



AGENDA

FOR GOVERNANCE AND COMPLIANCE COMMITTEE MEETING TO BE HELD ON

**18 OCTOBER 2021 AT CONCLUSION OF FINANCE AND CORPORATE
SERVICES COMMITTEE**

**IN WITTBER & DR RUBY DAVY ROOMS, SALISBURY COMMUNITY HUB, 34
CHURCH STREET, SALISBURY**

MEMBERS

Cr J Woodman (Chair)
Mayor G Aldridge (ex officio)
Cr B Brug
Cr A Duncan
Cr K Grenfell
Cr D Proleta
Cr S Reardon (Deputy Chair)
Cr G Reynolds

REQUIRED STAFF

Chief Executive Officer, Mr J Harry
General Manager Business Excellence, Mr C Mansueto
Manager Governance, Mr R Deco
Team Leader Corporate Governance, Mr B Kahland

APOLOGIES

LEAVE OF ABSENCE

PRESENTATION OF MINUTES

Presentation of the Minutes of the Governance and Compliance Committee Meeting held on 20 September 2021.

REPORTS

Administration

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For Decision

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MOTIONS ON NOTICE

GCC-MON1 Motion on Notice: CAP Acting Presiding Member

Cr Beau Brug has submitted the following Motion on Notice:

That Council:

1. Adopts the following process for the appointment of an Acting Presiding Member for the Council Assessment Panel (CAP) pursuant to section 83(1)(b)(vi) of the *Planning, Development and Infrastructure Act 2016*, with such process to be incorporated in the CAP Terms of Reference as a new clause 2.14:
 - That the CAP appoint an Acting Presiding Member for the remainder of the CAP term.
 - If both the Presiding Member and Acting Presiding Member are absent from a CAP meeting (or part thereof), a CAP Member will be appointed from those CAP Members present by means of resolution, and will preside over the meeting.

ADMINISTRATION COMMENT:

The *Planning, Development and Infrastructure Act 2016* (the Act) has introduced defined terms for the roles of Presiding Member, Independent Member, Elected Member and Deputy Member on the Council Assessment Panel. In relation to this motion, the Act provides that the Council must determine:

- The appointment of **Deputy Members**. (section 83(1)(b)(v)). [Deputy Members are members appointed for the purpose of filling in for a CAP member who is unable to attend a CAP meeting or Part of a CAP meeting].
- Who will act as the **Presiding Member** of the panel and the process for appointing an acting Presiding Member (section 83(1)(b)(vi)).

Council last considered the Terms of Reference (ToR) for the Council Assessment Panel at the meeting held on 26 July 2021. The report provided to the Council via the Governance and Compliance Committee provided advice in relation to clarifying clauses for the appointment of the *Acting* Presiding Member that was made by Council at the February 2021 meeting but used the term *Deputy*.

The subsequent report in July 2021 outlined that changes moved by Council at the February meeting appeared to be an administrative error as the resolution referred to *Deputy* and the proposed term should be *Acting*. This report included legal advice that Council is not able to appoint an Acting Presiding Member but can determine the process for this appointment. A copy of the ToR with the original and recommended changes to the ToR were included in the attachment to the report. It was recommended that Council consider a clause, based on advice from the Local Government Association via model ToRs, that could be adopted for the appointment of an Acting Presiding Member. This clause provides:

In the event that the Presiding Member is not present at a meeting (or part thereof) an Acting Presiding Member will be appointed by those CAP Members who are present at the meeting.

This clause is currently adopted in Council's ToR for the Council Assessment Panel.

The motion of Cr Brug that proposes further changes and will replace this clause, is consistent with the requirements of the Act.

