gillian Aldridge, OAM	<ul style="list-style-type: none"> • CEO Review Committee 1/2 • Tourism and Visitor Sub Committee (ex officio) 1/1 • Innovation and Business Development Sub Committee 2/4 • Strategic Property Development Sub Committee (ex officio) 1/4 • Strategic and International Partnerships Sub Committee (ex officio) 0/2 • Youth Council (ex officio) 0/3 • Sport, Recreation and Grants Committee (ex officio) 4/7 	<ul style="list-style-type: none"> • Policy and Planning Committee 7/7 • Budget and Finance Committee 7/7 • Works and Services Committee (ex officio) 7/7 • Resources and Governance Committee (ex officio) 7/7 • Council 7/8
Maria Blackmore	<ul style="list-style-type: none"> • Strategic Property Development Sub Committee 3/4 • Tourism and Visitor Sub Committee 1/1 • Youth Council 1/3 • Policy and Planning Committee 7/7 • Budget and Finance Committee 7/7 	<ul style="list-style-type: none"> • Works and Services 7/7 • Council 7/8
Lisa Braun	<ul style="list-style-type: none"> • Innovation and Business Development Sub Committee 2/4 • Strategic Property Development Sub Committee 4/4 • Audit Committee 2/2 • Policy and Planning Committee 7/7 • Budget and Finance Committee 7/7 	<ul style="list-style-type: none"> • Sport, Recreation and Grants Committee 5/7 • Works and Services Committee 7/7 • Council 8/8
Beau Brug JP	<ul style="list-style-type: none"> • Council Assessment Panel 4/4 • Policy and Planning Committee 5/7 • Budget and Finance Committee 5/7 	<ul style="list-style-type: none"> • Resources and Governance Committee 5/7 • Council 6/8
Chad Buchanan JP	<ul style="list-style-type: none"> • Innovation and Business Development Sub Committee 4/4 • CEO Review Committee 2/2 • Sport, Recreation and Grants Committee 7/7 • Policy and Planning Committee 7/7 	<ul style="list-style-type: none"> • Budget and Finance Committee 7/7 • Works and Services Committee 7/7 • Council 7/8
Adam Duncan	<ul style="list-style-type: none"> • Innovation and Business Development Sub Committee 4/4 • Policy and Planning Committee 7/7 • Budget and Finance Committee 7/7 	<ul style="list-style-type: none"> • Resources and Governance Committee 7/7 • Sport, Recreation and Grants Committee 6/7 • Council 8/8
Kylie Grenfell	<ul style="list-style-type: none"> • Innovation and Business Development Sub Committee 4/4 • Strategic and International Partnerships Sub Committee 2/2 • Strategic Property Development Sub Committee 4/4 • Tourism and Visitor Sub Committee 1/1 • Policy and Planning Committee 7/7 	<ul style="list-style-type: none"> • Budget and Finance Committee 7/7 • Resources and Governance Committee 7/7 • Council 8/8
Natasha Henningsen	<ul style="list-style-type: none"> • Strategic and International Partnerships Sub Committee 2/2 • Strategic Property Development Sub Committee 4/4 • Sport, Recreation and Grants Committee 6/7 • Policy and Planning Committee 5/7 	<ul style="list-style-type: none"> • Budget and Finance Committee 5/7 • Works and Services Committee 5/7 • Council 8/8

David Hood	<ul style="list-style-type: none"> • Innovation and Business Development Sub Committee 4/4 • Policy and Planning Committee 5/7 • Budget and Finance Committee 5/7 	<ul style="list-style-type: none"> • Resources and Governance Committee 5/7 • Sport Recreation and Grants Committee 6/7 • Council 8/8
Peter Jensen	<ul style="list-style-type: none"> • Innovation and Business Development Sub Committee 4/4 • Strategic and International Partnerships Sub Committee 2/2 • Policy and Planning Committee 7/7 • Budget and Finance Committee 7/7 	<ul style="list-style-type: none"> • Resources and Governance Committee 7/7 • Council 8/8
Sarah Ouk	<ul style="list-style-type: none"> • Youth Council 1/3 • Sport, Recreation and Grants Committee 5/7 • Policy and Planning Committee 5/7 • Budget and Finance Committee 5/7 	<ul style="list-style-type: none"> • Works and Services Committee 5/7 • Council 8/8
Donna Proleta	<ul style="list-style-type: none"> • CEO Review Committee 2/2 • Strategic and International Partnerships 2/2 • Strategic Property Development Sub Committee 3/4 • Tourism and Visitor Sub Committee 1/1 • Policy and Planning Committee 6/7 	<ul style="list-style-type: none"> • Budget and Finance Committee 6/7 • Resources and Governance Committee 6/7 • Council 8/8
Shiralee Reardon JP	<ul style="list-style-type: none"> • Strategic Property Development Sub Committee 3/4 • Tourism and Visitor Sub Committee 1/1 • CEO Review Committee 2/2 • Policy and Planning Committee 6/7 • Budget and Finance Committee 6/7 	<ul style="list-style-type: none"> • Sport, Recreation and Grants Committee 5/7 • Works and Services Committee 6/7 • Council 7/8
Graham Reynolds	<ul style="list-style-type: none"> • Strategic and International Partnerships Sub Committee 1/2 • Strategic Property Development Sub Committee 3/4 • Youth Council 3/3 • Audit Committee 2/2 • Policy and Planning Committee 7/7 • Budget and Finance Committee 7/7 	<ul style="list-style-type: none"> • Works and Services Committee 7/7 • Council 8/8
Julie Woodman JP	<ul style="list-style-type: none"> • Innovation and Business Development Sub Committee 3/4 • Strategic and International Partnerships Sub Committee 2/2 • Tourism and Visitor Sub Committee 1/1 • CEO Review Committee 1/2 • Policy and Planning Committee 7/7 	<ul style="list-style-type: none"> • Budget and Finance Committee 7/7 • Resources and Governance Committee 7/7 • Council 8/8

Overseas Travel by Elected Members and Staff for 2018/2019

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

In the period 01/07/2018 through to 30/06/2019 there was one overseas trip that involved Elected Members and Staff as follows:

25 July – 1 August 2018

Travel to Mobara, Japan as part of a Sister City Delegation

- Deputy Mayor Cr Linda Caruso (met own expenses)
- Cr Graham Reynolds (met own expenses)
- Manager Community Capacity & Learning (cost to Council \$2,584)



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.

General Managers membership on External Boards and Committees:

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

Chief Executive Officer, John Harry

- Council Solutions (Board Member)

General Manager City Development, Terry Sutcliffe

- Nil

General Manager Business Excellence, Charles Mansueto

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

General Manager Community Development, Pippa Webb

- Nil

General Manager City Infrastructure, Mark van der Pennen (until 01/10/2018)

- Northern Adelaide Waste Management Authority (NAWMA)

General Manager City Infrastructure, John Devine (from 23/10/2018)

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

COMMUNITY champions

2018/19 CITIZEN OF THE YEAR AWARD WINNERS

Citizen: Marcela Lastra

Young Citizen: Andrew McDonald-Masters

Senior Citizen: Ray Hall

Community Event of the Year: Bowls SA Super League





CITIZEN OF THE YEAR: MARCELA LASTRA

Marcela Lastra, of Mawson Lakes, created an Australian record in 2018 when the charity she founded - Hair Aid Community Cuts – provided more than 230 free haircuts in less than five hours. Those were just some of the free cuts she provided through her prolific charity work during 2018. She also donated her time at homeless shelters for men and women in the city on a weekly basis through the St Vincent De Paul Society. Marcela still found time to volunteer at Royal Adelaide Hospital and spent time in the Philippines doing mission work, which included training people from some of the poorest communities in the world in hairdressing, to help families establish an income stream.

Marcela's generosity is only matched by her business skills. She operates a successful salon, Longko Salon, in Mawson Lakes. The business has given opportunities to trainees and refugees and has continued to grow and thrive after starting out as a home-based operation.

YOUNG CITIZEN OF THE YEAR : ANDREW McDONALD-MASTERS

Andrew McDonald-Masters, of Parafield-Gardens, was diagnosed with Asperger Syndrome at age seven, and overcame the social and learning challenges this presented to graduate from Parafield Gardens High School with his SACE certificate in 2015. Andrew went on to gain qualifications in warehousing and forklift operation and has worked as a mechanical assistant at Golden Grove-based Boating Scene for the past two years. He continues to mentor students at his former school and also helps young people going through the Duke of Edinburgh programs, among other volunteer work.



SENIOR CITIZEN OF THE YEAR : RAY HALL



Ray Hall, of Salisbury North, is another tireless community contributor. He has chalked up more than 50 years in chairman and president roles at community organisations including the Penfield Sports Association, Penfield Model Engineers Society and Salisbury RSL. Ray was previously named a Salisbury Living Legend and has lived in the City for almost half a century. He remains passionate about his community and continues to give up his time for community groups.

COMMUNITY EVENT OF THE YEAR : BOWLS SA SUPER LEAGUE

Bowls SA's inaugural Super League event at Salisbury Bowling Club ran over six weeks from July-September 2018 and was a wonderful success. The event showcased the bowling club's world-class new under-cover rinks, and attracted bowlers and spectators to Salisbury from across SA. The event was also streamed live online and gave widespread exposure to the area.



COMMUNITY champions

2018/19 LEGENDS AWARD WINNERS

Living Legend: Ray Hall

Working Legend: Robert Mattiske

Active Legend: Geoff Ambler

Mrs Baynes and Mrs Roberts Outstanding Contribution Award: Lee Kightley





LIVING LEGEND: RAY HALL

Ray has been a stalwart of Salisbury for the past 50 years as an active and passionate advocate for the community.

He has served as Chairman of the Penfield Sports Association from 1998-2017, as well as President of the Penfield Model Engineers Society for 33 years. Ray has been a member of the National Military Vehicle Museum since 2014 and actively volunteers every Monday as part of the Men's Shed that restore vehicles, including the Salisbury Council Ute, and is currently working on a 1918 Army truck. As the workshop manager, Ray supervises a Men's Shed which regularly has 12 attendees undertaking the restorations, and has also included eight high school students participating in a Flexible Learning Options (FLO) program. Through Ray's leadership and commitment to community, he is providing an environment for senior men to have fellowship and friendship and for younger people to learn and gain valuable skills, enhancing people's lives across all ages and providing valuable social benefits across our community.

Ray's vision for the community as a whole was showcased by his leadership and tenacity when the Penfield Sports Association looked like it might close following a downsize in members and the disposal of surplus land. Following a plea to the then State Premier, he was able to secure a long term lease for the nine resident clubs. This provided certainty for the Penfield Sports Association and enabled the Penfield Model Engineers Society to upgrade and rebuild the facilities.

Through Ray's continued leadership, initiative and efforts, the Penfield Model Engineers Society has continued to build and expand in recent years with Ray instrumental in securing, coordinating and supervising work-for-the-dole participants and indigenous work programs, with over 100 young people gaining valuable skills and experience.

WORKING LEGEND: ROBERT MATTISKE

Robert has been a proactive member of the Salisbury Town Centre Association for a number of years including a regular committee member of the original Salisbury Town Centre Association. His regular contributions during meetings have showcased his passion and desire for a robust and dynamic Town Centre.

Alongside operating a very successful 24-hour, second generation family business in Salisbury, Robert is committed to the community, including his local service club and being an active member of his children's school's governing council.

Described as an intelligent, articulate and respectful man whose heart has always been in Salisbury and its community, we are pleased to award Robert with this Working Legend Award.



ACTIVE LEGEND: GEOFF AMBLER

As president of the Salisbury Bowling Club, Geoff has overseen the redevelopment of the club into one of the leading and most progressive bowling clubs in South Australia. The redevelopment of the facility has seen the club stage a South Australia vs Victoria series, Bowls Premier League Cup qualifying regional and state finals rounds and the inaugural Bowls SA Super League series.

Geoff took the initiative to create a plan and a vision for the Salisbury Bowling Club that showed leadership and bold decision making, as it became the first club in the state to build an undercover facility of its type. This has led to other clubs looking to implement similar type structures to Salisbury Bowling Club.

He has taken the initiative to work with the state and national sporting organisations to bring events to the facility and the City of Salisbury, putting Salisbury on the state and national stage in hosting these events.

Geoff's determination and vision has seen the popularity of bowls soar, bringing people from around South Australia as well as interstate to the club and to the City of Salisbury.

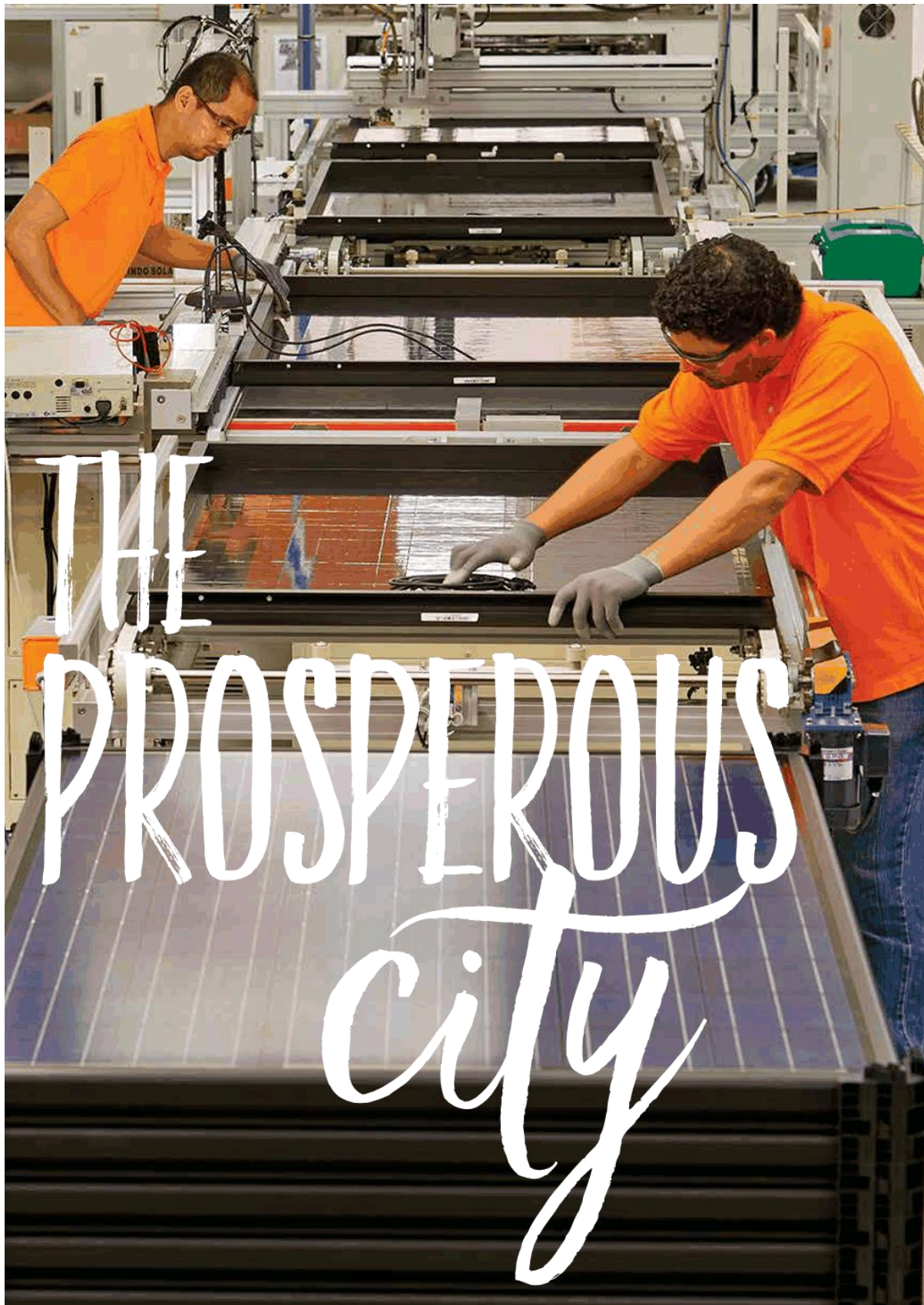
**MRS BAYNES AND MRS ROBERTS OUTSTANDING CONTRIBUTION AWARD :
LEE KIGHTLEY**

Lee Kightley is a Senior WHS Advisor within the People & Culture Division at the City of Salisbury. Having started work as a Turf and Irrigation Worker in 2011, Lee has completed studies in WHS and was successful earlier this year in obtaining the role as Senior WHS Advisor.

Lee has lived within the City of Salisbury his entire life, and has a strong commitment to the Salisbury community, not just as an employee of the City of Salisbury, but also by his contribution as a member of the Army Reserves since 2011, which involves a commitment of approximately 40 days of service each year. This includes regular Tuesday evening parades and monthly training weekends. Lee was awarded the Australian Defence Medal (ADM) for 4 years of service in 2015 and was awarded a Soldier's Medallion for Exemplary Service in 2017. Lee regularly attends ANZAC Day Ceremonies, Remembrance Day and The Charge of Beersheba Commemorations as well as Legacy week collections.

Lee is also a keen footballer, having started his career as a junior in the under 8's at the Brahma Lodge Football Club and has played more than 250 senior games for another community club. Lee is very family oriented with two young daughters aged 6 and 4-years-old.

During his eight years at the City of Salisbury, Lee has worked skilfully to support the positive outcomes for our community and staff, and has contributed significantly to the WHS team and the broader organisation in relation to work health and safety initiatives.



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 University of South Australia (UniSA) Mawson Lakes Campus is located in our City, which uniquely allows us to take advantage of education opportunities to ensure our community thrives in a rapidly changing economy. Council is committed to improving pathways to employment by providing programs for people whether they are unemployed, seeking to enter the workforce or looking to change careers. Our close partnership with the education sector is enabling the development of sustainable, innovative programs that assist our community to prosper.

In 2018/19, this was demonstrated by Council's close collaboration with undergraduate students at UniSA. A project in the Design Thinking and Digital Innovation course involved students applying design thinking principles to develop an industry that could benefit the Northern Adelaide region.

Council also continued to provide Foundation Skills training that leads to further education, employment and volunteering pathways. A unique collaboration with the Australian Science and Mathematics School was rolled out during the year and involved students participating in program design and delivery.

City of Salisbury takes an active role in promoting change and harnessing the skills of those who live in the region. Our Ability and Inclusion Strategic Plan outlines our commitment to enabling older people, people with disabilities and people from Culturally and Linguistically Diverse (CaLD) backgrounds to participate in employment, volunteering and decision-making processes. The Plan also aims to keep our processes agile and our workforce diverse to reflect the community we

serve. To assist in fulfilling this aim, Council volunteers are given the opportunity to apply for internally advertised roles after three months of service. Volunteers are also provided training and skill development on the transferable skills relevant to a paid position.

Building on the work undertaken to support workers and families affected by the closure of the automotive sector, we continue to work with external stakeholders to identify skills gaps and employment pathways that can be aligned to our learning programs where appropriate.

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

Our regional strengths in food processing, defence, logistics and education continue to expand each year, with new investment and the growth of existing firms.

The Economic Development Team worked with 60 firms on investment attraction and expansion initiatives this year, an increase of 57% compared to last year. From the 60 firms Council worked with, 23 resulted in investments made, of which seven were expansion investments and 16 were inward investments. This strong performance resulted in the combined potential job creation of 1,179 positions in the region.

2018/19 was another successful year of partnership with UniSA. Council is committed to capitalising on the expertise within UniSA and the establishment of data centres to accelerate the growth of information-rich industries in the region. This year we worked with post-graduate students who assisted us in the development of an open data governance framework.

Salisbury Water is an innovative and reliable recycled water service provider that supports Council's initiatives to deliver economic, environmental and social benefits to the community. Each year we aim to further develop Salisbury Water through research and initiatives to provide a competitive edge for firms located in the region. In 2018/19, co-sponsorship with CSIRO and UniSA was undertaken to introduce a Research Program Manager to lead the Northern Adelaide Industrial Symbiosis Project – a series of research projects aimed at reducing costs for local industry.

Salisbury Water also undertook innovative projects to benefit the local community and the wider region including:

- Completing advanced water treatment trials at Edinburgh Parks
- Installing wicking beds for factory waste water reuse at the Jobson Road Reserve
- Obtaining passive pollutant samplers in the creek at Dry Creek.