OTHER BUSINESS

CLOSE



**MINUTES OF GOVERNANCE AND COMPLIANCE COMMITTEE MEETING HELD IN
WITTBER & DR RUBY DAVY ROOMS, SALISBURY COMMUNITY HUB,
34 CHURCH STREET, SALISBURY ON**

20 SEPTEMBER 2021

MEMBERS PRESENT

Cr J Woodman (Chair)
Mayor G Aldridge (ex officio)
Cr B Brug (*via MS Teams*)
Cr A Duncan
Cr K Grenfell
Cr D Proleta
Cr G Reynolds

OBSERVERS

Deputy Mayor, Cr C Buchanan (*from 7:42 pm*)

STAFF

General Manager Business Excellence, Mr C Mansueto
General Manager Community Development, Mrs A Pokoney Cramey
General Manager City Development, Ms M English
Manager Governance, Mr R Deco
Team Leader Corporate Governance, Mr B Kahland
Team Leader Council Governance, Ms J Rowett

The meeting commenced at 7:15 pm

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

APOLOGIES

Apologies were received from Cr S Reardon.

LEAVE OF ABSENCE

Nil

PRESENTATION OF MINUTES

Moved Cr D Proleta
Seconded Cr B Brug

The Minutes of the Governance and Compliance Committee Meeting held on 16 August 2021, be taken as read and confirmed.

CARRIED

REPORTS

Administration

3.0.1 Future Reports for the Governance and Compliance Committee

Moved Cr K Grenfell
Seconded Cr D Proleta

That Council:

1. Receives and notes the information.

CARRIED

For Decision

3.1.1 Review of Plaques and Memorials Policy 2021

Moved Cr A Duncan
Seconded Cr K Grenfell

That Council:

1. Adopts the Plaques and Memorials Policy as set out in Attachment 1 to this report (Governance and Compliance Committee 20/09/2021, Item No. 3.1.1) noting the following general amendments:
 - a. Grammatical and formatting alterations with updated Council role titles.
 - b. Clear definition within Appendix A 'Application & Approvals Process' of roles and responsibilities of administration where it pertains to the Community Planning Division and Infrastructure Management Divisions, respectively.

CARRIED

3.1.2 Prescribed Officers

Moved Cr K Grenfell
Seconded Cr G Reynolds

That Council:

1. Approves the Chief Executive Officer be delegated the authority to determine the officers or officers of a class within Council Administration which will be subject to the operation of Chapter 7, Part 4, Division 2 of the *Local Government Act 1999 (SA)* on Register of Interest.

CARRIED

3.1.3 Review of Delegations and New Delegations Framework

Moved Mayor G Aldridge
Seconded Cr G Reynolds

That Council:

1. Revokes its previous delegations to the Chief Executive Officer, effective from 30 September 2021, of those powers and functions under:
 - Burial and Cremation Act 2013
 - Burial and Cremation Regulations 2014
 - Community Titles Act 1996
 - Dog and Cat Management Act 1995
 - Electricity Act 1996
 - Electricity (Principles of Vegetation Clearance) Regulations 2010
 - Electronic Conveyancing National Law (SA) Act 2013
 - Environment Protection Act 1993
 - Environment Protection (Waste to Resources) Policy 2010
 - Expiation of Offences Act 1996
 - Fences Act 1975
 - Fines Enforcement and Debt Recovery Act 2017
 - Fire and Emergency Services Act 2005
 - Fire and Emergency Services Regulations 2021
 - Food Act 2001
 - Food Regulations 2017
 - Freedom of Information Act 1991
 - Freedom of Information (Fees and Charges) Regulations 2018
 - Gas Act 1997
 - Heavy Vehicle National Law (schedule to the Heavy Vehicle National Law (South Australia) Act 2013)
 - Land and Business (Sale and Conveyancing) Act 1994

- Land Acquisition Act 1969 and Regulations 2004
 - Landscape South Australia Act 2019
 - Landscape South Australia (General) Regulations 2020
 - Landscape South Australia (Water Management) Regulations 2020
 - Liquor Licensing Act 1997
 - Local Government Act 1999
 - Local Nuisance and Litter Control Act 2016
 - Local Nuisance and Litter Control Regulations 2017
 - Mining Act 1971
 - Mining Regulations 2020
 - Real Property Act 1886
 - Roads (Opening and Closing) Act 1991
 - Road Traffic Act 1961
 - Road Traffic (Miscellaneous) Regulations 2014
 - Road Traffic (Road Rules—Ancillary and Miscellaneous Provisions) Regulations 2014
 - Safe Drinking Water Act 2011
 - South Australian Public Health Act 2011
 - South Australia Public Health (General) Regulations 2013
 - South Australia Public Health (Legionella) Regulations 2013
 - South Australia Public Health (Wastewater) Regulations 2013
 - State Records Act 1997
 - Strata Titles Act 1988
 - Supported Residential Facilities Act 1992
 - Supported Residential Facilities Regulations 2009
 - Water Industry Act 2012
 - Water Industry Regulations 2012
 - Council ByLaw No 1 – Permits and Penalties ByLaw
2. Delegates, in exercise of the power contained in section 44 of the *Local Government Act 1999* the powers and functions under the following Acts and specified in the proposed Instruments of Delegation contained in Attachment 2 of this report (Governance and Compliance 20/09/2021, Item No. 3.1.3) from 1 October 2021 to the person occupying the position of Chief Executive Officer except where otherwise indicated in the Attachment, subject to the conditions and/or limitations specified herein or in the Schedule of Conditions in each proposed Instrument of Delegation:
- Burial and Cremation Act 2013
 - Burial and Cremation Regulations 2014
 - Community Titles Act 1996
 - Cost of Living Concessions Act 1986
 - Crown Land Management Act 2009
 - Disability Inclusion Act 2018
 - Disability Inclusion Regulations 2019

- Dog and Cat Management Act 1995
- Dog and Cat Management Regulations 2017
- Electricity Act 1996
- Electricity (Principles of Vegetation Clearance) Regulations 2010
- Environment Protection Act 1993
- Environment Protection Regulations 2009
- Environment Protection (Air Quality) Policy 2016
- Environment Protection (Noise) Policy 2008
- Environment Protection (Used Packaging Materials) Policy 2012
- Environment Protection (Waste to Resources) Policy 2010
- Expiation of Offences Act 1996
- Fines Enforcement and Debt Recovery Act 2017
- Fire and Emergency Services Act 2005
- Fire and Emergency Services Regulations 2021
- Food Act 2001
- Food Regulations 2017
- Freedom of Information Act 1991
- Freedom of Information (Fees and Charges) Regulations 2018
- Gas Act 1997
- Heavy Vehicle National Law (schedule to the Heavy Vehicle National Law (South Australia) Act 2013)
- Heavy Vehicle (Mass, Dimension and Loading) National Regulation (NSW)
- Independent Commissioner Against Corruption Act 2012
- Labour Hire Licensing Act 2017
- Land and Business (Sale and Conveyancing) Act 1994
- Land Acquisition Act 1969 and Regulations 2004
- Landscape South Australia Act 2019
- Landscape South Australia (General) Regulations 2020
- Landscape South Australia (Water Management) Regulations 2020
- Liquor Licensing Act 1997
- Local Government Act 1999
- Local Government (Building Upgrade Agreements) Regulations 2017
- Local Government (Financial Management) Regulations 2011
- Local Government (General) Regulations 2013
- Local Government (Members Allowances and Benefits) Regulations 2010
- Local Government (Procedures at Meetings) Regulations 2013
- Local Government (Elections) Act 1999