City of Salisbury had a successful year building and promoting industries around our region's research strengths. Council continued to liaise with State Government regarding the development of Technology Park. Sew Eurodrive lodged a proposal to expand at Technology Park and Raytheon announced intention to build at the location creating 300 jobs. In addition, SmartSat CRC announced (which Council supported in the bid stage) its headquarters would be based in South Australia, with a significant component of the business to be located at Mawson Lakes.



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

City of Salisbury strongly supports the development of a creative entrepreneurial community. Throughout the year, new business starter workshops and mentoring programs were developed and launched. Council delivered 16 workshops to support up-skilling and capability building of local SMEs through the Business in Excellence program.

We also fostered entrepreneurial activity through expansion of the Home and Community Services Contractor list. In 2018/19, the number of contractors registered to provide services increased to approximately 46, the largest increase being for domestic assistance.

The Polaris Business and Innovation Centre continues to deliver programs and support to SMEs in the region. The Centre is a significant part of Council's ability to assist business start-ups and improve the growth aspirations, management capability and leadership of existing business owners. During the year, approximately 700 individual businesses were provided with advice and information, with 45 clients participating in one-on-one mentoring programs. Furthermore, 73 workshops and networking events were held through the Polaris Centre.

In 2018/19, the Economic Development team delivered "marketing, growth and profit" workshops for firms looking to expand. The New Advanced Mentoring program was launched, targeting growth-oriented firms. Council aims to support firms to access new markets, and worked closely with six firms seeking assistance to break into international markets. Furthermore, the team provided digital information and advice to 203 firms to help with the adoption of digital technologies to improve productivity.

City of Salisbury supports our business community through a range of initiatives and locally focussed decisions. We aim to ensure our regulation and procurement activities support local economic growth where possible. Throughout the year, Council continued to provide a range of statutory services to the community in relation to development approvals. Our case management framework for businesses looking to invest or expand in the region has been rolled out. City of Salisbury is a proud participant in the Small Business Friendly Council Initiative run by State Government. We have met all obligations outlined under the Charter Agreement of the Initiative highlighting our City's commitment to work with and support small businesses in the region. Part of this support is the timely processing of development applications, with 2,238 development applications submitted throughout the year, and the total value of approved developments approximately \$178 million.



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

To encourage the maximisation of economic and social benefits from major infrastructure projects, Council has actively partnered with businesses and peak bodies, and advocated for projects that support our commitment to Northern Adelaide Economic Benefit (NAEB). One of the most significant projects for Council in 2018/19 has been the design and construction of the Salisbury Community Hub. As a centre piece of our vision of a flourishing city with opportunity for all, Council has maintained strict NAEB targets for the use of local materials and local workforce participation in the construction of the Hub. The contracted builder has been able to achieve above the required NAEB targets through the use of locally sourced labour. As the building progresses, trades continue to seek material supplies from within Salisbury and the broader northern Adelaide region.

A key feature of the Salisbury Community Hub project design is to maximise social benefit and flexibility of community spaces. The local community was consulted widely in the design of the Hub, and many key decisions have been based on valuable feedback from the Salisbury community. The project incorporates a wide range of meeting and event spaces for use by community, commercial hire and business groups that have not previously been available in the city centre. We are on track to delivering a community-centric design as part of this magnificent building in the heart of our City.

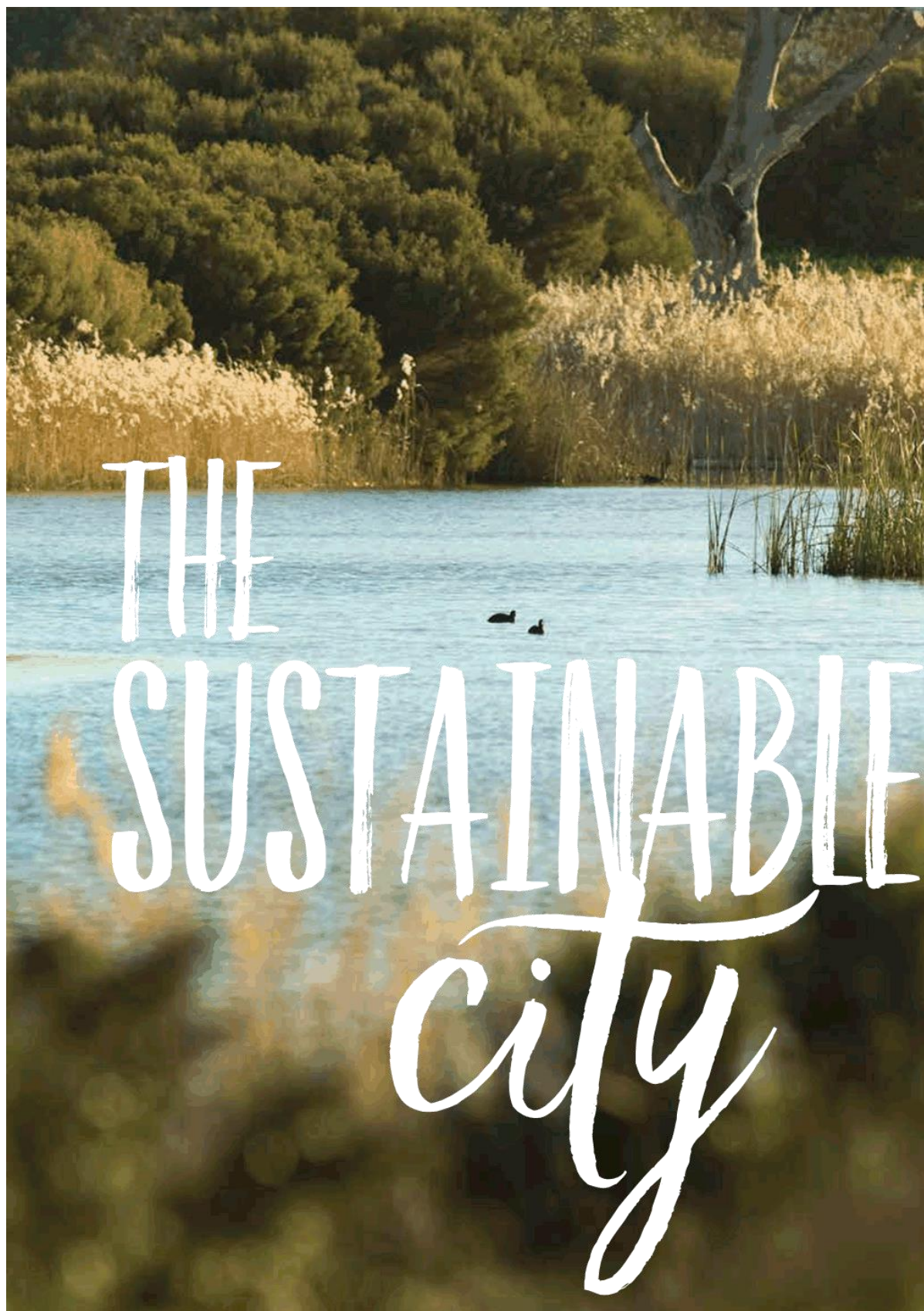
Coinciding with the construction of the Hub, Council is currently in the Design Phase of the John Street and Church Street upgrades. Consultation with the community and local businesses will occur later this year. Smaller early win projects are already underway with the completion of recent artwork in John Street, and the commencement of some streetscape upgrades.

Other key infrastructure projects driving benefits to our City include the Northern Connector and the Gawler Rail Electrification Projects. Council has collaborated with Department of Planning Transportation and Infrastructure (DPTI) on both of these projects. It is anticipated the Northern Connector will be completed within the next six months, with the design for the Gawler Rail Electrification Project to be completed late 2019.

In order to encourage well-designed infill development and unlock new urban development opportunities, Council has been monitoring the effectiveness of policy to provide housing choice and affordability options, and feeding this information into forward planning initiatives.

An example of Council's planning initiatives in 2018/19 was our discussions held with agencies regarding the future development of Dry Creek Salt Fields. There has also been continued liaison with DPTI and the Local Government Association on the implementation of the Planning Development and Infrastructure Act and the Planning and Design Code.

It is anticipated that Council's investment in the Salisbury Community Hub and other key infrastructure projects currently underway will regenerate the Salisbury City Centre into a vibrant, diverse and successful destination recognised as the business heart of northern Adelaide.



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

The City of Salisbury is committed to implementing practices and initiatives that contribute to achieving an environmentally sustainable city. Our initiatives to support businesses to minimise resource usage and waste production are renowned nationally. In 2018/19, we re-engaged with metropolitan climate adaptation network on Cooler Greener Adelaide and associated activities. The forum was part of our focus on sustainable practices, the learnings from which aided us in supporting the Edinburgh Parks bio-gas plant application through linkages to existing industry. In another initiative, our City utilised three tonnes of rubber from 600 disused car tyres which was recycled and put back into the construction of our roads.

The Northern Adelaide Waste Management Authority (NAWMA) continues to lead in the development of best practice waste management and resource recovery services. This year, NAWMA has been creating a component of a 'Circular Economy'. The Circular Economy is an alternative to the traditional 'linear' economy based on 'take, make, use and dispose'. It is a self-sustaining system driven by renewable energy with an imperative to keep material resources in use, or 'circulating' for as long as possible. The aim is to extract the maximum value from discarded items and support the local

processing of recovered materials. Council and NAWMA working in partnership is ensuring our City has a strong reputation nationally as a location known for its green industries.

We also have the 'Adapting Northern Adelaide' Climate Adaptation Plan, developed in partnership with the City of Playford, which sits across the whole of Council. The Plan ensures that climate change is considered in every aspect of design including species resilience, shading and building design to assist with the creation of refuges during heatwave events and to future-proof our City.

City of Salisbury is committed to improving our attractiveness as a visitor destination and a place to live through the management of our trees, parks and wetlands. Currently we have six Regional Play Spaces, 27 District Play Spaces and 169 Local Play Spaces. In addition, the City of Salisbury has over 200 hectares of wetlands and four key Biodiversity Corridors in the Little Para, Escarpment, Dry Creek, Help Road areas, as well as the newly created International Bird Sanctuary which lies in the heart of St Kilda.



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

City of Salisbury leads by example with environmentally sustainable practices, and assists the community to reduce the cost of living pressures through the adoption of energy efficient technologies. In 2018/19, Salisbury Water supplied 2,415 million litres of recycled water to 1,180 customers. This significant water initiative delivered community savings of approximately \$2.8 million dollars when compared with mains water pricing.

Salisbury Water also supported Natural Resource Management education through the provision of sustainability education in schools, as well as nine community group tours of our wetlands. We also provided maps and fact sheets to the Watershed Café for self-guided tours of the wetland trails and to help people better understand and care for their environment.

Working with our community to reduce waste is an ongoing commitment and a key part of our aim to create a flourishing city with opportunity for all. In addition to Salisbury Water, NAWMA also has a highly regarded school education program in place to encourage environmentally sustainable practices. A new Education Facility is being developed at Edinburgh South and it is anticipated the site will be ready for use by the end of the year.

Have natural resources and landscapes that support biodiversity and community wellbeing

Council recognises the importance of our natural spaces and landscapes as a means to support the health of local habitats. In 2018/19, Council staff, community groups and local residents collectively planted over 7,000 native plants across key biodiversity sites.

City of Salisbury has also been a key stakeholder in the establishment of the Adelaide International Bird Sanctuary located at St Kilda. With over 60 kilometres of coastline in Northern Adelaide, the Sanctuary provides a critical habitat for more than five million birds. The Adelaide International Bird Sanctuary is a valuable addition to our City's eco-tourism, providing bird watching and kayaking opportunities. A Friends Group has been established to host activities for rubbish removal, trail maintenance, revegetation and monitoring.

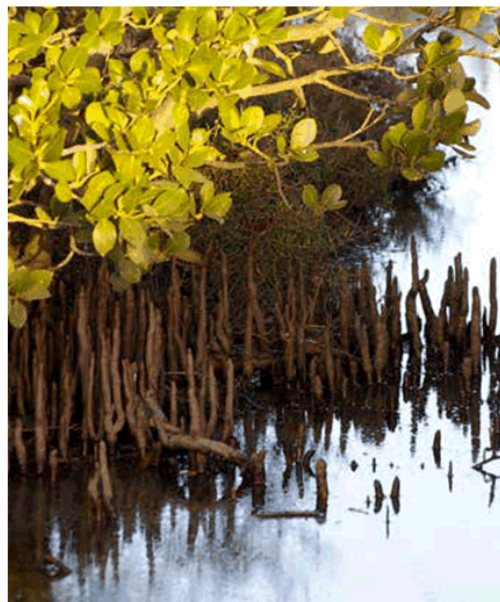
In addition, Council maintains a Biodiversity Corridors Action Plan which sets out our commitment to conserving our City's natural assets through planning and decision making to prevent further loss of biodiversity significance. Throughout the year, we have maintained

considerable focus on improving the samphire zones in our coastal areas. Of particular significance, Council has played a key role in the design process for offset wetlands being developed west of the Northern Connector. Council is ensuring the Northern Connector project includes wetlands and environmental zones sitting alongside the motorway, to guarantee significant ecological value for generations to come.

In addition to our environmental sustainability initiatives, City of Salisbury has actively been promoting wellbeing to our community members. In 2018/19, the eSports program was expanded providing workshops on critical skills in creative industries as an employment pathway.

Community gardens continue to play a pivotal role in providing residents with valuable open space to meet others and keep active. Community gardens also provide valuable opportunities to help ensure a focus on community education around sustainable living. Ten information sessions were held throughout the year to promote the Council's community garden. We investigated a structured approach to community gardens with the aim of providing positive benefits to the garden project being established at the Mawson Centre. Council is also an active promoter of many other gardens located across the City, including those at our own sites at Morella and Burton Community Centres.

The provision of quality open space and infrastructure is facilitated through key funding streams such as the Reserve Upgrade Program and Outdoor Fitness Equipment Program. This commitment to open space is in recognition of the importance open space and infrastructure (such as outdoor fitness equipment, multi-use sports courts and so on) have for the mental and physical wellbeing of all community members.



CITY OF SALISBURY ANNUAL REPORT 18/19

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

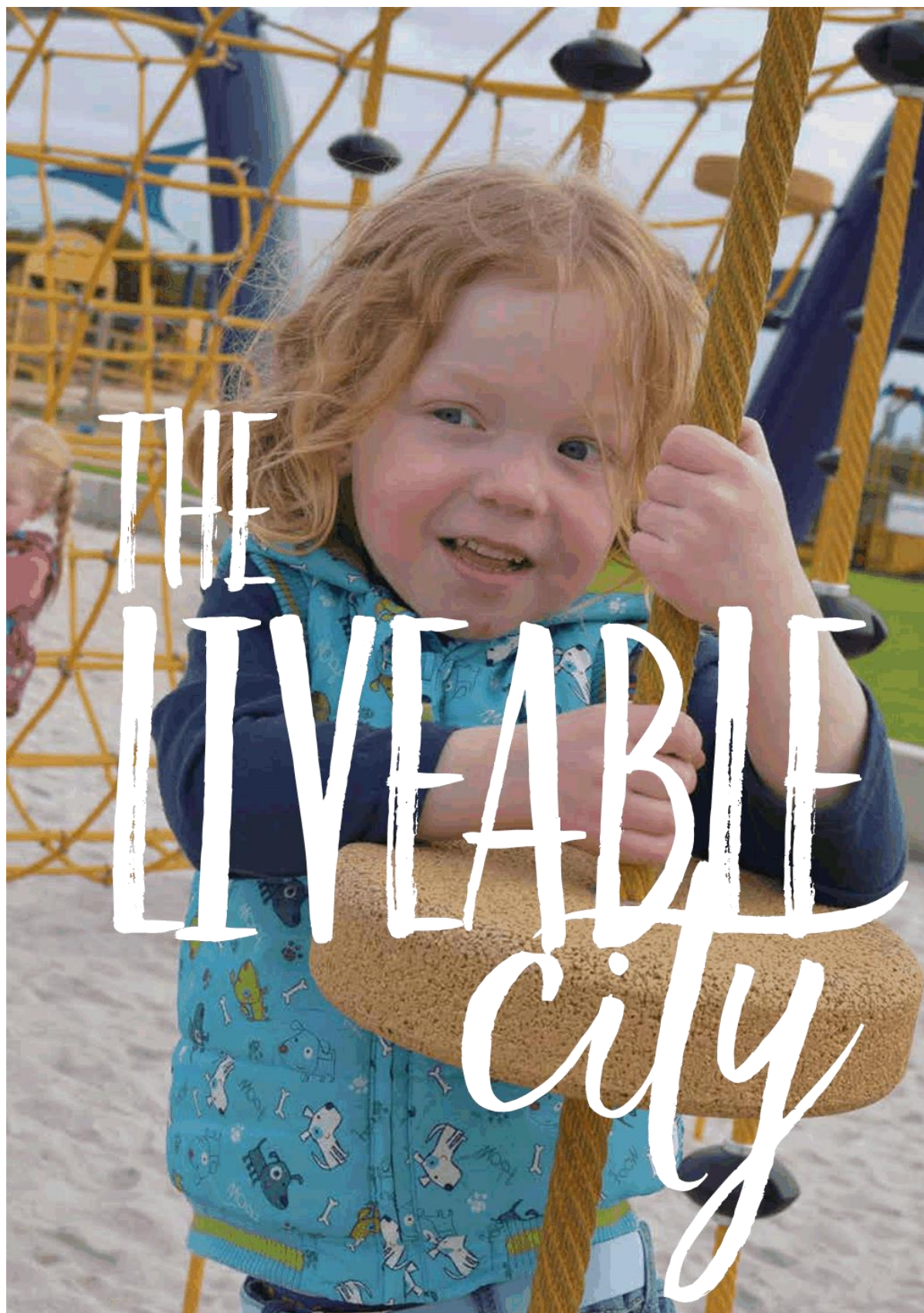
City of Salisbury is ensuring our urban spaces (assets and infrastructure) are built to be adaptable to a changing environment. The completed Para Hills Community Hub, and the soon to be completed Salisbury Community Hub, both incorporate design principles to ensure they remain viable and versatile buildings long into the future. The Salisbury Community Hub has been independently assessed as 5 star Green Star equivalent, incorporating initiatives such as solar power, thermal glass and double glazing, low energy lighting, and recycled stormwater.

This year our City had significant projects underway to manage stormwater and reduce its impact on communities and the environment. A project was undertaken to reduce stormwater runoff and pollutant loads to the Barker Inlet through the harvesting, cleansing and storing of 2,542 million litres of stormwater. This resulted in the removal of an estimated 200 tonnes of litter and sediment that would otherwise have polluted the marine environment.

Council has a Major and Local Flood Mitigation Program in place, with three major projects at Coomurra Gully, Halba and Yalumba being recently completed. The Pauls Drive project is currently under construction, and upon completion will contribute to a total of 15 local flooding projects achieved this year. Of particular significance, the major flooding works in Coomurra Gully Salisbury Heights resulted in the creation of a detention basin. The basin will assist in the reduction of downstream flows during storm events, thus reducing the flooding impact to local residents. All the projects, and those to follow, will continue to see the risk of flooding to homes downstream reduced.

Council's Streetscape Renewal Program continues to focus on the reduction of the heat island effect. Our City is committed to moderating the impact of heat events through street tree planting and management. Recent Heat Mapping of the city has allowed Council to focus resources on key areas to create shading and reduce the effect of extreme heatwave events on the region.





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

City of Salisbury actively promotes lifelong learning and agility in the communities we serve. We aim to identify and nurture programs and opportunities that help people achieve their life goals, regardless of what point in life they are at. Workshops and programs run by Council have a marked effect on residents' lives and are always well attended. Throughout the year, nearly 1,400 people engaged in workshops and information sessions offered by Council. Furthermore, approximately 500 people attended the six City of Salisbury forums held in partnership with Council of the Ageing.

2018/19 was another successful year for delivering strong intercultural, age and disability programs. Staff at City of Salisbury continued to plan, promote and facilitate initiatives that enabled community participation and cultural vibrancy. Harmony Day and Refugee Week were some of the events held by Council and valued by the community.

Natural Resource Management Officers had a successful year in the City of Salisbury region, hosting 90 events and working with 200 teachers and 600 students over a 12 month period.