- Local Nuisance and Litter Control Act 2016
 - Local Nuisance and Litter Control Regulations 2017
 - Magistrates Court Rules 1992
 - Mining Act 1971
 - Mining Regulations 2020
 - Ombudsman Act 1972
 - Private Parking Areas Act 1986
 - Real Property Act 1886
 - Roads (Opening and Closing) Act 1991
 - Road Traffic Act 1961
 - Road Traffic (Miscellaneous) Regulations 2014
 - Road Traffic (Road Rules—Ancillary and Miscellaneous Provisions) Regulations 2014
 - Safe Drinking Water Act 2011
 - Safe Drinking Water Regulations 2012
 - South Australian Public Health Act 2011
 - South Australia Public Health (General) Regulations 2013
 - South Australia Public Health (Legionella) Regulations 2013
 - South Australia Public Health (Wastewater) Regulations 2013
 - State Records Act 1997
 - Strata Titles Act 1988
 - Supported Residential Facilities Act 1992
 - Supported Residential Facilities Regulations 2009
 - Water Industry Act 2012
 - Water Industry Regulations 2012
 - Council ByLaw No 1 – Permits and Penalties ByLaw
3. Notes that such powers and functions may be further delegated by the Chief Executive Officer in accordance with Sections 44 and 101 of the *Local Government Act 1999* as the Chief Executive Officer sees fit, unless otherwise indicated herein or in the Schedule of Conditions contained in each such proposed Instrument of Delegation.
- Delegations Made under the *Food Act 2001***
4. Delegates, in exercise of the powers contained in Section 91 of the *Food Act 2001*, the powers and functions under the *Food Act 2001* specified in the proposed Instrument of Delegation contained in Attachment 2 are hereby delegated from 1 October 2021 to the person occupying the office of Chief Executive Officer (“the head of the enforcement agency” for the purposes of the *Food Act 2001*), subject to the conditions or limitations indicated herein or in the Schedule of Conditions contained in the proposed Instrument of Delegation under the *Food Act 2001*.

5. Such powers and functions may be further delegated by the Chief Executive Officer as the Chief Executive Officer sees fit and in accordance with the relevant legislation unless otherwise indicated herein or in the Schedule of Conditions contained in the proposed Instrument of Delegation under the *Food Act 2001*.

Delegations under Supported Residential Facilities Act 1992

6. In exercise of the power contained in Section 9 of the *Supported Residential Facilities Act 1992*, the powers and functions under the *Supported Residential Facilities Act 1992* and *Supported Residential Facilities Regulations 2009* specified in the proposed Instrument of Delegation contained in Attachment 2 are hereby delegated from 1 October 2021 to the person occupying the office of Chief Executive Officer, subject to the conditions or limitations indicated herein or in the Schedule of Conditions contained in the proposed Instrument of Delegation under the *Supported Residential Facilities Act 1992*.
7. Such powers and functions may be further delegated by the Chief Executive Officer as the Chief Executive Officer sees fit and in accordance with the relevant legislation unless otherwise indicated herein or in the Schedule of Conditions contained in the proposed Instrument of Delegation under the *Supported Residential Facilities Act 1992*.

Delegations, Sub Delegations and Authorisations under the Road Traffic Act 1961

8. Approves the sub delegation and authorisation of power under Section 17 and 20 of the *Road Traffic Act 1962* as provided for in Attachment 3 to this report (Governance and Compliance 20/09/2021, Item No.3.1.3).
9. Delegates, in accordance with the Instrument of General Approval and Delegation to Council dated 22 August 2013 from the Minister for Transport and Infrastructure (the 'instrument'), to the person occupying the office of Chief Executive Officer, the powers and functions under section 33(1) of the *Road Traffic Act 1961* as provided in Attachment 4 to this report (Governance and Compliance 20/09/2021, Item No. 3.1.3).

Delegations under Safe Drinking Water Act 2011 (of enforcement agency)

10. Delegates, in exercise of the power contained in Section 43 of the *Safe Drinking Water Act 2011* the powers and functions of the Council as a relevant authority under the *Safe Drinking Water Act 2011* contained in the Delegations Register specified in the proposed Instrument of Delegation contained in Attachment 2, from 1 October 2021 to the person occupying the office of Chief Executive Officer, subject to the conditions or limitations indicated herein or in the Schedule of Conditions contained in the proposed Instrument of Delegation under the *Safe Drinking Water Act 2011*.