Empowering people to gain the skills and knowledge to actively participate in the digital age has been a driving purpose at City of Salisbury. The rollout of a number of digital literacy pilots throughout 2018/19 was a key part of our success. Phase One of the Digital Literacy Pilot with the Department of State Development and Microsoft

was very successful, prompting the launch of Phase Two. We are also currently working with Microsoft to expand into Minecraft MakeCode sessions building on STEM based coding skills with community members.

Council also partnered with Generation Connect, a unique initiative that brought youth and seniors together to help improve digital literacy. The project provided digital skills to both youth and seniors, and importantly, created a forum for sharing stories of how technology has changed the lives of people living in the community.

The library service provided access to over 679,000 loans, with over 500,000 people visiting during the year. Our popular free PC Websites totaled 176,000 visits and 398 free online tutorials were accessed. In addition, over 26,000 visits were made to our volunteer Justices of the Peace.

City of Salisbury also explored new learning opportunities with community members through digital technologies. These opportunities, particularly designed to encourage youth participation, included Virtual Reality Pro Eye, Mixed Reality and Minecraft Education. These programs are essential to encourage the workforce of tomorrow to seize the opportunities of the expanding advanced manufacturing economy, space economy and the creative economy.



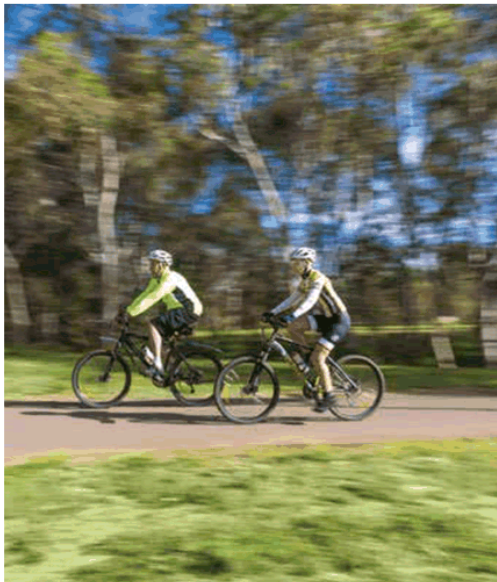
Have interesting places where people want to be

Council has continued to deliver projects to improve local neighbourhoods, streets and public spaces. These projects have ensured our region is welcoming, connected and a great place to live and work. A significant feature of our commitment to landscape improvements was the \$700,000 investment in managing and maintaining our Biodiversity Corridors and linear trails such as Little Para River, Dry Creek and Helps Road. Furthermore, the Street Tree Renewal Program saw the addition of 2,500 street trees planted throughout the region.

Other work has included the improvement of parking around the Mawson Lakes Interchange and Salisbury City Centre. In particular, site works commenced to implement the Paddocks Masterplan, and the preparation of the John Street Improvement Plan was initiated. Four playgrounds were also upgraded across the region this year as part of the Playspace Renewal Project. Furthermore, funding has been secured for the second athletics track for South Australia to be located at Bridgestone Park.

On a strategic level, City of Salisbury continued to maintain design, development, and delivery of high quality housing and improved amenity facilities in the City through our strategic property development projects. Our projects were recognised on a national level in 2018/19, winning the best affordable housing development in Australia for Jewel Living at Boardwalk in Paralowie, in partnership with Rivergum Homes.

City of Salisbury invests in its community centres to ensure they are well maintained, clean and attractive places for community members to meet and participate in activities.



Be a connected city where all people have opportunities to participate

Advocating for well maintained transport options for residents, businesses and visitors to the region is a key part of Council's commitment to connectedness. The Northern Connector is a vital link for people in the region in accessing jobs, services, recreation and social activities. Council has continued to collaborate with the Department for Planning, Transport and Infrastructure in the delivery of this essential roadway, with Council contributing to future stormwater and road works design and modeling. The Northern Connector is expected to be completed early 2020.

City of Salisbury continued to promote and develop opportunities for volunteering to build skills, employability and business sustainability in the region. Volunteering is a key area providing residents the ability to participate and make a difference. A revamped strategy to recruit Digital Literacy Volunteers to support library IT enquiries is underway. It is anticipated the strategy will coincide with the move to the Salisbury Community Hub and provide dynamic, valuable volunteering opportunities.

Other volunteering and training opportunities offered through Council included the domestic violence forum, Community Centres SA Community Development Conference and Nature Play workshops. Volunteering remains a highly sought after developmental opportunity in the region and Council has taken a proactive approach in the attraction and management of quality volunteers. Some key highlights from the year include:

- Volunteer Services received 599 enquiries from people interested in volunteering
- Just under half (39.5%) of all enquiries were people seeking a pathway to employment
- Council engaged 139 new volunteers
- Council managed 617 active volunteers
- Council's volunteers gave 73,019 hours of service
- The economic value of volunteers to the City of Salisbury was \$3,085,050.

City of Salisbury has been actively encouraging greater participation in social and recreational pursuits. An important feature of Council's wellbeing program has been the Cycle Salisbury Social Rides program. The program, now in its sixth year, provided 110 group riding opportunities during 2018/19. Participation levels have gone from strength to strength, with just over 1,000 individual rides for the twelve-month period (the previous best was 846 in 2016/17).

Wellbeing and support for local residents has been a strong focus for Council this year. The number of individual residents receiving support through Council continues to increase. Key highlights for 2018/19 include:

- Individual residents receiving support: 2,829
- Domestic assistance: 9,723 hours
- Home maintenance: 4,661 hours
- Home modifications: \$68,532
- Social Support Individual: 1,192 hours
- Social Support Group: 86,130 hours
- Number of meals provided: 21,720

Our libraries also facilitate access to early childhood literacy and 11,000 participants took part last year. Getting the best start in life and ready for school is critical to the ongoing ability for people to actively participate.

Be a proud, accessible and welcoming community

Providing opportunities for community members to be involved in decision making and to have a voice with regards to the creation of strategies, programs and services is one of our greatest strengths. Youth make a significant contribution to the Salisbury community. The division through the youth team (and via Youth Council and Youth Parliament) has been actively encouraging the voice and engagement of young people in civic decision making with regards to local issues.

A key achievement has been the implementation of the Ability and Inclusion Strategic Plan which embeds the practice of engagement and involvement of the community in key Council decisions. Survey results and feedback received from the community has been incorporated into the Plan's strategies, programs and services. City of Salisbury offers a community where people's culture, ideas and their capacity to achieve is supported and valued. Examples of this include the regular involvement of Salisbury Senior Alliance, Disability Access and Inclusion Network and the Intercultural Community and Strategic Alliance on Council decisions.

Council takes a universal design approach to open space projects. This means that open space projects incorporate principles of accessibility and inclusiveness, whereby all members of the community, regardless of age or ability, can use and enjoy the space. Council has upgraded five play spaces in the region following this approach.

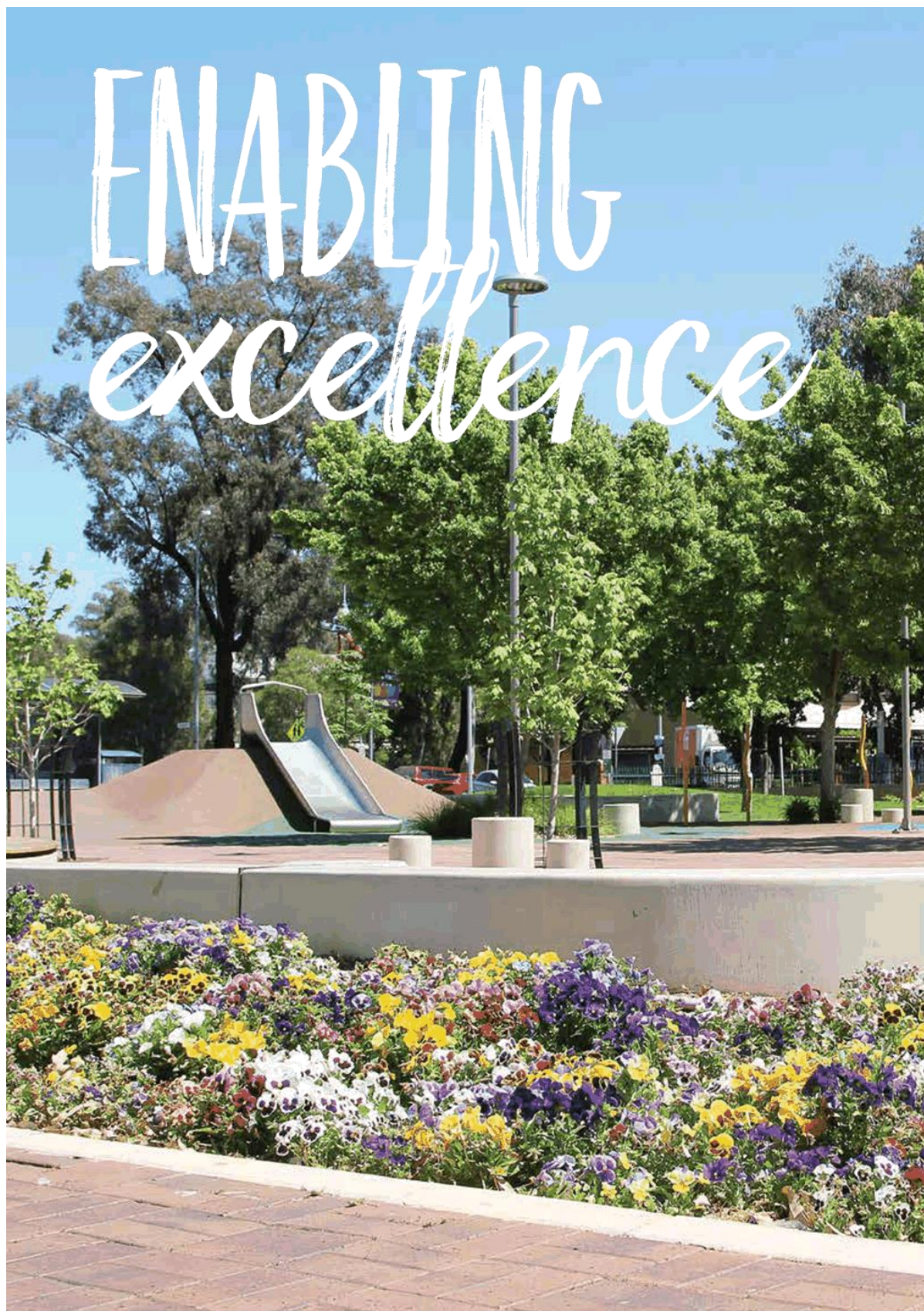
City of Salisbury aims to take a proactive role in ensuring good housing options are available to members of our diverse community. Homelessness or being at risk of homelessness is an issue requiring a strong response, and Council continues to lead through the Assistance to Care and Housing program (ACHA). During 2018/19, the program provided assistance to 90 older people who were homeless or at risk of homelessness. A key part of Council's role has been ensuring knowledge of seniors' housing needs is shared across the City and across neighbouring councils. In addition, through our Strategic Property Development Projects, Council is active in delivering affordable housing, including partnering with not-for-profit housing providers.

Safety is a principle concern of many residents and Council actively engages in the development of initiatives to create a community where people feel safe. Council continues to support the South Australia Safeguarding Strategy for seniors. The Safeguarding Strategy disseminates information from the World Elder Abuse Awareness Day (WEAAD) and encourages awareness through the promotion of Planning Ahead events. In particular, Council organised an information session at the Jack Young Centre and a further six sessions for the CALD communities in the region.

Participation in activities fosters community pride and engagement. In our last survey, we noted that:

- 69% attend community events
- 68% visit Council libraries
- 55% attend organised sport, church or community groups
- 55% attend local recreation centres
- 33% attend community or youth centres
- 43% attend Council events
- 22% visit senior centres.





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

City of Salisbury borders with three other councils and actively promotes strong relationships to address issues of regional importance. Work with neighbouring councils during 2018/19 included the delivery of business advisory services into Tea Tree Gully, working with Northern Regional Councils to develop the eSports network, and collaborating with the City of Playford on planning related matters.

An important part of strengthening relationships has been embedding consistent library services with other councils. Libraries have a significant role to play in addressing digital needs of members in the community. To ensure strong outcomes for improving digital literacy, City of Salisbury partnered with Public Library Services and Charles Sturt Library to roll out the Microsoft Digital Literacy Program. Council is now mentoring Charles Sturt Library and overseeing the rollout of the program to their library services.

Throughout 2018/19, City of Salisbury continued to work with the City of Playford on the Linkages and Capacity Building (ILC) Program. The program is a significant initiative to address disadvantage and isolation experienced by people with a disability in northern Adelaide. The program creates connections between people with a disability and their community through the

delivery of information and a toolkit which links people to available services and programs. It has been a valuable initiative in reducing stigma and improving community attitudes towards disability.

Strategic collaboration with State and Federal governments has been essential in shaping policy and investment decisions that impact our community. During 2018/19, City of Salisbury actively participated on advisory committees for the proposed State Government legislative changes to the planning system (via the Building Advisory Committee and Local Government Advisory Committee). Council also made formal submissions on the Planning Reforms, including the State Planning Policies, the Accreditation Scheme, various discussion papers and the draft Development Regulations. Submissions were prepared in relation to investment attraction planning policies and sex worker decriminalisation.

Council continued to foster and build partnerships with State and Federal governments, stakeholders and peak bodies to deliver our intercultural, community health and wellbeing services. Through regular attendance at meetings and involvement with agencies such as the Commonwealth Home Support Program, Disability SA, National Disability Insurance Agency, Council Of The Ageing, Age and Community Services Australia, Multicultural Aged Care, the Department of Premier and Cabinet, and the Department of Home Affairs, Council has been able to deliver long-term benefits for our community.

City of Salisbury remains committed to the development of strong partnerships with business and industry to address challenges associated with the future of employment. Council sought to address some of the challenges facing our region with the facilitation of two CEO Industry Roundtables. Initiated to gain input from the private sector with the view to supporting the growth of business and industry, the Roundtables also provided the opportunity for local business leaders to meet with State Government Minister for Innovation and Skills David Pisoni and Minister for Trade, Tourism and Investment David Ridgway.

Other key initiatives that are having a lasting impact to address skill capacity in the region include:

- Linking our work experience program with UniSA to promote a greater interest in STEM courses
- Partnering with the State Government on the Microsoft Pilot
- Partnering with the Commissioner for Children and Young People to roll out the Learn to Speak Robot initiative promoting digital thinking challenges for children
- Collaborating with Department for Innovation and Skills to host a trial of the Certificate III in Community Services in our region.

Council aims to collaborate with our community to ensure services are relevant and valued. A key part of our commitment in 2018/19 has been the renewal of the three year Community Centre Collaboration Agreement. Agreed changes have been made to the Collaboration Agreement and are currently awaiting finalisation.

Other key collaboration initiatives with community included:

- The Age Friendly Alliance Committee to promote the Age Friendly Salisbury strategy
- The Intercultural Strategic Alliance to provide advice on the implementation of the Intercultural Strategy
- The Community Ambassadors group
- The Jack Young Centre (JYC) advisory group to provide input on JYC services.

Council has taken a lead role in providing efficient access to information for residents through social media channels and print media. The community was kept up - to - date with vital information distributed via the Salisbury Aware Magazine. The magazine was distributed in August, December and April to more than 55,000 residential addresses per edition.

Digital communication channels are being embraced to enhance our engagement with our diverse population. As at June 2019:

- City of Salisbury Facebook page had 9,197 followers (increase of 16.6% on 2018)
- Discover Salisbury had 7,388 followers (increase of 4% on 2018)
- St Kilda Adventure Playground had 18,614 followers (increase of 3.4% on 2018)
- Salisbury Library Service had 2,278 followers (increase of 42.3% on 2018)
- Youth in Salisbury had 3,026 followers (increase of 1.6% on 2018)
- The Polaris Centre had 1,012 followers (increase of 9.8% on 2018) and
- The City of Salisbury website achieved 1,074,000 unique page views with an increase of 34.5% on 2018.

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

City of Salisbury recognises the importance of building strong leadership capabilities within Council and across the wider community to ensure sustainability and continued improvement. Leadership and learning opportunities were encouraged throughout 2018/19, resulting in:

- Six staff members participating in the Local Government Professionals Australasian Management Challenge
- One staff member participating in the Local Government Professional Emerging Leaders Program
- One staff member participating in the Local Government Professionals Strategic Management Program
- Nine staff benefiting from study support
- Staff participating in the White Ribbon Australia Accreditation Program and the successful White Ribbon Day in November 2018.

Learning and innovation continues to transform the way Council operates and plans for the future. A significant innovation project is a workplace Pilot Space to experience mobile technology, flexible ways of working, reduction of storage and reduction of printing, to transition to the new way of working and delivering services to our community in the Salisbury Community Hub.

Development of the Strategic Procurement Vision in 2018/19 has resulted in the transformation of Council's procurement processes to become a more commercially focused, value add function. A key part of the Vision was the rollout of a Competency Framework to guide best practice in the procurement of services. The Competency Framework has 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.

Providing a safe working environment for all staff is always a priority at City of Salisbury. In 2018/19, a number of Workplace Health and Safety (WHS) initiatives were run, resulting in:

- Five WHS Policies and six WHS Procedures reviewed and updated
- Corporate WHS targets and performance indicators revised
- Hazard mapping across four divisions, with the development of accompanying Safe Work Method Statements/ Work Instructions
- All WHS policies, procedures, SWMS and work instructions available to outdoor workers through Skytrust on tablets
- Revised Skytrust workplace inspection templates
- Updated Site Emergency Plans for all staff occupied facilities.

The organisation continues to review its service delivery through a Continuous Improvement Framework. Council completed its second year in the LG Performance Excellence benchmarking study to gain further insights into opportunities to improve performance.

In order to ensure a shared focus on accountability and performance, Council implemented a new Performance and Development Plan process for all staff. The Plan assists staff in aligning City of Salisbury Plan objectives to their own individual plans. Staff members are encouraged to take on projects that focus on individual skills and training with the aim of ensuring they feel confident working in the new environment.

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

Council had a focus in 2018/19 of transforming business practices and promoting the flow of value to residents and businesses in our community. We aim to remove barriers from our workflows that block our efforts at achieving excellence. The year included many innovative responses to emerging needs and opportunities.

Of particular significance was the enhancement of our procurement process to provide clarity and transparency to our process. The new process will undergo a review in the near future to ascertain where efficiencies have been gained and to ensure that procurement procedures are streamlined and effective.

Council embarked on reviewing its Customer Service Charter to ensure a more community centric approach is delivered across the organisation. This has involved training all staff and development of a reporting dashboard to monitor service request response times.

In 2018/19, Australian Service Excellence Standards (ASES) accreditation was achieved for Council and all Community Centres in the region. Council was able to achieve accreditation through our commitment to improved efficiencies and processes, our evidence-based decision making and strict code of ethics. Some of the initiatives that highlight our continuous learning and innovation include:

- A trial for residents to self-read and provide their own recycled meter readings for three of the four meter readings per year in order to reduce costs
- Our electronic development assessment was extended to apply to all development applications in January 2019. This provides applicants and the community an unlimited ability to lodge and track development applications online
- A Trial undertaken with License Plate Recognition technology and Parking Sensor technology. The new technology assesses compliance with timed parking areas and helps to identify data to improve parking usage and turnover, and improve enforcement efficiencies. Trial to be concluded and assessed by the end of 2019.

City of Salisbury is a Council where technology is embraced and is used to proactively address community needs. Over 650 enquiries or transactions are made online per week in relation to development matters and this figure is set to grow. Council is currently reviewing its website to ensure high levels of accessibility and inclusiveness, as well as moving towards the full electronic development of assessment services.

As Council moves towards more electronic services and new ways of working, a focus on ensuring staff have the right training and skills to provide great service has been maintained. All Field Operators now have iPads to improve customer response times. Residents in the community have also been benefiting from the focus on technology and skills with regular IT training provided at the Jack Young Centre for seniors and the Para Hills Community Hub. Development Applications are now lodged online and are assessed electronically, reducing the need for paper-based transactions and facilitating efficiencies in the processing and tracking of applications.

Embed long term thinking, planning and innovation across the organisation

2018/19 was a year of sound financial practices, strong business planning and sustainable asset management. City of Salisbury continues to follow principles of informed, transparent and inclusive decision making that complies with legislative and policy requirements.

In addition to providing a statutory building certification service for developments within Salisbury, we also provide a certification service for clients outside the City via a Business Unit.

A key direction was the introduction of a structured approach to the development and resourcing of longer-term policies and strategies. One of the more significant policy initiatives has been the development of City of Salisbury as an Age Friendly City. Other significant projects were the development of the Intercultural Strategic Plan and the Ability and Inclusion Strategic Plan. All three projects have involved comprehensive community and stakeholder consultation, and are tracking on time.

Opportunities for residents to provide feedback are plentiful and encouraged. All regular services with individual consumers are reviewed on an annual basis. Council collects and analyses information to help us anticipate and respond to emerging needs and opportunities. Through the Salisbury Seniors Alliances we have received valuable feedback on issues relating to ageing that has guided our Age Friendly City strategy. The Salisbury Intercultural Community and Strategic Alliances have also been providing feedback relating to the implementation of the Intercultural Strategic Plan. City of Salisbury is able to move forward with confidence due to effective, well-managed feedback loops with residents.



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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 2018/19 Financial Year
RESULT			
Workforce: 71,170 Participation rate: 62.5%	\$6.49 billion	7,234 firms	\$179 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			
2542ML harvested with 20% additional passing through wetlands.	Based on estimates from 2018/19 NAWMA annual report.	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	Based on iTree survey
RESULT			
3050ML	44%	7.3	18%

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>City of Salisbury Community Satisfaction Survey 2018:</p> <p>Response to question "How often are you involved in the following community activities?"</p>	<p>Participation in Higher Education</p> <p>Source: Public Health Information Development Unit (PHIDU) based on SA Tertiary Admissions Centre (SATAC) data from 2017</p> <p>Participation in vocational education and training</p> <p>Source: Public Health Information Development Unit (PHIDU) based on National Centre for Vocational Education Research (NCVER) data from 2015</p> <p>City of Salisbury Community Satisfaction Survey 2018:</p> <p>Housing affordability</p> <p>Community Safety</p> <p>Response out of 10 to question "how safe do you feel in the Salisbury Council area" (0 = very unsafe, 10 = very safe)</p> <p>Community Connectedness</p> <p>Response out of 10 to question "I can get help from family, friends & neighbours when I need it" (0= strongly disagree, 10 = strongly agree)</p> <p>Access to Services</p> <p>Response out of 10 to question about "access to information, services & activities that support health and wellbeing" (0= very unsafe, 10 = very safe)</p>	<p>City of Salisbury Community Satisfaction Survey 2018:</p> <p>Response out of 10 to question "I like living in my local community" (0= strongly disagree, 10 = strongly agree)</p> <p>Response out of 10 to statement "Overall satisfaction with quality of life in Salisbury Council area" (0 = extremely dissatisfied, 10 = extremely satisfied)"</p> <p>See over page for results</p>

KEY DIRECTION 3:

THE LIVEABLE CITY CONT'D

RESULT			
In the 2016 Census, the City of Salisbury received a SEIFA score of 917.	69% attend community events 68% visit Council libraries 55% attend organised sport, church or community groups 55% attend local recreation centres 33% attend community or youth centres 43% attend Council events 22% visit senior centres	26.3% Participation in higher education 23,552 persons Participation in vocational and training 7.2 Housing affordability 6.2 Community Safety 7.2 Community Connectedness 6.9 Access to services respectively	7.4 and 6.9 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			
Council was involved in a number of stakeholder partnerships in delivering on this objective 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 cative. A review of this indicator is occurring as part of the update of the City Plan.	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. In 2018, Council embarked on a continuous improvement model that builds on the work of the program review undertaken previously.	Since 2001, Council has undertaken bi-annual community perception surveys with the most recent in October 2018. This survey has seen a decrease (6.8 from 7.4 in 2016) in community perception of overall services. A number of strategies and actions have been identified to respond to the decrease in satisfaction.	<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.</p> <p>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			
Council was involved in a number of stakeholder partnerships in delivering on this Objective. A review of this indicator is occurring as part of the update of the City Plan.	Key achievements this year from the ongoing improvement in our delivery of includes \$1.4M in cost reductions and cost avoidance through our procurement process. This is additional to the \$2.6M of ongoing savings delivered from the Program Review.	6.8	<p>Operating Surplus Ratio (Target 0.5% - 5%) - 9.9% (Adjusted)</p> <p>Net Financial Liabilities Ratio (<40%) - 2.4%</p> <p>Asset Sustainability Ratio (90% - 110%) - 82.2%</p>

SUBSIDIARY reports

Council Solutions Annual Report 2018/19

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 2018/19

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 is a joint initiative of the Cities of Adelaide, Charles Sturt, Marion, Onkaparinga, Salisbury and Tea Tree Gully that make up the Constituent Councils.

Established in 2012 as a Regional Authority in accordance with Section 43 of the *Local Government Act 1999*, Council Solutions provides a collaborative and strategic approach to the procurement of goods and services on behalf of its Constituent Councils, including negotiating and managing contracts, and investigating the provision of other shared functions.

This collaborative approach to procurement not only provides significant purchasing power to attain the best value for the community, but it also optimises the financial sustainability of each of the Constituent Councils by reducing administrative costs, the number of tender processes and replicated contract management activities.

The goal of Council Solutions is to improve community prosperity and wellbeing by undertaking local government procurement and collaborative services that:

- Deliver best value for money
- Explore innovative ways of delivering infrastructure and services
- Value partnership between councils and suppliers

Background

Council Solutions provides the legal structure to the G6 Procurement Group formed in 1994 by the Cities of Adelaide, Charles Sturt, Marion, Onkaparinga, Salisbury and Tea Tree Gully to address the combined \$415 million annual spend on infrastructure and services by these Constituent Councils.

Ministerial approval was given for the Council Solutions Regional Authority to be established by notice in the SA Government Gazette on 20 December 2012. The Gazette states the purpose of the Authority as "*promoting procurement and service delivery amongst the constituent councils.*"

As a South Australian local government body, it is governed by the:

- Local Government Act 1999
- Local Government (Financial Management) Regulations 2011
- Council Solutions Regional Authority Charter 2012

Council Solutions Regional Authority
25 Pirie St, Adelaide SA 5000
councilsolutions.sa.gov.au

ABN 92 168 067 160

Date prepared: 30 September 2019

Foreword from the Chair



Council Solutions continues to optimise the financial sustainability of Constituent Councils through the benefits of collaborative strategic procurement and contract management.

The benefits of aligning and managing contracts under the regional subsidiary are significant and resulted in estimated savings of \$7.5m for the Constituent Councils and accession Councils.

Council Solutions achieved a favourable performance against budget and maintains a strong equity position. I thank our Audit Committee who supports us in achieving the highest standards of accountability, transparency and governance.

I commend the Council Solutions team for their ongoing commitment, dedication and professionalism during 2018/19. I would also like to acknowledge Oliver Barry for his significant contribution as Chief Executive Officer from May 2016 to July 2018, Tim Dawson for his contribution as Senior Procurement Officer from August 2016 to July 2018 and, Kerrie Jackson, Acting Chief Executive Officer from July 2018 to February 2019.

Finally, the Council Solutions Board of Management and I would like to acknowledge and thank Catherine Cooper, Chair of the Board November 2012 to December 2018 for her support in achieving the strategic goals of Council Solutions.

Jeff Tate
Chair of the Board
Council Solutions Regional Authority

Report from the Council Solutions Manager

The past year has seen Council Solutions continue to work in partnership with our Constituent Councils to deliver optimum value for money from collaborative strategic procurement and contract management.

On behalf of our six Constituent and eight Accession Councils, Council Solutions has delivered 32 collaborative contract and panel agreements, across 110 suppliers, with a combined total value of over \$68 million per annum. Council Solutions ensures best practice across its suite of contracts, actively promoting continuous improvement and developing opportunities for innovation.

The Council Solutions Governance Framework and Board-approved Key Performance Indicators ensures the effectiveness and efficiency of Council Solutions' operations when collaborating with Councils and industry partners.

I thank the Board for their support, and the Council Solutions team comprising Audrey Rangel, Bruce Wright, Colin Owen and Tammy Sheridan for their continuing professionalism.



Clare Coupar
Manager
Council Solutions Regional Authority

Board of Management 2018/19



MR JEFF TATE
INDEPENDENT CHAIRPERSON



MS CATHERINE COOPER
INDEPENDENT CHAIR (TO DEC 18)



MR MARK GOLDSTONE
CITY OF ADELAIDE



MR PAUL SUTTON
CITY OF CHARLES STURT



MR ADRIAN SKULL
CITY OF MARION



MR MARK DOWD
CITY OF ONKAPARINGA



MR JOHN HARRY
CITY OF SALISBURY



MR JOHN MOYLE
CITY OF TEA TREE GULLY

Board of Management 2018/19

Council Solutions is a body corporate, governed by a Board of Management, comprising seven members being the Chief Executive Officer from each Constituent Council: The Cities of Adelaide, Charles Sturt, Marion, Onkaparinga, Salisbury and Tea Tree Gully, and one person who is not a member or officer of a Constituent Council who holds the position of Chair.

The Board held three formal and two out-of-session meetings during the year to consider the strategic direction and financial integrity of the organisation. Meeting attendances were as follows:

Board Position	Board Member	Formal Meetings Attended
Independent Chairperson	Mr Jeff Tate	2
Independent Chairperson – till Dec 2018	Ms Catherine Cooper	1
City of Adelaide	Mr Mark Goldstone, CEO	3
City of Charles Sturt	Mr Paul Sutton, CEO	3
City of Marion	Mr Adrian Skull, CEO	3
City of Onkaparinga	Mr Mark Dowd, CEO	3
City of Salisbury	Mr John Harry, CEO	2
City of Tea Tree Gully	Mr John Moyle, CEO	3

Audit Committee

The Council Solutions Board is supported by one designated committee being the Audit Committee which is formally appointed pursuant to the requirements under the Local Government Act 1999 (the Act) and the Local Government (Financial Management) Regulations 2013.

The function of the Audit Committee includes reviewing annual financial statements to ensure that they present fairly the state of the Authority and reviewing the adequacy of financial management systems and practices. The Audit Committee is governed by Terms of Reference with the work flow controlled by an Audit Committee Work Program. The Audit Committee Work Program is updated after each meeting to reflect Committee achievements and actions arising from either the meeting for the Council Solutions Board Meeting.

Please refer to Appendix B for a report on the activities undertaken by the Audit Committee throughout the 2018/19 financial year.

Governance and Operating Framework

Council Solutions works in partnership with its Constituent Councils to deliver value outcomes. In accordance with the Council Solutions Governance Framework and Key Performance Indicators, the critical success factors that underpin the optimal effectiveness and value provided by the collaborative partnership with Council Solutions and its Constituent Councils are:

- Shared accountability and responsibility for achievement of goals and outcomes;
- Evidence-based opportunity identification, analysis and performance measurement via shared data and information; and
- Effective communication with key stakeholders to ensure clear understanding of goals, roles and responsibilities.

The Governance Framework assists in enhancing the effectiveness and efficiency of collaborative procurement by having the appropriate decision-making structure that ensures key staff have ownership in the management and success of the operations. It also plays the key role of developing and maintaining a strong partnership and collaborative culture and is underpinned by seven inter-related elements:

- **Direction** - shared understanding of our purpose and priorities through collaboration and effective planning and resource allocation;
- **Expectations** - agreed performance expectations through effective communication;
- **Delivery** - quality customer-focused service delivery through effective resource management, monitoring, review and reporting;
- **Improvement** - enhance our performance through review, intervention, capability-building and internal control mechanisms;
- **Risk Management** - regularly assess and respond to risk and opportunities;
- **Responsibilities** - accountability and transparency for decisions through information management, evaluation and Audit Committee and Board reporting; and
- **Alignment** - functions, structures and a culture that supports the success of Council Solutions through quality leadership, role clarity and empowered staff.

Key Performance Indicators provide the Board of Management oversight of the effectiveness and value that Council Solutions provide to its Constituent Councils.

Savings and Benefits

Expected outcomes of the procurement activity are achieved. These will be detailed as part of the procurement activity initiation and will be reported on upon the conclusion of the activity.

Timeliness

Procurement is undertaken within the agreed timeframes nominated as part of the procurement activity initiation and will be reported on upon conclusion of the activity.

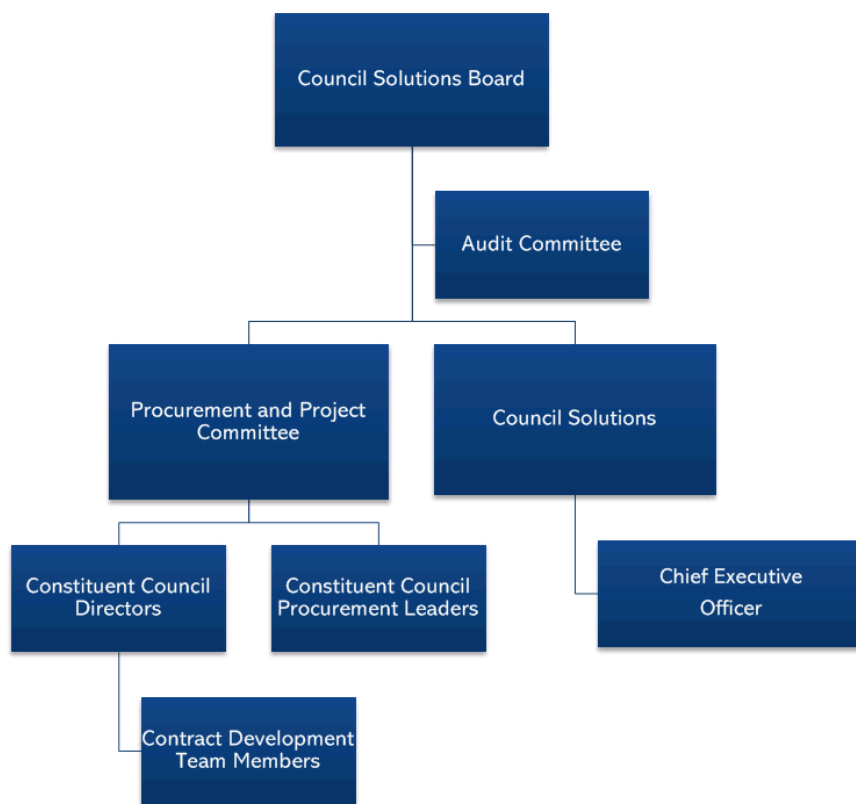
Structure and Staffing

As at 30 June 2019, Council Solutions comprised five staff (4.8 FTE) delivering expertise in management, procurement, contract management, governance, policy, data analysis and administration skills. In addition, support has also been provided to the team by Rex Mooney, Financial Consultant.

The Council Solutions team comprises:

- Manager - Clare Coupar
- Senior Procurement Officers - Bruce Wright, Colin Owen, Tammy Sheridan,
- Executive Support Officer - Audrey Rangel

Governance and Organisation Structure



Procurement and Contract Management Achievements 2018 /19

Council Solutions manages a growing suite of collaborative contracts for its Constituent Councils that continue to deliver significant contract management efficiencies. The Regional Forward Procurement Plan, approved by the Council Solutions by the Board of Management in 2016, provides a roadmap to target collaborative procurement opportunities to deliver improved outcomes for Councils and ratepayers.

During 2018/19 over \$68 million of Council expenditure was undertaken utilising Council Solutions collaborative contract arrangements. This represents an increase of 15% on the previous year.

The Council Solutions suite of 32 collaborative contracts and panel agreements, across 110 suppliers, covers a diverse and comprehensive range of categories to include Finance and Professional Services, Human Resources, Roads and Infrastructure, Facilities Management and Parks and Gardens. Our strong focus on contract management is key to extracting value from the contracts for both Councils and suppliers.

The Regional Forward Procurement Plan remained on track in the scheduling of procurement activities across target expenditure categories, with Council Solutions established new contracts for use by Constituent Councils for Cleaning Services, Supply and Delivery of Concrete, Managed Services (Unified Communications) and Segmental Pavers.

The most significant procurement projects undertaken by Council Solutions' during 2018/19 were the Waste Management Services Project and the re-tendering of the Legal Service Panel.

- **Waste Management Services Project**

Tenders for the Waste Management Services project were called in December 2018. The collaborative procurement of four Participating Councils will see alignment of waste management services across three service streams. The scale and value of the contracts will encourage industry competition to secure reliable tonnage of waste and strong cashflow to support investment in Material Recovery Facility infrastructure, improve data capture, reporting, encourage and support alternative waste technology and waste to energy as longer-term options for residual waste disposal. The new contract term will be for up to 10 years and will enable the support infrastructure investment as the total value of the three service streams is in the order of \$25million per annum. Following evaluation and negotiation, contracts will be awarded in August 2019.

- **Legal Service Panel**

The continuing collaboration in this category will provide the Constituent and accession Councils with a "Best of Breed" panel of legal firms to service the needs of the Councils. The benefit of maintaining the agreement is to provide a pre-approved panel of service providers, offering an agreed schedule of rates, with a mix of capability, experience and approach to ensure access to the best resources and information for councils.

Innovation and Continuous Improvement Initiatives

2018/19 saw the delivery of some exciting innovations and continuous improvement outcomes in collaboration with our infrastructure industry partners.

- **Bituminous Works Program (Downer EDI Works)**

Approximately 100kms of the Participating Councils (the Cities of Charles Sturt, Marion, Onkaparinga, Salisbury, Tea Tree Gully and Mount Barker District Council) Councils' road network was resurfaced.

The Councils lowered their carbon footprint by adopting sustainably manufactured asphalt products and reducing impacts on the environment.

With the use of Recycled Asphalt Pavement (RAP), the Councils have re-used product that would have potentially ended up as landfill. Collectively this is a total savings of 992 tonnes of CO₂ emissions, which is the equivalent of removing 393 cars from our road network per year.

In November 2018, Downer EDI Works introduced a new mix design 'Reconophalt', in response to increased demand from Councils to reduce landfill by using more recycled products. Reconophalt is an asphalt mix that included soft plastics and recycled glass and is capable of being developed to include other water materials. A total of 7467 tonne of Reconophalt was used by the Cities of Marion (3689t), Charles Sturt (3507t) and Onkaparinga (371t).

The Councils and Downer EDI Works continue to collaborate on the compaction review. Downer introduced new roller technology in January 2019 and several alternative mix designs were trialled throughout the year.

Several significant WHS initiatives were introduced to the contract during 2018/19 including engineered controlled reversing plant, forward sweeping brooms on skid steers, and traffic and pedestrian fencing segregation trials at Charles Sturt.

- **Crack Sealing Program (SuperSealing)**

The Cities of Charles Sturt, Marion, Onkaparinga, Salisbury and Tea Tree Gully's crack sealing program resulted in approximately 1.4 million m² of Councils' combined road network being crack-sealed. In addition to extending the pavement life, this preventative maintenance saw the use of 550 recycled tyres that equates to the reduction of 115 household rubbish bins which are not going to landfill.

- **CoolSeal Product Trials (SuperSealing)**

The Cities of Charles Sturt and Salisbury participated in trials of CoolSeal, a new and innovative road sealing product as part of studies to reduce the urban heat island effect in Council areas. This alternative product is a heat-reflective preservation treatment keeping roads cooler during warmer months and has the potential to significantly reduce surface temperatures of the road network.

The City of Charles Sturt sealed approx. 20,000m² in the Hendon Business precinct and Albert Park. The City of Salisbury sealed approx. 22,000m² and together with SuperSealing, receiving the IPWEA 2018/19 Excellence in Sustainable Solutions in Public Works award for the 'The Bridges' CoolSeal project at Mawson Lakes.

Contract Extensions

In addition, over the past 12 months Councils Solutions has facilitated the extensions of 6 existing collaborative contract arrangements with a combined total value of approximately \$33.2 million per annum.