11. Such powers and functions may be further delegated by the Chief Executive Officer as the Chief Executive Officer sees fit and in accordance with the relevant legislation unless otherwise indicated herein or in the Schedule of Conditions contained in the proposed Instrument of Delegation under the *Safe Drinking Water Act 2011*.

Delegations under *Fire and Emergency Services Act 2005* to a Fire Prevention Officer

12. Delegates, in exercise of the power contained in Section 93 of the *Fire and Emergency Services Act 2005* the powers and functions under the *Fire and Emergency Services Act 2005* specified in the proposed Instrument of Delegation contained in Attachment 2 are hereby delegated from 1 October 2021 to the person appointed Fire Prevention Officer of the Council under the *Fire and Emergency Services Act 2005* subject to the conditions or limitations indicated herein or in the Schedule of Conditions contained in the proposed Instrument of Delegation under the *Fire and Emergency Services Act 2005*.
13. Such powers and functions may be further delegated by the Fire Prevention Officer as the Fire Prevention Officer sees fit and in accordance with the relevant legislation unless otherwise indicated herein or in the Schedule of Conditions contained in the proposed Instrument of Delegation under the *Fire and Emergency Services Act 2005*.

Delegations under the *Heavy Vehicle National Law (South Australia) Act 2013*

14. Delegates, in exercise of the power contained in Section 44 of the *Local Government Act 1999* and Section 22B of the *Heavy Vehicle National Law (South Australia) Act 2013* (as relevant) the powers and functions under the *Heavy Vehicle National Law (South Australia) Act 2013* specified in the proposed Instrument of Delegation contained in Attachment 2, from 1 October 2021 to the person occupying the office of Chief Executive Officer, subject to the conditions or limitations indicated herein or in the Schedule of Conditions contained in the proposed Instrument of Delegation under the *Heavy Vehicle National Law (South Australia) Act 2013*.
15. Such powers and functions may be further delegated by the Chief Executive Officer as the Chief Executive Officer sees fit and in accordance with the relevant legislation unless otherwise indicated herein or in the Schedule of Conditions contained in the proposed Instrument of Delegation under the *Heavy Vehicle National Law (South Australia) Act 2013*.

CARRIED

3.1.4 Amendment to Terms of Reference for Council Committees and Sub Committees

Moved Cr K Grenfell
Seconded Cr G Reynolds

That Council:

1. Approves that the Terms of Reference for Council's Committees and Sub Committees be amended to reflect the amended Section 85 of the *Local Government Act 1999* from the date of proclamation.

CARRIED

MEETING SUSPENDED

Cr K Grenfell moved that meeting procedures be suspended to enable discussion on the nominations for the Election of the Australia Day Council of South Australia Inc. Board of Management.

Seconded Cr D Proleta

Formal meeting procedures were suspended at 7:24 pm.

CARRIED

MEETING RESUMED

Cr K Grenfell moved that meeting procedures be resumed.

Seconded Cr D Proleta

Formal meeting procedures were resumed at 7:35 pm.

CARRIED

3.1.5 Australia Day Council of South Australia - Election of Board Members

Moved Cr K Grenfell
Seconded Cr D Proleta

That Council:

1. Appoints from the following list of candidates, the nomination of five candidates in order of preference for the Election of the Australia Day Council of South Australia Inc. Board of Management, for selection on the ballot form:
 - 1.1 Mr. Peter Tsokas
 - 1.2 Ms. Fiona Dorman
 - 1.3 Mr. Brad Manuel
 - 1.4 Mr. Maurice Henderson

- 1.5 Mr. Aashish Wagley
- 1.6 Dr. Lucy Sutherland
- 1.7 Ms. Antonietta (Toni) Cocchiaro
- 1.8 Mr. Stephen Pallaras
- 1.9 Ms. Sarah Hooper
- 1.10 Ms. Susanne (Susi) Tegen
- 1.11 Ms. Gillian Lewis