COUNCIL SOLUTIONS CONTRACT MANAGEMENT LIST AS AT 30 JUNE 2019

Contract / Panel Arrangement	2018/19 Expenditure \$000
Temporary Labour Hire	28,533
Bituminous Works	20,665
Cleaning Services	3,859
Legal Services	3,451
Segmental Pavers	2,321
Arboriculture Services Panel Agreements	2,189
• Tree Works Panel	
• Consultancy	
Irrigation Services Agreements	1,319
• Parts	
• Design	
• Minor Works	
Leasing Finance of IT Equipment	1,303
Concrete	1,109
Quarry Materials	903
Architectural Services Panel Agreements	823
• Architectural	
• Landscape Architecture	
• Urban Design	
Crack Sealing	759
Postal Services	616
• Across Government Postal Services	
Postal Services – Post Bill Pay	
Debt Collection Panel Agreement	494
Fencing Panel Agreement	338
Engineering Services Panel Agreements	200
• Building Services	
• Civil & Structural Engineering	
• Geotechnical Engineering	
• Process	
• Traffic & Transport Planning	
• Water & Environmental Engineering	
Pest Control Services	6
Managed Services (Unified Communications)	Not Applicable
Rate & Dog Registration	Not Applicable
Transactional Banking Services	Not Applicable

Finance

Operating Surplus Ratio

Council Solutions achieved a 21% favourable variance in its operating surplus ratio. This is reflective of the funding structure of this entity whereby revenue levels are maintained by contracts set up in prior years.

The better than budget operating result occurred primarily due to a few employee positions remaining vacant as a few employees moved on throughout the year. This accounts for most of the \$440k better than budget result.

As fewer projects were undertaken than originally forecast, there were also savings in consultancy and legal fees. The lower levels of activity also delivered further savings in other non-salary expenditure lines.

Reimbursements are underbudget by \$111k. This is primarily due to the overhead recoupment initially calculated to be reimbursed by Councils participating in the waste management services project that was recalculated at a lower level that reflected the reduction in operating costs referred to above. This is shown in 'Other Income' within the Statement of Comprehensive Income that follows.

Management fees were \$44k less than budgeted for. This revenue varies from year to year in accordance with the level of Council usage of the various contracts in place.

Net Financial Liabilities Ratio

Net financial liabilities ratio saw a favourable variance of 18%. The data used to make this calculation is sourced from the Statement of Financial Position.

A negative result for this indicator means the Authority is in a Net Financial Assets situation.

Net Financial Assets have increased by \$150k due to the better than budget operating result. The level of current assets is close to what was budgeted for, however current liabilities are less than originally budgeted for due to amounts payable to suppliers being settled late in June as well as the payment of the City of Adelaide loan account ('Other Current Liabilities').

The Authority continues to maintain high level of cash reserves.

COUNCIL SOLUTIONS REGIONAL AUTHORITY
General Purpose Financial Reports
for the year ending 30 June 2019

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COUNCIL SOLUTIONS REGIONAL AUTHORITY
Certification Of Financial Statements
for the year ending 30 June 2019

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 2019 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.

Jeff Tate
Chair Of The Board

Date: 29 August 2019

Appendix A

**COUNCIL SOLUTIONS REGIONAL AUTHORITY
STATEMENT OF COMPREHENSIVE INCOME
for the year ended 30 June 2019**

	Notes	2019 \$'000	2018 \$'000
INCOME			
Investment Income	2	7	4
Management Fees	2	1,056	1,054
Other Income	2	270	641
Total Income		1,333	1,699
EXPENSES			
Materials, contracts & other expenses	3	960	1,770
Total Expenses		960	1,770
OPERATING SURPLUS / (DEFICIT)		373	(71)
NET SURPLUS / (DEFICIT)		373	(71)
Total Other Comprehensive Income		-	-
TOTAL COMPREHENSIVE INCOME		373	(71)

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

COUNCIL SOLUTIONS REGIONAL AUTHORITY
BALANCE SHEET
as at 30 June 2019

	Notes	2019 \$'000	2018 \$'000
ASSETS			
Current Assets			
Cash and cash equivalents		539	174
Receivables		342	564
Total Current Assets	4,7	881	738
Total Assets		881	738
LIABILITIES			
Current Liabilities			
Trade & Other Payables		37	124
Other Current Liabilities		15	158
Total Current Liabilities	5,7	52	282
Total Liabilities	5,7	52	282
NET ASSETS		829	456
EQUITY			
Accumulated Surplus		686	313
Share Capital		143	143
TOTAL EQUITY		829	456

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 2019**

	Initial Contribution by Owners \$'000	Accumulated Surplus \$'000	Total \$'000
2019			
Opening Balance	143	313	456
Net Surplus for Year	-	373	373
Balance at end of period	143	686	829
	Initial Contribution by Owners \$'000	Accumulated Surplus \$'000	Total \$'000
2018			
Opening Balance	143	385	527
Net Surplus for Year	-	(71)	(72)
Balance at end of period	143	313	456

**CASH FLOW STATEMENT
for the year ended 30 June 2019**

	Notes	2019 \$'000	2018 \$'000
CASH FLOWS FROM OPERATING ACTIVITIES			
<u>Receipts</u>			
Operating receipts		1,548	1,600
Investment Income		7	4
<u>Payments</u>			
Operating payments to suppliers & employees		(1,190)	(1,764)
Net Cash provided by (or used in) Operating Activities		365	(160)
Net Increase (Decrease) in cash held		365	(160)
Cash & cash equivalents at beginning of period		174	334
Cash & cash equivalents at end of period	6	539	174

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 2019

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 2019

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 2019 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.

(Standards not affecting local government have been excluded from the above list.)

AASB 16 Leases, which will commence from 1 July 2019, requires that the right of use conveyed by leasing contracts - except leases with a maximum term of 12 months and leases for non-material amounts - be recognised as a form of Infrastructure, Property, Plant and Equipment, and that the lease liability be disclosed as a liability.

At 30 June 2019, Council has no leases to which this treatment will need to be applied.

COUNCIL SOLUTIONS REGIONAL AUTHORITY
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS
for the year ended 30 June 2019

Note 2 - INCOME

	2019	2018
	\$'000	\$'000
INVESTMENTS		
Interest Income	7	4
	<u>7</u>	<u>4</u>
REBATES		
Management Fees	1,056	1,054
	<u>1,056</u>	<u>1,054</u>
OTHER INCOME		
Reimbursements	270	641
	<u>270</u>	<u>641</u>

Note 3 - EXPENSES

	2019	2018
	\$'000	\$'000
MATERIALS, CONTRACTS & OTHER EXPENSES		
Advertising	0	1
Audit Fees	4	4
Catering	1	1
Contractors	40	45
Consultant Fees	92	532
Insurance	28	27
IT Expenses	23	34
Legal Fees	35	63
Membership Fees & Subscriptions	5	4
Motor Vehicle	2	2
Reimbursements - Salary & Wages	665	982
Rent	27	26
Sitting Fees	19	32
Sundry	13	13
Telephone	2	2
Training and Development	4	2
	<u>960</u>	<u>1,770</u>

COUNCIL SOLUTIONS REGIONAL AUTHORITY
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS
for the year ended 30 June 2019

Note 4 - CURRENT ASSETS

	2019 \$'000	2018 \$'000
CASH & CASH EQUIVALENTS		
Cash at Bank	539	174
	<u>539</u>	<u>174</u>
RECEIVABLES		
Accounts Receivables	226	419
Accrued Income	116	143
Prepaid Expenses	-	2
	<u>342</u>	<u>564</u>
TOTAL CURRENT ASSETS	<u>881</u>	<u>738</u>

Note 5 - LIABILITIES

	2019 \$'000	2018 \$'000
TRADE & OTHER PAYABLES		
Creditors	28	120
Expenses Accrued	9	4
	<u>37</u>	<u>124</u>
OTHER CURRENT LIABILITIES		
Payable to Adelaide City Council	15	158
	<u>15</u>	<u>158</u>
TOTAL LIABILITIES	<u>52</u>	<u>282</u>

**COUNCIL SOLUTIONS REGIONAL AUTHORITY
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS
for the year ended 30 June 2019**

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.

	2019	2018
	\$'000	\$'000
Cash at Bank	539	174
Balances per Cash Flow Statement	539	174

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

Net Surplus	373	(71)
Net (increase)/decrease in Receivables	222	(95)
Net increase/(decrease) in Current Liabilities	(230)	6
Net Cash provided by (or used in) operations	365	(160)

COUNCIL SOLUTIONS REGIONAL AUTHORITY
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS
for the year ended 30 June 2019

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;

2018-19	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%	539	-	-	-	539
Receivables	0.0%	-	-	-	-	342
Total Financial Assets		539	-	-	-	881
Financial Liabilities:						
Creditors and Provisions	0.0%	-	-	-	-	52
Total Financial Liabilities		-	-	-	-	52

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	1.8%	174	-	-	-	174
Receivables	0.0%	-	-	-	-	564
Total Financial Assets		174	-	-	-	738
Financial Liabilities:						
Creditors and Provisions	0.0%	-	-	-	-	282
Total Financial Liabilities		-	-	-	-	282

(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 2019**

Note 8 - RELATED PARTY DISCLOSURES

KEY MANAGEMENT PERSONNEL

The Key Management Personnel of the Council include the Chair of the Board, the Board, Independent Members of the Audit Committee and the CEO, Acting CEO and General Manager.

Salaries, allowances & other short term benefits paid by Council Solutions to KMP were \$232k (2018-19) and \$259k (2017-18)

The following qualifying related party disclosures have been identified in relation to the 2018-19 financial year

Related Party Entity	Amounts received from related parties during 2018-19 FY	Amounts outstanding from related parties as at 30 June 2019	Amounts outstanding to related parties as at 30 June 2019
	\$ '000	\$ '000	\$ '000
City of Adelaide	112	26	-
City of Charles Sturt	116	26	-
City of Marion	100	-	-
City of Salisbury	3	-	-
City of Tea Tree Gully	3	-	-
City of Onkaparinga	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 2019**

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 2019, 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.


Jeff Tate
CHAIR – Council Solutions

Date: 15 August 2019


Mark Dowd
CHIEF EXECUTIVE OFFICER
City of Onkaparinga

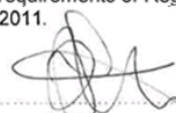
Date: 12 August 2019


Paul Sutton
CHIEF EXECUTIVE OFFICER
City of Charles Sturt

Date: 7/8/2019


John Harry
CHIEF EXECUTIVE OFFICER
City of Salisbury

Date: 13/8/2019


Tanya Johnston
Presiding Member of Audit Committee

Date: 15 August 2019


Mark Goldstone
CHIEF EXECUTIVE OFFICER
Adelaide City Council

Date: 13/8/2019


Adrian Skull
CHIEF EXECUTIVE OFFICER
City of Marion

Date: 12.8.19


John Moyle
CHIEF EXECUTIVE OFFICER
City of Tea Tree Gully

Date: 9/8/2019

Ian G McDonald FCA



Council Solutions Regional Authority

ANNUAL FINANCIAL STATEMENTS
For the year ended 30 June 2019

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 2019, 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 McDonald'.

Ian G McDonald FCA

Dated this 2nd day of August 2019

Ian 0419 620 906
ianmcdonald@creativeauditing.org

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

Nancy 0408 832 848
nancytran@creativeauditing.org

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 2019.

Opinion

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

- to present fairly the financial position of the Authority as at the 30 June 2019 and the results of its operations for the period then ended, and;
- 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 2nd day of September 2019

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ianmcdonald@creativeauditing.org

PO Box 75, Henley Beach SA 5022
ABN 13 550 494 869
26

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Appendix B**Audit Committee Annual Report to the Board for the Year Ending 30 June 2019****Audit Committee**

The Council Solutions Board is supported by one designated committee being the Audit Committee which is formally appointed pursuant to the requirements under the Local Government Act 1999 (the Act) and the Local Government (Financial Management) Regulations 2013.

The function of the Audit Committee includes reviewing annual financial statements to ensure that they present fairly the Authority's state of affairs and reviewing the adequacy of financial management systems and practices.

This report provides a summary of activities undertaken by the Audit Committee during the Year Ending 30 June 2019.

Committee Membership and Meetings Attended

The Audit Committee met on 4 occasions during the financial year.

Member	Meetings Attended
Ms Tanya Johnston, Chair and Independent Member	4
Mr David Papa, Independent Member	4
Mr John Moyle, Board member	3
Mr Adrian Skull, Proxy Board Member	1

Activities

The Audit Committee is governed by a Terms of Reference with the work flow controlled by an Audit Committee Work Program. The Audit Committee Work program is updated after each meeting to reflect Committee achievements as well as to include actions arising from the meeting as well as from Board meetings.

The table that follows represents the completed work program for the meetings held in the year ending 30 June 2019.

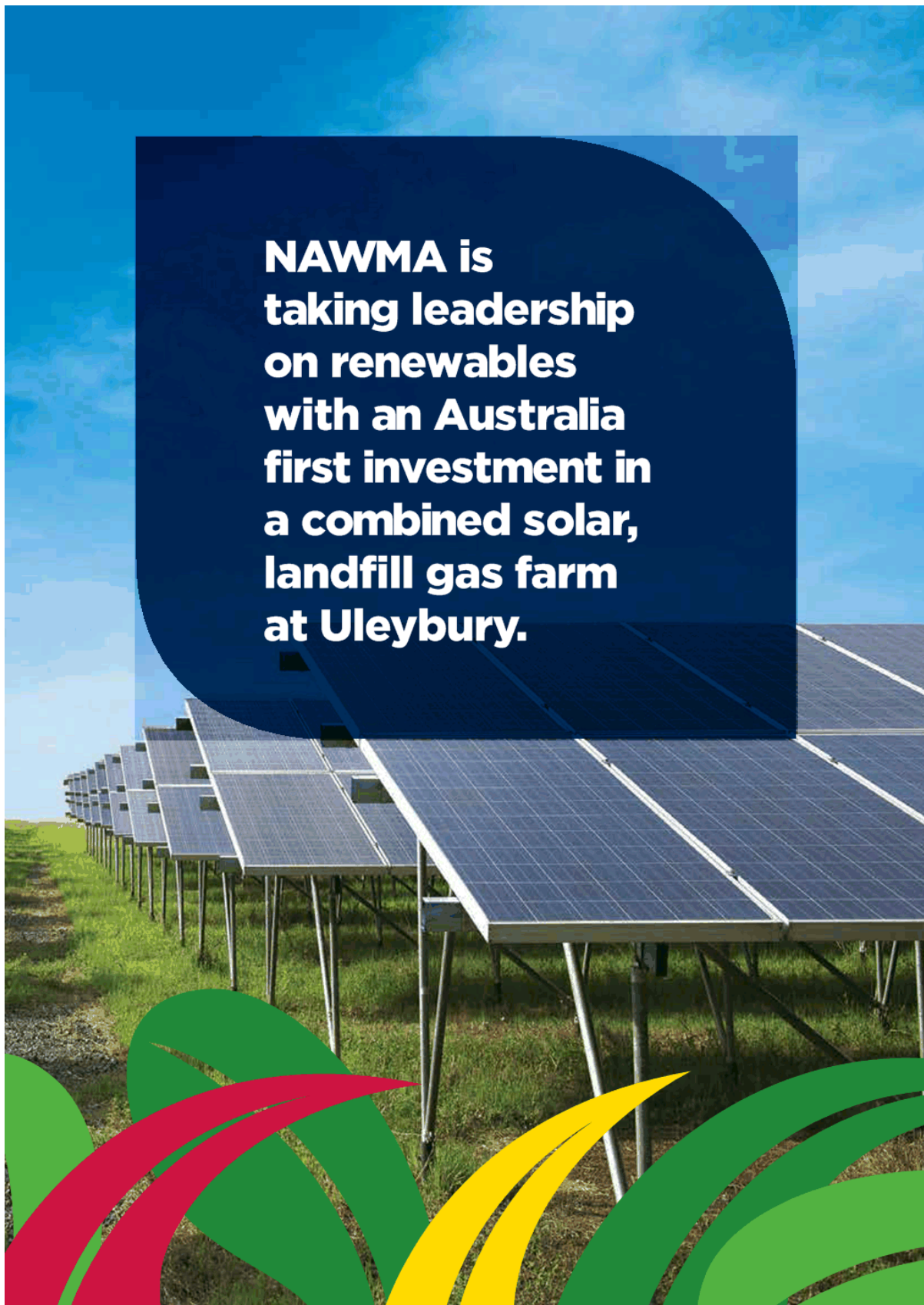
Completed Work Program 2018/19

ACTIVITY	MEETING DATE
1. Financial Reporting	
Monitor the integrity of the financial statement reports referred to below to review any significant financial reporting issues and judgements which they may contain.	
Specifically - review and challenge where necessary:	
<ul style="list-style-type: none"> the consistency in application of, and/or any changes to, accounting policies; the method used to account for significant or unusual transactions where different approaches are possible; whether the Authority has followed appropriate accounting standards and made appropriate estimates and judgements, considering the views of the external auditor; the clarity of disclosure in the Authority's financial reports and the context in which statements are made; all information presented with the financial statements, such as the operating and financial review and the corporate governance statement (in so far as it relates to the audit and risk management); and significant adjustments to the financial report (if any) arising from the audit process. 	
1.1 Annual Financial Statements – 2017/18	Sep 2018
1.2 Financial Performance Report – 2017/18	Sep 2018
1.3 Budget Review #1 – 2018/19	Dec 2018
1.4 Annual Budget – 2019/20	Apr 2019
	Jun 2019
1.5 Budget Review #2 – 2018/19	Apr 2019
1.6 Budget Review #3 – 2018/19	Jun 2019
2. Internal Controls and Risk Management Systems	
2.1 Review and comment on internal control policy and operational framework.	Dec 2018
2.2 Review and comment on updated risk register including the risk assessment framework used when completed.	Dec 2018
2.3 Review and comment on the disaster recovery plan as well as a business continuity plan when completed.	Dec 2018
3. Internal Audit	
3.1 Consider and make recommendations on the scope and function of an internal audit program suitable for an operational structure and size of Council Solutions.	Dec 2018

ACTIVITY	MEETING DATE
4. External Audit	
4.1 Liaise with the Authority's external auditor on the scope and planning of annual audits, including any issues arising from audits and the resolution of such matters.	Sep 2018
4.2 Review the findings of any external audit report that raises significant issues relating to risk management, accounting, internal controls, financial reporting and other accountability or governance issues and make recommendations to the Board where appropriate.	Sep 2018
4.3 All correspondence between the Auditor and Council is to be tabled for consideration. The audit committee will review and comment on the Authority's response to, and actions taken following issues raised from any external audit.	Ongoing
4.4 Ensure compliance with Clause 22 of the Local Government (Financial Management) Regulations 1999 regarding the prohibition of auditors providing additional non-audit services.	Sep 2018
4.5 Review and recommend the engagement of the Authority's external auditor, including the appointment, reappointment, and removal of the Authority's external auditor. The review should look to satisfy the Board that the external audit services can demonstrate adequate independence from the operations of the Authority.	Jun 2019
4.6 Chair of Audit Committee to meet with the Chair of the Board to discuss on-going matters with the parties would help identify risks from a governance perspective	Sep 2018
4.7 Chair of Audit Committee to meet with the external Auditors to discuss on-going matters with the parties would help identify risks from a governance perspective	Sep 2018
5. Reporting Requirements of the Audit Committee	
5.1 Ensure that significant, urgent matters identified through the work program are formally and promptly reported to the Board.	Ongoing
5.2 Table the minutes of Audit Committee meetings held as part of the agenda of the next Board meeting, ensuring recommendations are considered and adopted as required.	Ongoing
5.3 Prepare annually a report to the Board on the Audit Committees performance over the past year and include the report in the Annual Report of Council Solutions.	Sep 2018
5.4 Review its own performance and Terms of Reference on an annual basis.	Dec 2018

ACTIVITY	MEETING DATE
6. Other	
6.1 Set Audit Committee work program and Confirm meeting dates for 2019.	Dec 2018
6.2 Audit Committee Chairperson Appointment	Jun 2019
6.3 Management Fee Audit. Update Report.	Dec 2018
6.4 Review and comment on the following policies: <ul style="list-style-type: none"> • Petty cash/credit cards • Accounting/financial management • Procurement – contract and tendering • Financial delegations 	Dec 2018





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ANNUAL REPORT 2018-2019 NORTHERN ADELAIDE WASTE MANAGEMENT AUTHORITY

1

Our Mission & Objectives



About NAWMA

We provide local waste management and resource recovery services and infrastructure of global significance. We do this on behalf of our Constituent Councils: City of Salisbury, City of Playford and Town of Gawler.