2. Approves the following candidates in order of preference for the Election of the Australia Day Council of South Australia Inc. Board of Management:

- 2.1 Ms. Susanne (Susi) Tegen
- 2.2 Ms. Gillian Lewis
- 2.3 Dr. Lucy Sutherland
- 2.4 Ms. Antonietta (Toni) Cocchiaro
- 2.5 Mr. Stephen Pallaras

CARRIED

3.1.6 Review of Elected Members Records Management Policy

Moved Cr K Grenfell

Seconded Cr G Reynolds

That Council:

1. Receives the information.
2. Adopts the amended Elected Members Records Management Policy as set out in Attachment 1 to this report (Governance and Compliance 20/09/2021, Item No. 3.1.6).

CARRIED

Mayor G Aldridge left the meeting at 7:41 pm and did not return.

For Information

**3.2.1 Summary of Elected Member Training and Development
Expenditure and Outstanding Summary Reports**

Moved Cr K Grenfell
Seconded Cr D Proleta

That Council:

1. Receives the information.

CARRIED

OTHER BUSINESS

Nil

The meeting closed at 7:45 pm.

CHAIR.....

DATE.....

ITEM	3.0.1
	GOVERNANCE AND COMPLIANCE COMMITTEE
DATE	18 October 2021
HEADING	Future Reports for the Governance and Compliance Committee
AUTHOR	Michelle Woods, Projects Officer Governance, CEO and Governance
CITY PLAN LINKS	4.2 We deliver quality outcomes that meet the needs of our community
SUMMARY	This item details reports to be presented to the Governance and Compliance 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.

RECOMMENDATIONThat Council:

1. Notes the report.

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 Governance and Compliance Committee as a result of a Council resolution:

Meeting Item	- Heading and Resolution	Officer
26/07/2021	Motion Without Notice: Improvement of Video Capability in the Council Chamber	Rudi Deco
MWON12.1	1. That staff bring back a report on options and costs by no later than December on improving video capability in Chambers for the purpose of online meeting participation with the intent to make the speaker clearly visible via the video camera.	
Due:	December 2021	

4. CONCLUSION / PROPOSAL

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

ITEM	3.0.2
	GOVERNANCE AND COMPLIANCE COMMITTEE
DATE	18 October 2021
HEADING	Review of Unsolicited Proposals Procedure
AUTHOR	Benjamin Kempster, Manager Strategic Procurement, Business Excellence
CITY PLAN LINKS	3.1 Salisbury's businesses are successful and part of our community 3.2 Salisbury is a place of choice for businesses to start, invest and grow 4.2 We deliver quality outcomes that meet the needs of our community
SUMMARY	This report presents the Unsolicited Proposals Procedure to Council for consideration and adoption. The Procedure has been reviewed by the Procedure Owner and some changes are proposed.

RECOMMENDATIONThat Council:

1. Adopts the Unsolicited Proposals Procedure as set out in Attachment 1 to this report (Governance and Compliance 16/08/2021, Item No. 3.0.2).

ATTACHMENTS

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

1. Unsolicited Proposals Procedure - updated revision October 2021

1. BACKGROUND

- 1.1 Previously Council's Governance Framework provided for Council Policies to be reviewed within 12 months of a general election and two years thereafter.
- 1.2 Council's Policy Framework now provides for Council Policies to be reviewed within 12 months of a general election and as required.
- 1.3 This Policy was last reviewed and adopted by Council in May 2018 and is now due again for review.

2. CITY PLAN CRITICAL ACTION

- 2.1 Streamline processes to improve how Council works with businesses

3. CONSULTATION / COMMUNICATION

- 3.1 Internal
 - 3.1.1 Property and Buildings Division
 - 3.1.2 Strategic Property Development Division
 - 3.1.3 Business Excellence

3.2 External

3.2.1 Norman Waterhouse

4. REPORT

- 4.1 The Unsolicited Proposals Procedure has been reviewed by the Policy Owner and other relevant stakeholders with changes made in relation to property transactions.
- 4.2 Unsolicited proposals relating to real property sales require assessments and actions that do not form part of a standard Procurement process. Therefore, proposals relating to real property sales will be endorsed by Manager Property & Buildings to progress in line with relevant legislative requirements in consultation with Manager Strategic Development Projects.