Mission

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

Objectives

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

Performance indicators:

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

Objective 2: Advocate and facilitate a circular economy

Performance indicators:

- Recycle 100% of yellow bin (household) recovered material in Australia by 2020
- Engage with Constituent Councils to encourage the purchasing back half (by weigh) of their kerbside recovered recyclables in the form of sustainable procurement by 2023

Objective 3: Maintain cost-effectiveness in service delivery

Performance indicators:

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

Report from the Independent Chairman



2018-2019 has been a successful year for NAWMA, in terms of financial, operational and reputational results. Our core business is to provide efficient and effective waste management and resource recovery services to our Constituent Councils, and our focus does not waiver from this task.

Each week we provide seamless kerbside collection services to some 115,000 properties, annually processing approximately 200,000 tonnes of recyclables, waste and organics, and enabling around 90,000 transactions at our public Resource Recovery Centres. Building on the growing nationwide recognition of NAWMA's integrated business model and achievements, NAWMA has hosted many government agencies and prominent private sector entities from across Australia and the globe.

- Green Industries South Australia Board, Chief Executive Officer, and Management Team
- Global Leadership Program on the Circular Economy (international delegates)
- Sustainability Victoria, Environment Protection Authority Victoria
- Environment Protection Authority NSW
- Overseas delegations from South Africa, New Zealand, United Kingdom, India and China



NAWMA's award winning Uleybury Balefill and Renewable Energy Park.

Some of these include:

- Premier of South Australia, the Honourable Steven Marshall
- Minister for Environment and Water, the Honourable David Speirs
- South Australian Government Environment, Resources and Environment Select Committee (in their function as the Parliamentary Inquiry into the South Australian Recycling Sector)

During the same period, NAWMA was represented on four (4) high level State Government advisory committees into various waste management and resource recovery matters, and provided written submissions to three (3) topical matters.

NAWMA is considered a thought leader in our field, and we cherish the opportunity to guide policy in order to stimulate economic and environmental activity in the Northern Region of Adelaide.



Report from the **Independent Chairman**



NAWMA partner LMS Energy monitoring the methane gas extraction wells at the Uleybury Balefill and Renewable Energy Park.

Across 2018-2019, NAWMA received \$1.75M in grant funding in order to future proof our Material Recovery Facility (MRF). While the improvement projects are still on foot, this investment will see the introduction of South Australia's first glass recovery plant, first artificial intelligence robotics, and a significant expansion of our footprint in the Edinburgh Parks Industrial Estate.

We are proud of the fact we provide employment for some 80 full time equivalent employees (FTEs) at our MRF, and we are equally proud of our headway in meeting our commitment to 100% processing of yellow-top bin recyclables on Australian shores by 2020. Through prudent market identification and development, NAWMA is approximately 80% onshore with recyclables processing. While others looked to secondary (and often unstable) Asian markets, NAWMA pivoted hard and early to stimulate jobs and economic activity through the domestic reprocessing of paper, plastics, metals, and glass.

Not one to rest on our recycling achievements, NAWMA was awarded the 2018 Landfill Excellence Award for our Uleybury Balefill and Renewable Energy Park. As recognition for this best in class landfill and Australia's first combined solar thermal and landfill gas renewable energy facility, this award was given by the peak industry body Waste Management & Resource Recovery Association of Australia. NAWMA is a net exporter of electricity from this facility, proving that even waste is seen as a resource by NAWMA.

Testament to prudent fiscal management by the NAWMA Board, Audit Committee and Management Team, NAWMA has grown its revenue base significantly to a \$34M turnover, and delivered a mostly balanced budget in what was another

turbulent year for the resource recovery sector.

We have grown our Client Council base and now some 28 Councils are utilising the NAWMA MRF, and we proudly provide access to this facility for most of rural and regional South Australia. NAWMA has bedded down the operational management of the Pooraka Resource Recovery Centre, and will soon embark on a modernisation of this facility in partnership with City of Salisbury.

I would like to take this opportunity to thank the NAWMA Board for their leadership, strategy development, and financial management. My thanks also go to the NAWMA Audit Committee, Technical Working Group, Constituent Councils Mayors, elected representatives and Chief Executive Officers. Finally, to NAWMA Chief Executive Officer Adam Faulkner and his excellent Senior Management Team, I provide my full endorsement and praise on behalf of the Board for an outstanding year of achievement in delivering the 2018-2025 NAWMA Strategic Plan.

I look forward to another successful year in 2019-2020, and as Independent Chairman of the NAWMA Board, I commend this Annual Report.



Brian Cunningham
Independent Chairman

Report from the Chief Executive Officer



Under the guidance and leadership of Brian Cunningham and the NAWMA Board, NAWMA embarked in 2018-2019 on delivering the bold commitments outlined in the 2018-2025 NAWMA Strategy.

As Australia's first jurisdiction to publicly commit to reprocessing 100% of yellow-top bin recyclables in Australia by 2020, NAWMA has stimulated local and interstate markets, and kept these valuable resources onshore. We have partnered with domestic paper mills, plastic reproducers, and glass beneficiary plants, to turn our residents' recyclables back into Australian commodities. This has been achieved through an unwavering commitment to jobs in our region, and we proudly employ over 80 FTEs across all of our operations in the northern suburbs of Adelaide.

On behalf of our Constituent Councils of City of Salisbury, City of Playford and Town of Gawler, NAWMA operates:

- Uleybury BALEfill and Renewable Energy Park
- Edinburgh North Waste Processing Facility
- Edinburgh North Resource Recovery Centre (which will imminently host the region's first free household chemical and paint drop off facility)
- Material Recovery Facility, Edinburgh
- Environmental Education Centre, Edinburgh
- Pooraka Resource Recovery Centre

We provide:

- Kerbside household collection of waste, recyclables, organics, and hard waste
- Customer Service Centre
- Recycling Education and Behaviour Change Programs

During the 2018-2019 year, NAWMA modernised the way we interact with our residents, through an updated website, mobile phone app (My Local Services), and SMS functionality for hard waste vouchers. NAWMA has a very lean administration, and I am very proud of our team for their pursuit of customer service excellence.

With a growing reputation as a resource recovery thought leader, NAWMA was invited to present keynote addresses at the Local Government Association Best Practice Showcase, Waste Essentials for Elected Members, and the Waste Management & Resource Recovery Association of Australia State Conference. This was in addition

to chairing a session of the International Solid Waste Association World Congress in Kuala Lumpur and hosting participants from the Global Leadership Program on the Circular Economy.

In early 2019, NAWMA was selected as the preferred tenderer for the receipt and processing of recyclables from seven (7) large metropolitan Adelaide Councils. This took the number of Councils serviced at our Material Recovery Facility to 28, testament to the leadership shown by the NAWMA Board and Constituent Councils in owning and operating the only local government Material Recovery Facility in South Australia.

Our Uleybury BALEfill received a well-deserved national award for innovation, and we integrated the Pooraka Resource Recovery Centre into our operations in a seamless manner.

Our key driver is diverting as much waste away from landfill, and we look forward to continuing to partner with our Constituent Councils and residents in the responsible use of the kerbside household three bin system. While we have achieved much in 2018-2019, we still have a huge challenge in meeting our target of 70% household landfill diversion by 2023 while reducing contamination to less than 10% in the same time period.

In closing I would like to thank the NAWMA Board, Audit Committee, Technical Working Group, for their governance and leadership, and I would personally like to acknowledge the support provided by the Constituent Council Chief Executive Officers.

Lastly (but not least!) I give my resolute thanks to our team at NAWMA.



Adam Faulkner
Chief Executive Officer



NAWMA Governance

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 are 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, the membership of the Board comprises of ten (10) Directors -three Directors appointed by each of the Constituent Councils, and one independent person appointed by the Board who acts as Chair. The Board appoints a Chief Executive Officer who is responsible for implementing the decisions made by the Board and the day to day operations of the Authority.

The Board held four formal meetings over the 2018-2019 financial year. Due to the Local Government elections in late 2018 and the implications upon Board Director term expiry dates, the NAWMA Board was inactive between October and December 2018. Unfortunately, a quorum was not reached for the scheduled January 2019 meeting.

The table below details Board Member attendance at the four (4) meetings. Several other matters were resolved by Circular Resolutions out of Board Meeting frequency.



Mr Brian Cunningham
Independent Chair
4 of 4 meetings



Mr Sam Green
City of Playford
4 of 4 meetings



Cr Shirley Halls
City of Playford
4 of 4 meetings



Ms Grace Pelle
City of Playford
2 of 3 meetings¹



Mr Charles Mansueto
City of Salisbury
3 of 4 meetings



Cr Julie Woodman
City of Salisbury
4 of 4 meetings



Cr Graham Reynolds
City of Salisbury
3 of 3 meetings²



Mr Henry Inat
Town of Gawler
3 of 4 meetings



Cr Paul Koch
Town of Gawler
4 of 4 meetings



Cr Paul Little
Town of Gawler
2 of 3 meetings³

Board Member		Meetings
Cr Clint Marsh	City of Playford	1 of 1 ¹
Cr David Balaza	City of Salisbury	1 of 1 ³
Cr Marilyn Nicolson	Town of Gawler	0 of 1 ³
Cr Diane Fraser	Town of Gawler	1 of 2 [#]

- 1 Elected to Board February 2019
2 Elected to Board November 2018
3 Board term completed November 2018
Deputy Board Directors only attend meetings as required



Audit

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

The functions of the Committee include:

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

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

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

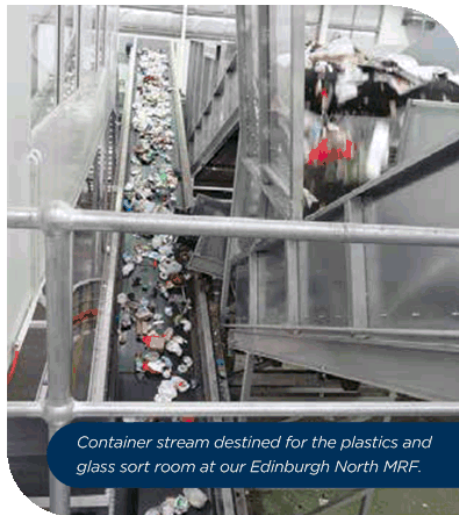
The Audit Committee held five (5) formal meetings over the 2018-2019 financial year including one (1) joint meeting with the NAWMA Board. The table below details Audit Committee Member attendance at these meetings:

Board Member		Meetings
Mr Peter Brass	Independent Chair	5 of 5
Mr Mark McAllister	Independent Member	4 of 5
Mr Mark Labaz	Independent Member	5 of 5
Mr Charles Mansueto	Board Director	3 of 3 ¹
Cr Graham Reynolds	Board Director	2 of 2 ²
Mr Brian Cunningham	Ex-Officio Member	4 of 5

¹ Elected to Audit Committee February 2019

² Elected to Audit Committee May 2019

The Audited Financial Statements for the year ended 30 June 2018 are provided from page 21.



Container stream destined for the plastics and glass sort room at our Edinburgh North MRF.

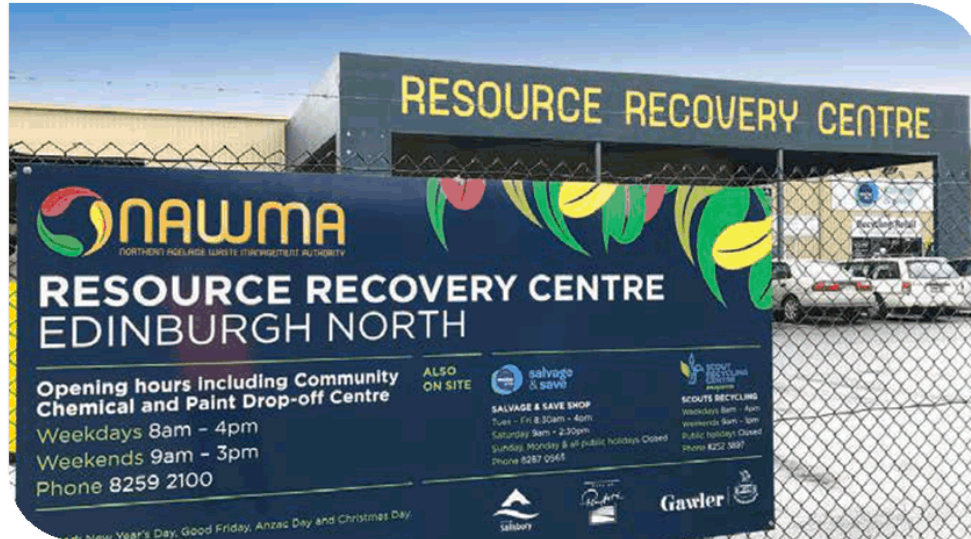
Technical Working Group

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

The TWG provide guidance and advice to NAWMA's Management and throughout 2018-2019 have been instrumental in implementing a number of the Authority's major achievements, particularly the Strategic Plan 2018-2025.

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

Resource Recovery Resource Recovery Centres



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

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

- A drive-through undercover Resource Recovery Centre for materials recovery,
- A Salvage and Save retail outlet operated by Mobo Group in association with NAWMA, with this outlet providing employment for the community and reuse of valuable household resources; and
- A recycling service for bottles and cans operated by Scouts SA.

Working in conjunction with Green Industries South Australia (GISA), a household chemical and paint drop-off area will open at this site in September 2019. The site will be open to all South Australian residents and will increase options for disposal of household volumes of chemical material and paint. The free service will operate seven days a week.

In addition to the Edinburgh North Resource Recovery Centre, NAWMA took over management of the Pooraka Resource Recovery Centre that was historically managed by City of Salisbury on 2 July 2019. The change in management has provided an opportunity for consistent messaging and harmonised pricing structures for both of NAWMA's

Resource Recovery Centres. This facility houses a drive through undercover Resource Recovery Centre and is earmarked for an upgrade during the 2019/20 financial year.

NAWMA has spent considerable time this year sourcing options for further resource recovery to avoid waste to landfill. In addition to existing items, both the Edinburgh North RRC and the Pooraka RRC are now able to accept globes, fluorescent tubes, batteries, x-rays and paint for recovery.

Following are details of combined operations of the two Resource Recovery Centres for the year ended 30 June 2019:

- Over 90,000 customers accessed the facilities delivering green waste and general waste,
- Over 7,500 tonnes of material was transported to SUEZ-ResourceCo for processing into Refuse Derived Fuel (RDF),
- Over 3,000 mattresses were recovered and recycled,
- Over 2,400 tyres were collected and recycled; and
- Over 120,000 litres of paint was disposed of safely.



Resource Recovery Material Recovery Facility (MRF)



NAWMA houses the only local government owned and operated Material Recovery Facility (MRF) in South Australia, and one of few in Australia.

Our world-class, best practice facility sorted more than 50,000 tonnes of kerbside recyclables during the 2018-2019 meaning NAWMA was able to produce high quality finished goods such as paper, plastics, glass, aluminium and steel. These products were marketed locally, interstate and internationally.

Economically, the MRF provided a significant revenue stream for NAWMA's Constituent Councils, while reducing exposure to the commercial recycling industry. At a time when the recycling industry was severely challenged, a two-shift five-workday team of 22 sorters per shift, processed kerbside recyclables from NAWMA's Constituent Councils, in addition to material from more than 28 Councils from both metropolitan and regional South Australia.

Everyday trucks from NSW come to Adelaide to deliver paper-rolls that make the Messenger and Advertiser newspapers and return empty.

As part of the new deal, these trucks collect paper sorted from yellow-lid recycling bins at NAWMA's Edinburgh MRF, which handles up to 60 tonnes of paper per day.

The recovered paper is transported to NSW to recycle into new packaging and paper-rolls, which are brought back to Adelaide as part of the trucks' regular run. To ensure the high quality of paper required by the mill, NAWMA invested in a state-of-the-art baler to help bale separated cardboard from the paper stream.



Resource Recovery Manager Daniel Dunn hosting a tour of the MRF.

NAWMA is the first local government jurisdiction in Australia to make the commitment to 100% onshore recyclables secondary reprocessing by 2020. This places NAWMA, its Constituent Councils and partner Councils at the forefront of driving the circular economy and sustainable procurement agenda.

NAWMA has already signed multi-year supply agreements with domestic South Australian processors for recovered steel, aluminium, glass and container deposit PET.

One of our biggest achievements of the 2018-2019 year was the signing of a supply agreement with an Australian paper mill in September 2018.

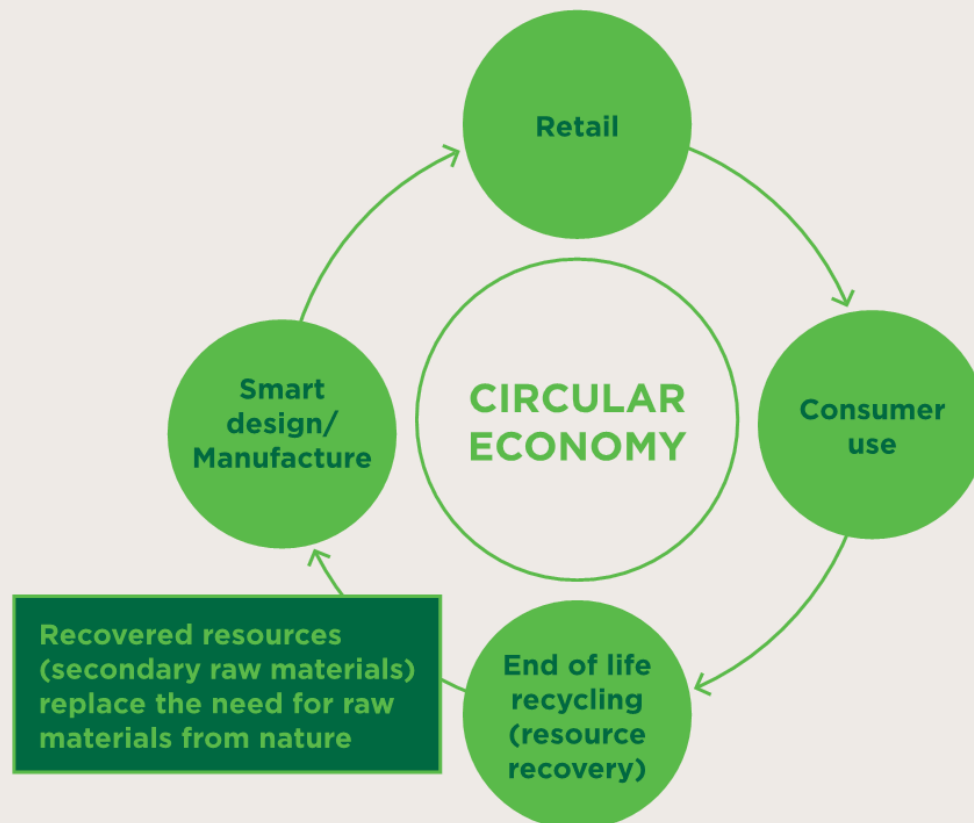
The initiative has several positive aspects including:

- extending the useful life of a valuable resource (paper), meaning less trees are destroyed for paper manufacture
- creating new jobs at NAWMA's Edinburgh MRF
- reducing greenhouse gas emissions associated with transport as resources are kept in Australia for processing, not sent overseas.

The commitment to local jobs, remanufacturing and the push to a circular economy is a credit to NAWMA's Technical Working Group, Board and Constituent Councils.

Circular Economy Landfills Of The Future

**Will we need landfills in the future?
At this stage yes, but eventually they
may be very different.**



By emulating the earth's natural systems, global economic development can be separated from finite resource consumption.

Ultimately, this means little to no waste is generated when items are manufactured using smart design and components are reused efficiently.

One of NAWMA's Guiding Principles is circular economy practices.

Our aim is to extract the maximum value from discarded items and support the local processing of recovered materials.

If we change our current practices so that we save and reuse resources, rather than throwing them away, the future of landfills might be very different. **Indeed, as with nature, there might be no landfills at all...**

Resource Recovery Food and Garden Organics



NAWMA's Food and Garden Organics (FOGO) collection is an opt-in service for the residents of our three Constituent Councils. The service continues to grow in popularity with more than 63,000 FOGO bins currently in service, with an overall participation rate of almost 64%.




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

The material is stored short-term, undercover at this location before being bulk-hauled by sealed vehicles to one of Peats Soils and Garden Supplies facilities. The material is processed by Peats into mulch and compost products.

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

This financial year Peats processed more than 20,000 tonnes of kerbside collected material with another 6,000 tonnes of material sent for processing via NAWMA's Resource Recovery Centres.

The following table outlines the kerbside tonnes collected and diverted from landfill for the 2018/2019 financial year:

	 Waste	 Recycling	 FOGO	TOTAL	Diversion
Playford	18,652	6,803	5,054	30,509	39%
Salisbury	29,957	10,137	13,617	53,711	44%
Gawler	5,241	1,785	2,071	9,097	42%
Total (Tonnes)	53,850	18,725	20,742	93,317	42%



Food and Garden Organics disposal at our Edinburgh North site.

NAWMA Hard Waste Service Education

HARD WASTE SERVICE

**GET RID OF THINGS
THAT YOU DON'T NEED
FOR FREE**



To find out more, call NAWMA on 8259 2100
and speak to someone about HARD WASTE

**MAKING
HARD
WASTE
EASY!**



NAWMA  

**MORE SERVICE.
MORE CHOICE.**

**HARD WASTE
SERVICE**

2 FREE PER FINANCIAL YEAR

Drop off material at:

- Resource Recovery Centre (Public Waste Transfer Station)
Cnr 3 Belchambers Road, Edinburgh North
Open Monday to Friday 8am - 4pm, Weekends 8am - 2pm
- 43-75 Research Road, Pooraka
Open 8am - 4pm 7 days a week
Note: both sites accept household waste only
Day, Good Friday, Anzac Day and Christmas Day

No more than 2m long,
2m high and
3m wide



NAWMA  

HARD WASTE SERVICE

آیا می دانستید شما می توانید به طور
مجانی از دست وسایلی که دیگر لازم
ندارید خلاص شوید؟



برای اطلاعات و خدمات بیشتر با ما تماس بگیرید: 8259 2100 (NAWMA)
و یا به یکی از مراکز جمع‌آوری زباله های سخت (Hard Waste) مراجعه کنید.



NAWMA  

HARD WASTE SERVICE

उन वस्तुओं का निपटारा
मुफ्त में करें जिनकी
आपको ज़रूरत नहीं है।



और अधिक जानकारी के लिए, NAWMA को 8259 2100 पर
फोन करें और Hard Waste के बारे में किसी से बात करें।



NAWMA  

HARD WASTE SERVICE

免费
处理您不需要的物件



详细情况, 请致电 NAWMA (8259 2100)
要求了解有关 HARD WASTE 的信息。



NAWMA  

Resource Recovery Hard Waste Service



1,970
tonnes of hard waste
and 5,000 mattresses
were collected in
2018-19



NAWMA continued to operate the hard waste collection services for both City of Salisbury and City of Playford during the 2018/2019 financial year. An efficiency overhaul of the hard waste system was implemented on 1 July 2019 with residents now able to utilise an at-call hard waste collection service.

This revitalised system replaced the historic suburb-by-suburb basis approach used in prior years. The new at-call collection service provides a reduction in wait time and allows residents to have their hard waste collected at a time convenient to their needs. The change in service has proved popular with the service accessed by over 19,000 residents across the two Councils, almost a 25% increase to the previous financial year.

The improved service level for collections was rolled out at the same time as another efficiency, the SMS message drop-off system for hard waste drop-offs. The SMS message voucher system is a real time system that allows residents to be sent a unique voucher number while on the phone to the NAWMA Customer Service Team. This SMS message can then be presented at either of the two Resource Recovery Centres to redeem the voucher service. The change in this system means the resident no longer has to have a physical voucher mailed or collected, providing more convenience. Over 9,000 vouchers were redeemed in 2018-2019.

Material collected as part of the two (2) hard waste services also provides employment benefits for the broader community. Examples of this include:

- E-waste recovered is recycled via E Cycle SA, one of the first e-waste recycling companies operating in Australia

- Metal recovered is recycled via Sims Recycling
- Mattresses recovered are recycled by a small local company, collecting re-usable material from each mattress collected with any non-recoverable material going to an alternative Energy from Waste facility
- Residual material recovered via the voucher system is recycled where possible with any residual being sent to an alternative fuels facility

In conjunction with NAWMA, the 2018-2019 year saw Town of Gawler undertake a hard waste service trial with a selected group of residents.

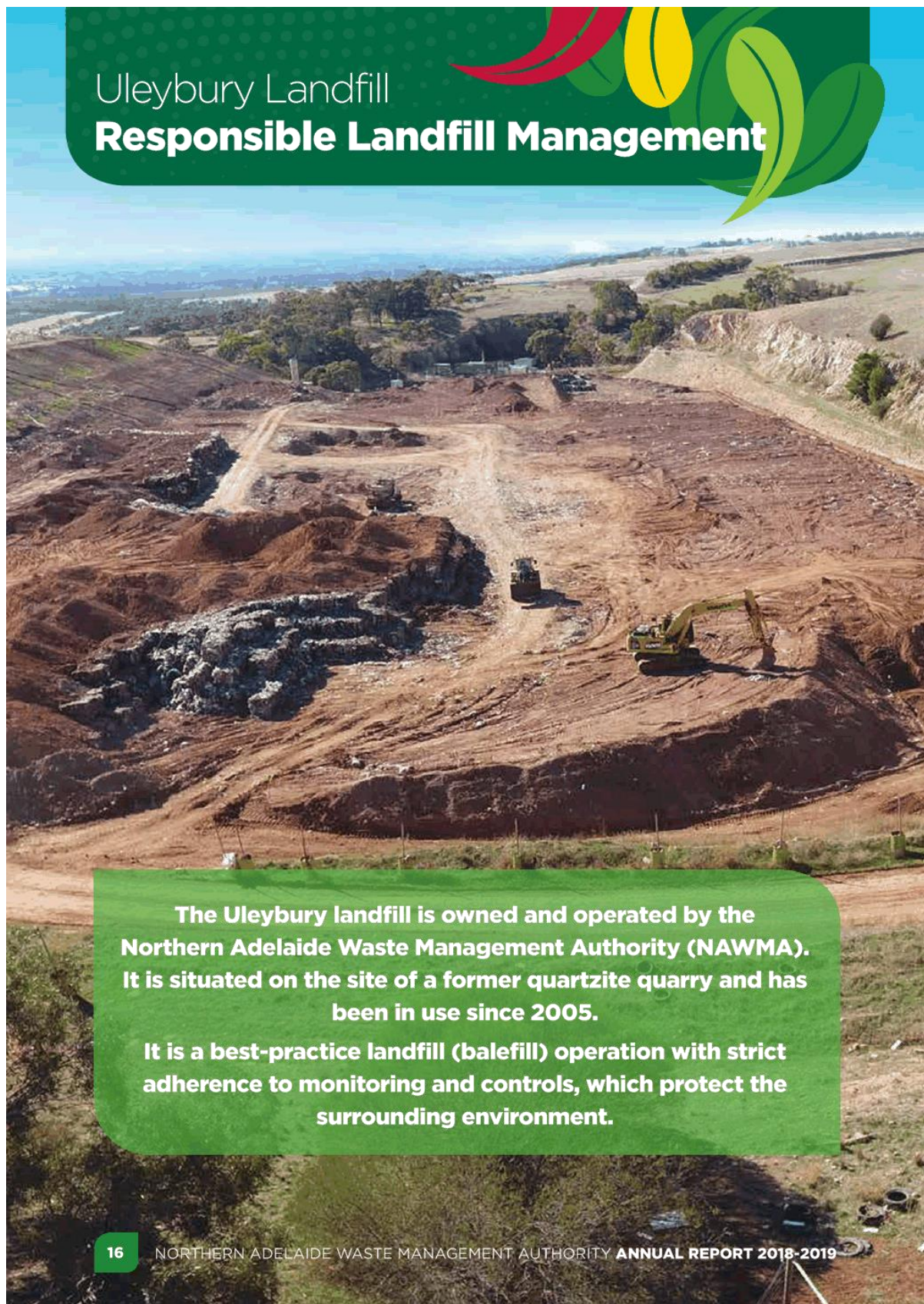
The 2019-2020 year will see all residents of Town of Gawler having access to this service.

In 2018-2019 a total of 1,970 tonnes of hard waste was collected, in addition to over 5,000 mattresses.

NAWMA also implemented a new free trailer-hire service for residents of the Cities of Playford and Salisbury who have hard waste items to recycle but no access to their own trailer.

Residents can borrow a 6x4 caged trailer from either of NAWMA's two Resource Recovery Centres to transport hard waste as part of their drop-off service.

This service was used more than 100 times in its first six months.



Uleybury

Balefill and Renewable Energy Park

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



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

- Over 1.8M kilowatt hours of power exported to the power network from solar panels,
- Solar power run time peaking during the month of November 2018 with 460 run hours,
- Over 7M kilowatt hours of power exported via the gas generation engine,
- Over 4.4M m3 of landfill gas used as energy to power gas engine; and
- The accumulated total power generation close to 9M kilowatt hours.

The Balefill Management Consultative Committee (BMCC), chaired during the year by Cr Paul Koch (Town of Gawler) and most recently Cr Paul Little (Town of Gawler), continues to meet bi-monthly. The Committee provides nearby residents, Council, the EPA and NAWMA the opportunity to discuss topics relating to the site and its operations.

Meeting minutes and supporting documents are distributed to nearby residents and Council.

Following the removal of valuable resources from the waste stream, 79,000 tonnes were deposited to the Uleybury Balefill and Renewable Energy Park in 2018-2019. Almost 74,000 of these tonnes were processed and baled at NAWMA's Edinburgh North Waste Processing Facility (WPF). The site bales the material and transports it to Uleybury, with over 200 bales transported on average per day.

In March 2019 NAWMA was presented a prestigious national award for its visionary management of the Uleybury Balefill and Renewable Energy Park. Judges from the Waste Management and Resource Recovery Association of Australia (WMRR) acknowledged the site as a world-class landfill with pioneering developments.

Placement of bales in Cell 3 (the final cell) started in 2016 with the revegetation of the site (Cells 1 and 2) well underway.



NAWMA's Education and Customer Service

In 2018/19, NAWMA continued to develop its newly branded suite of community education resources. Information to the community also occurred via different channels including Constituent Council Facebook pages, adverts in local media and posters in local community centres and libraries.

The NAWMA website was launched in September 2018 and provides up-to-date information on all of NAWMA's operations and services as well as a range of options for booking services online. As at June 2019, the website was receiving almost 10,000 visits per month. NAWMA also made bin collection reminders and recycling tips available via the free My Local Services app.

Residents from NAWMA's Constituent Councils continued to visit NAWMA's facilities to see operations firsthand. These tours and many face-to-face presentations to community groups enabled participants to gain a better understanding of NAWMA's goals and commitments as well as services that are available to them.

Plans are in place to further engage with the community through the development of a corporate video and the creation of an education facility.

NAWMA's Customer Service Team (CST) continued to grow as operations expanded. This year NAWMA

introduced a Team Leader Administration to oversee the functions of the CST and the team now consists of 5.6 full-time equivalent employees. Casual employees attend to residents who visit the Resource Recovery Centres on weekends.

The team responds to all resident and Council enquiries ranging from missed bins, bins requiring repair or replacement, recycling tips and the hard waste collection and drop-off services. The team were instrumental in the successful implementation of the change to the hard waste service frequency and the SMS message hard waste drop-off system.

In the 2019/2020 year, the CST will aim to implement a new Customer Relationship Management (CRM) program to enable NAWMA to form a history with its residents and better tailor the specific resource recovery services required.

Positive relationships with residents are at the forefront of NAWMA's operations to ensure efficient and effective Customer Service.



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Northern Adelaide Waste Management Authority Financial Statements 2018-2019



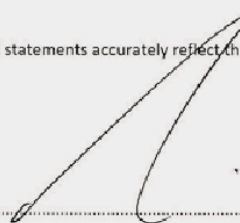
NORTHERN ADELAIDE WASTE MANAGEMENT AUTHORITY

ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 June 2019

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 2019 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: 19 September 2019



Northern Adelaide Waste Management Authority Financial Statements 2018-2019

STATEMENT OF COMPREHENSIVE INCOME

for the year ended 30 June 2019

	Notes	2019 \$'000	2018 \$'000
INCOME			
User charges	2	33,758	29,026
Investment income	2	209	108
Reimbursements	2	67	77
Other	2	-	131
Total Income		34,034	29,342
EXPENSES			
Employee costs	3	2,753	2,191
Materials, contracts & other expenses	3	29,756	25,524
Finance costs	3	351	373
Depreciation, amortisation & impairment	3	1,394	1,449
Total Expenses		34,254	29,537
OPERATING SURPLUS / (DEFICIT)		(220)	(195)
transfer to Equity Statement			
Asset disposal & fair value adjustments	3	(9)	(1)
Amounts received specifically for new/upgraded assets		233	115
NET SURPLUS / (DEFICIT)		4	(81)
Changes in revaluation surplus - infrastructure, property, plant & equipment		-	45
Total Other Comprehensive Income		-	45
TOTAL COMPREHENSIVE INCOME		4	(36)

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

Northern Adelaide Waste Management Authority Financial Statements 2018-2019



STATEMENT OF FINANCIAL POSITION for the year ended 30 June 2019

	Notes	2019 \$'000	2018 \$'000
ASSETS			
Current Assets			
Cash and cash equivalents	4	2,613	1,061
Trade & other receivables	4	3,172	2,689
Stock on Hand		64	49
Total Current Assets		5,849	3,799
Non-current Assets			
Infrastructure, Property, Plant & Equipment	6	14,709	15,567
Financial Assets	5	-	1,018
Total Non-current Assets		14,709	16,585
Total Assets		20,558	20,384
LIABILITIES			
Current Liabilities			
Trade & Other Payables	7	3,410	2,271
Provisions	7	191	263
Borrowings	7	1,186	1,079
Total Current Liabilities		4,787	3,613
Non-Current Liabilities			
Borrowings	7	6,318	7,415
Provisions	7	2,698	2,605
Total Non-current Liabilities		9,016	10,020
Total Liabilities		13,803	13,633
NET ASSETS		6,755	6,751
EQUITY			
Accumulated Surplus		6,095	6,091
Asset Revaluation Reserve		660	660
TOTAL EQUITY		6,755	6,751

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



Northern Adelaide Waste Management Authority Financial Statements 2018-2019

STATEMENT OF CHANGES IN EQUITY

for the year ended 30 June 2019

	Accumulated Surplus	Asset Revaluation Reserve	TOTAL EQUITY
2019			
\$'000			
Balance at end of previous reporting period	6,091	660	6,751
Net Surplus/ (Deficit) for Year	4	-	4
Other Comprehensive Income			
Gain on revaluation of infrastructure, property, plant & equipment	-	-	-
Transfers between reserves	-	-	-
Distributions to Member Councils	-	-	-
Balance at end of period	6,095	660	6,755

	Accumulated Surplus	Asset Revaluation Reserve	TOTAL EQUITY
2018			
\$'000			
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

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

Northern Adelaide Waste Management Authority Financial Statements 2018-2019



STATEMENT OF CASH FLOWS

for the year ended 30 June 2019

	Notes	2019 \$'000	2018 \$'000
CASH FLOWS FROM OPERATING ACTIVITIES			
Receipts			
Operating receipts		33,342	28,933
Investment receipts		209	108
Payments			
Operating payments to suppliers & employees		(31,429)	(28,338)
Finance payments		(351)	(323)
Net Cash provided by (or used in) Operating Activities	8	1,771	380
CASH FLOWS FROM INVESTING ACTIVITIES			
Receipts			
Amounts specifically for new or upgraded assets		233	115
Disposal of Investments		1,018	-
Sale of surplus assets		-	5
Payments			
Expenditure on new/upgraded assets		(480)	(6,075)
Purchase of Investments		-	(1,018)
Net Cash provided by (or used in) Investing Activities		771	(6,973)
CASH FLOWS FROM FINANCING ACTIVITIES			
Receipts			
Proceeds from Borrowings		-	4,454
Payments			
Repayments of Borrowings		(990)	(1,082)
Net Cash provided by (or used in) Financing Activities		(990)	3,372
Net Increase (Decrease) in cash held		1,552	(3,221)
Cash & cash equivalents at beginning of period	8	1,061	4,282
Cash & cash equivalents at end of period	8	2,613	1,061

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



Northern Adelaide Waste Management Authority Financial Statements 2018-2019

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2019

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.

Northern Adelaide Waste Management Authority Financial Statements 2018-2019



NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2019

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 2018-2019

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2019

Note 1 - SIGNIFICANT ACCOUNTING POLICIES (cont)

Plant, Furniture & Equipment	5 to 10 years
Buildings	30 years
Infrastructure:	
Waste Facility	10 to 20 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.

Northern Adelaide Waste Management Authority Financial Statements 2018-2019



NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

for the year ended 30 June 2019

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 Actuarial. The most recent full actuarial investigation conducted by the Scheme's actuary, , Louise Campbell, FIAA, of Willie Towers Watson as at 30 June 2017. 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 new 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.

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. The next independent review is to be undertaken in 2019/20.

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 2018-2019

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2019

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. Certain new accounting standards have been published that are not mandatory for the 30 June 2019 reporting period and have not been used in preparing these reports.

The Authority believes that the introduction of AASB 16 Leases will have a material impact on the future reported financial performance and position. It is estimated that a Right-of-Use Asset and equivalent Lease Liability of \$5.757 million will be recorded as at 1 July 2019. As a result of the introduction of AASB 16, it is estimated that Operating Expenses will increase by an estimated \$0.25 - \$0.3 million in FY2020 to account for the different accounting treatment of its operating leases compared to the current adopted policies of the Authority.

Given the nature and terms of the Authority's contracts and services it provides to its customers, the introduction of AASB 15 Revenue from Contracts is not assessed as having any impact on existing accounting policies given there is no deferral of revenues nor ongoing specific performance obligations which need to be met. As the Authority is a not-for-profit, AASB 1058 is applicable as from 1 July 2019, however, given the nature of the operations it is not expected to have an impact on the existing accounting policies of the Authority.

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.

Northern Adelaide Waste Management Authority Financial Statements 2018-2019



NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2019

Note 2 - INCOME

	Notes	2019 \$'000	2018 \$'000
USER CHARGES			
Waste Management Operations		33,758	29,026
		<u>33,758</u>	<u>29,026</u>
INVESTMENT INCOME			
Interest on investments			
Local Government Finance Authority		39	44
Rental income		170	64
		<u>209</u>	<u>108</u>
REIMBURSEMENTS			
Reimbursement		-	11
Fuel Tax Credit Reimbursements		67	66
		<u>67</u>	<u>77</u>
OTHER INCOME			
Promotional Income		-	131
		<u>-</u>	<u>131</u>

Note 3 - EXPENSES

EMPLOYEE COSTS

Salaries and Wages	2,362	1,663
Employee leave expense	4	70
Superannuation	214	166
Workers' Compensation Insurance	31	72
Allowances	-	20
Other	142	200
Total Operating Employee Costs	<u>2,753</u>	<u>2,191</u>

MATERIALS, CONTRACTS & OTHER EXPENSES

Prescribed Expenses		
Auditor's Remuneration		
- Auditing the financial reports	18	16
- Other Services	-	5
Bad and Doubtful Debts	-	32
Lease costs	1,378	1,083
Subtotal - Prescribed Expenses	<u>1,396</u>	<u>1,136</u>
Other Materials, Contracts & Expenses		
Promotions	22	125
Bank Fees	33	19
Landfill Royalty	213	226
Contractors	18,535	15,618
Electricity	266	225
Environmental Protection Agency Levy	7,818	6,847
Fuels & Oils	281	179
Professional services	279	466
Waste Recycle Bins	360	242
Administration & Other Expenses	553	441
Subtotal - Other Materials, Contracts & Expenses	<u>28,360</u>	<u>24,388</u>
	29,756	25,524



Northern Adelaide Waste Management Authority Financial Statements 2018-2019

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

for the year ended 30 June 2019

Note 3 - EXPENSES (cont)

	Notes	2019 \$'000	2018 \$'000
DEPRECIATION, AMORTISATION & IMPAIRMENT			
Depreciation			
Waste Processing Facility		222	167
Uleybury Landfill Plant & Equipment		29	28
Education Program Plant & Equipment		1	1
Office Furniture & Equipment		28	18
Property & Improvements		15	15
Landfill Cell Stage Three		297	409
Landfill Capping Stage Three		119	71
Post Closure Rehabilitation		71	147
Buildings		130	120
Material Recovery Facility		482	341
Impairment - Buildings		-	132
		1,394	1,449
FINANCE COSTS			
Interest on Loans and Overdraft		351	373
		351	373
INFRASTRUCTURE, PROPERTY, PLANT & EQUIPMENT			
Assets renewed or directly replaced			
Proceeds from disposal		-	5
Less: Carrying amount of assets sold		(9)	(6)
		(9)	(1)
Note 4 - CURRENT ASSETS			
CASH & EQUIVALENT ASSETS			
Cash on Hand and at Bank		1,552	725
Deposits at Call		1,061	336
		2,613	1,061
TRADE & OTHER RECEIVABLES			
Debtors - general		3,025	2,701
Less: Provision for Doubtful Debts		-	(32)
Accrued Revenues		147	6
Prepaid Expenses		-	14
		3,172	2,689
Note 5 - OTHER FINANCIAL ASSETS			
FINANCIAL ASSETS			
		-	1,018
Term Deposit		-	1,018

Northern Adelaide Waste Management Authority Financial Statements 2018-2019



NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

for the year ended 30 June 2019

Note 6 - INFRASTRUCTURE, PROPERTY, PLANT & EQUIPMENT (Cont)

	2018 \$'000				2019 \$'000			
	AT FAIR VALUE	AT COST	ACCUM DEPN	CARRYING AMOUNT	AT FAIR VALUE	AT COST	ACCUM DEPN	CARRYING AMOUNT
Land	1,776	-	-	1,776	1,776	-	-	1,776
Waste Processing Facility	-	3,124	(1,380)	1,744	-	3,269	(1,597)	1,672
Uleybury Landfill Plant & Equipment	-	2,100	(1,969)	131	-	2,125	(1,994)	131
Education Program Plant & Equipment	-	50	(44)	6	-	34	(30)	4
Office Furniture & Equipment	-	126	(67)	59	-	177	(65)	112
Property & Improvements	-	1,594	(1,474)	120	-	1,605	(1,490)	115
Landfill Cell Stage One	-	-	-	-	-	-	-	-
Landfill Cell Stage Two	-	-	-	-	-	-	-	-
Landfill Capping Stage One	-	-	-	-	-	-	-	-
Landfill Capping Stage Two	-	-	-	-	-	-	-	-
Landfill Capping Stage Three	-	3,084	(840)	2,244	-	3,084	(1,137)	1,947
Post Closure Rehabilitation	-	1,024	(146)	878	-	1,050	(265)	785
Buildings	3,285	1,553	(1,054)	499	-	1,591	(1,125)	466
Mobile Garbage Bins	-	247	(108)	3,424	3,285	247	(238)	3,294
Material Recovery Facility	-	-	-	-	-	-	-	-
WIP	-	4,679	(341)	4,338	-	5,178	(823)	4,355
	-	348	-	348	-	52	-	52
TOTAL INFRASTRUCTURE, PROPERTY, PLANT & EQUIPMENT	5,061	17,929	(7,423)	15,567	5,061	18,412	(8,764)	14,709
Comparatives	875	25,950	(16,102)	10,723	5,061	17,929	(7,423)	15,567

This Note continues on the following pages.



Northern Adelaide Waste Management Authority Financial Statements 2018-2019

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2019

Note 6 - INFRASTRUCTURE, PROPERTY, PLANT & EQUIPMENT (Cont)

	2018	CARRYING AMOUNT MOVEMENTS DURING YEAR						2019
	\$'000	\$'000						\$'000
	CARRYING AMOUNT	ADDITIONS		Disposal	Transfer	Revaluation	Depreciation	CARRYING AMOUNT
		Capital	New/Upgrade					
Land	1,776	-	-	-	-	-	-	1,776
Waste Processing Facility	1,744	-	154	(4)	-	-	(222)	1,672
Uleybury Landfill Plant & Equipment	131	-	30	(1)	-	-	(29)	131
Education Program Plant & Equipment	6	-	-	(1)	-	-	(1)	4
Office Furniture & Equipment	59	-	84	(3)	-	-	(28)	112
Property & Improvements	120	-	10	-	-	-	(15)	115
Landfill Cell Stage Three	2,244	-	-	-	-	-	(297)	1,947
Landfill Capping Stage Three	878	26	-	-	-	-	(119)	785
Post Closure Rehabilitation	499	38	-	-	-	-	(71)	466
Buildings	3,424	-	-	-	-	-	(130)	3,294
Material Recovery Facility	4,338	-	499	-	-	-	(482)	4,355
WIP	348	-	-	-	(296)	-	-	52
TOTAL INFRASTRUCTURE, PROPERTY, PLANT & EQUIPMENT	15,567	64	777	(9)	296	-	(1,394)	14,709
<i>2018 Totals</i>	<i>10,723</i>	<i>-</i>	<i>16,119</i>	<i>(6)</i>	<i>(10,042)</i>	<i>90</i>	<i>(1,317)</i>	<i>15,567</i>

Northern Adelaide Waste Management Authority Financial Statements 2018-2019



NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2019

Note 7 - LIABILITIES

		2019 \$'000		2018 \$'000	
	Notes	Current	Non-current	Current	Non-current
TRADE & OTHER PAYABLES					
Goods & Services		2,263	-	1,917	-
Accrued expenses - other		1,147	-	354	-
		3,410	-	2,271	-
BORROWINGS					
Loans		1,186	6,318	1,079	7,415
		1,186	6,318	1,079	7,415
PROVISIONS					
Annual Leave		147	-	147	-
Long Service Leave		44	74	116	46
Provision for Capping Stage 3A		-	1,050	-	1,024
Provision for Post Closure Site Rehabilitation		-	1,574	-	1,535
		191	2,698	263	2,605
Movements in Provisions - 2019 year only (current & non-current)					
		Opening Balance	Additional Amounts Recognised/ (Derecognised)	Payments	Closing Balance
Provision for Capping Stage 3A		1,024	26	-	1,050
Post Closure Site Rehabilitation		1,535	39	-	1,574
Total		2,559	65	-	2,624



Northern Adelaide Waste Management Authority Financial Statements 2018-2019

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2019

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	2019 \$'000	2018 \$'000
Total cash & equivalent assets	4	2,613	1,061
Less: Short-term borrowings		-	-
Balances per Cash Flow Statement		2,613	1,061

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

Net Surplus (Deficit)	4	(81)
Non-cash items in Income Statement		
Depreciation, amortisation & impairment	1,394	1,449
(Gain) / Loss on Disposal	9	(1)
Grants for capital acquisitions treated as Investing Activities	(233)	(115)
Bad Debts Expense	-	29
	1,174	1,281
Add (Less): Changes in Net Current Assets		
Net (increase) decrease in receivables	(483)	(252)
Net (increase) decrease in inventory	(15)	(49)
Net increase (decrease) in trade & other payables	1,139	(497)
Net increase (decrease) in other provisions	(44)	(103)
Net Cash provided by (or used in) operations	1,771	380

(c) Non-Cash Financing and Investing Activities

Acquisition of assets by means of:

- Physical resources received free of charge	-	-
- Non-cash grants & contributions	-	-
Amounts recognised in Income Statement	-	-
- Finance Leases	-	-
Total Non-Cash Financing and Investing Activities	-	-

(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.

Northern Adelaide Waste Management Authority Financial Statements 2018-2019



NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2019

Note 9 - FINANCIAL INSTRUMENTS

Recognised Financial Instruments

Bank, Deposits at Call, Short Term Deposits	<p>Accounting Policy: Carried at lower of cost and net realisable value; Interest is recognised when earned.</p> <p>Terms & conditions: Deposits on Call do not have a maturity period and have an average interest rates of 1% (2018: 1.5%).</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 2018-2019

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2019

Note 9 - FINANCIAL INSTRUMENTS (Cont)

2019	Floating Interest Rate \$'000	Fixed interest maturing in ≤ year \$'000	> 1 year ≤ 5 years \$'000	> 5 years \$'000	Non- interest bearing \$'000	Total \$'000
Financial Assets						
Amortised Cost						
Cash Assets	1,552	1,061	-	-	-	2,613
Receivables	-	-	-	-	3,172	3,172
Total	1,552	1,061	-	-	3,172	5,785
Financial Liabilities						
Payables	-	-	-	-	3,410	3,410
Current Borrowings	-	1,186	-	-	-	1,186
Non-Current Borrowings	-	-	4,977	1,341	-	6,318
Total	-	1,186	4,977	1,341	3,410	10,914
EXCESS OF FINANCIAL ASSETS OVER LIABILITIES	1,552	(125)	(4,977)	(1,341)	(238)	(5,129)
2018	Floating Interest Rate \$'000	Fixed interest maturing in ≤ year \$'000	> 1 year ≤ 5 years \$'000	> 5 years \$'000	Non- interest bearing \$'000	Total \$'000
Financial Assets						
Amortised Cost						
Cash Assets	725	336	1,018	-	-	2,079
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	-	-	4,987	2,428	-	7,415
Total	-	1,079	4,987	2,428	2,271	10,765
EXCESS OF FINANCIAL ASSETS OVER LIABILITIES	725	(743)	(3,969)	(2,428)	418	(5,997)

Northern Adelaide Waste Management Authority Financial Statements 2018-2019



NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2019

Note 10 - COMMITMENTS FOR EXPENDITURE

	Notes	2019 \$'000	2018 \$'000
Expenditure Commitments			
Other expenditure committed for (excluding inventories) at the reporting date but not recognised in the financial statements as liabilities:			
Audit Services	15		30
Waste Collection, Processing and Mobile Garbage Bin			
Supply Contracts		80,696	82,268
		80,711	82,298
These expenditures are payable:			
Not later than one year		14,049	14,766
Later than one year and not later than 5 years		56,136	56,300
Later than 5 years		10,526	11,232
		80,711	82,298

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

There were no events that occurred after reporting date that requires to be disclosed.



Northern Adelaide Waste Management Authority Financial Statements 2018-2019

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2019

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.

	Notes	2019 \$'000	2018 \$'000
Not later than one year		1,035	1,075
Later than one year and not later than 5 years		2,620	3,326
Later than 5 years		3,004	482
		6,659	4,883

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:

	2019 \$'000	2018 \$'000
Salaries, allowances & other short term benefits	803	764
Long term benefits	59	105
TOTAL	862	869

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	12,221	1,096	Provision of waste collection, processing and disposal services
City of Playford	7,828	691	Provision of waste collection, processing and disposal services
Town of Gawler	2,029	179	Provision of waste collection, processing and disposal services

Amounts recorded as outstanding from Related Parties are recorded in Trade and other receivables in Note 4. 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.

Northern Adelaide Waste Management Authority Financial Statements 2018-2019



NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2019

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 2018-2019

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2019

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

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

Level 2

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

Level 3

Measurements based on unobservable inputs for the asset or liability.

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

Valuation techniques

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

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

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

Northern Adelaide Waste Management Authority Financial Statements 2018-2019



NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2019

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.

	Notes	Level 1 \$	Level 2 \$	Level 3 \$	Total \$
2019					
(\$'000)					
Recurring fair value measurements					
Infrastructure, Property, Plant & Equipment					
- Land	6	-	1,776	-	1,776
- Buildings	6	-	3,285	-	3,285
- Stock on Hand		64	-	-	64
Total financial assets recognised at fair value		64	5,061	-	5,125

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

(b) Disclosed fair value measurements

The following table provides the level of the fair value hierarchy within which the disclosed fair value measurements are categorised in their entirety and a description of the valuation technique(s) and inputs used.

	Fair Value Hierarchy Level	Valuation Technique	Inputs Used
There has been no change in the techniques used to measure the value of items disclosed in the financial statements.	1	Market	Based on expected sale price of goods based on existing contract prices.
There has been no change in the valuation technique(s) used to calculate the fair values disclosed in the financial statements.	2	Market Value	Observable sales of similar properties - both vacant land and land with improvements.



NORTHERN ADELAIDE WASTE MANAGEMENT AUTHORITY

ANNUAL FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 June 2019

CERTIFICATION OF AUDITOR INDEPENDENCE

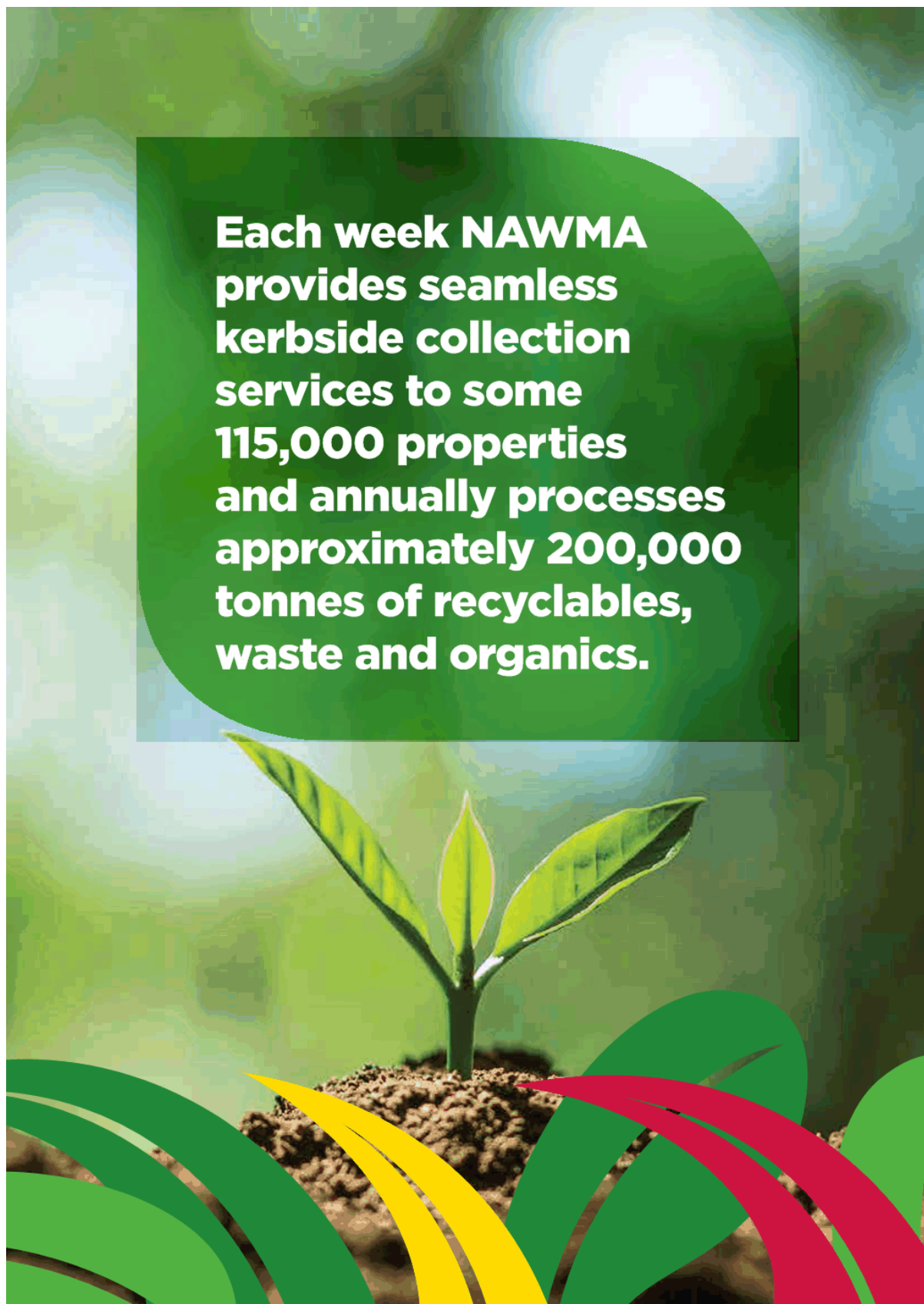
To the best of our knowledge and belief, we confirm that, for the purpose of the audit of the Northern Adelaide Waste Management Authority for the year ended 30 June 2019, the Authority's Auditor, HLB Mann Judd, has maintained its independence in accordance with the requirements of the *Local Government 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*.

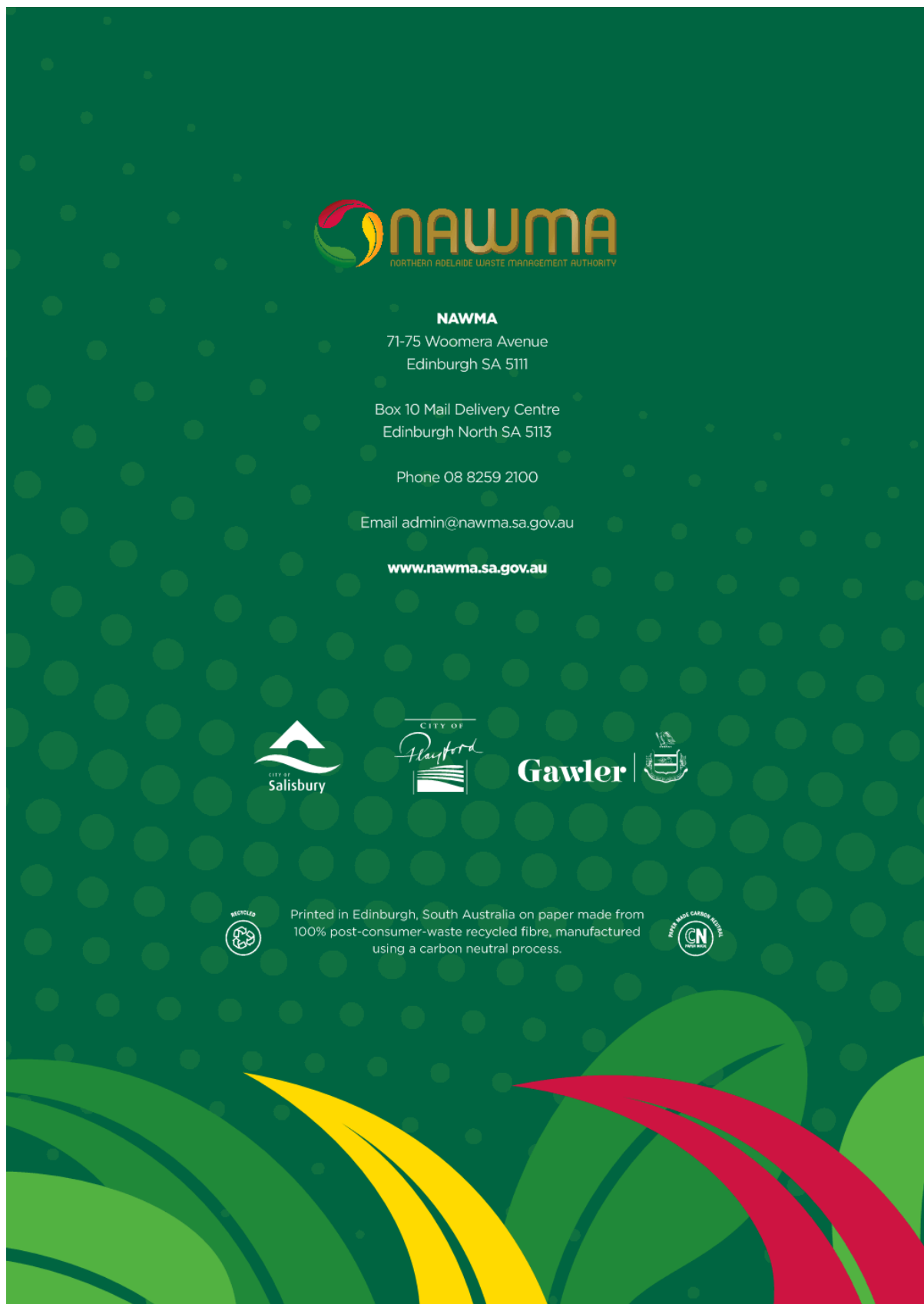

 EXECUTIVE OFFICER


 PRESIDING MEMBER
 AUDIT COMMITTEE

Date *19 September 2019.*



Each week NAWMA provides seamless kerbside collection services to some 115,000 properties and annually processes approximately 200,000 tonnes of recyclables, waste and organics.



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