5. CONCLUSION / PROPOSAL

- 5.1 The Unsolicited Proposals Procedure as contained in the Attachment 1 is recommended to Council for adoption.



City of Salisbury Values: Respectful, Accountable, Collaborative, Helpful

Unsolicited Proposals Procedure

Approved by:

Responsible Division: Strategic Procurement

First Issued/Approved:

Last Reviewed: May 2018

Next Review Date:

1. Introduction/Purpose

In alignment with 'The Receipt & Assessment of Unsolicited Proposals – May 2016' developed by the LGA, the City of Salisbury has developed this procedure on how to manage Unsolicited Proposals, to ensure value for money, support creation of jobs, contribute to the best use of public assets and deliver a high quality of service to communities.

This procedure creates a framework for new and innovative ideas to be brought forward. This procedure also gives confidence to investors and their community that unsolicited proposals will be considered in a consistent, transparent and lawful manner to deliver the highest standards of public value.

2. Scope

An unsolicited proposal originates from a private entity (either for profit or not-for-profit) which is submitted without formally being requested by the City of Salisbury.

The nature of the proposal can cover a wide range of areas and may include:

- Delivery of goods and services to or on behalf of City of Salisbury;
- Provision of infrastructure;
- Access to City of Salisbury assets, including land and buildings;
- Seeking City of Salisbury support (financial, regulatory or other support) to undertake a specific activity; or
- Financing arrangements.

The following objectives will guide the City of Salisbury's process for considering unsolicited proposals:

- Value for Money;
- Promoting the development of innovative ideas by the private and community sector to support economic development, job creation and meeting strategic actions identified in the City Plan;
- Ensuring an open, transparent and fair process that involves a high standard of probity and public accountability;
- Ensuring the benefits of the project for our community are maximised; and
- Ensuring that the Intellectual Property (IP) of the proponent is respected.

3. Legislative Requirements and Corporate Policy Context

Local Government Act 1999 – Section 49

4. Interpretation/Definitions

Risk Assessment: The process used to determine the level of risk of a procurement activity and identifies the level of controls required to manage the risks.

Unsolicited Proposal: A proposal which has not been received by the City of Salisbury through its regular procurement procedures. An unsolicited proposal may include a proposal for purchase, lease or development of council owned land, the delivery of goods or services, or the provision of infrastructure for the community.

5. Management Directives

There is an applicable minimum financial threshold in the application of this Procedure. This will ensure low cost/low risk unsolicited proposals are handled directly by the relevant Divisional Manager. Proposals of a higher value will need consideration by the Executive Group.

Offers to access or purchase land and/or buildings will be dealt with in accordance with existing City of Salisbury policies, or where there is no applicable policy, in accordance with this procedure.

Unsolicited proposals relating to real property sales will be endorsed by Manager Property & Buildings to progress in line with relevant legislative requirements in

consultation with Manager Strategic Development Projects.

All other unsolicited proposals are to be treated in line with the City of Salisbury's Procurement Framework and the Unsolicited Proposals Process Workflow (refer Appendix 2).

Unsolicited proposals value at up to \$150,000 may be considered by the Manager Strategic Procurement or relevant General Manager, in consultation with relevant Divisional Manager(s) and Asset Owner(s), and subject to a Risk Assessment;

Unsolicited proposals above this threshold will be endorsed by the Manager Strategic Procurement and approved by the Executive Group.

In addition, irrespective of the value of an unsolicited proposal, a Risk Assessment shall be undertaken in relation to the proposal, and should a significant risk to Council be identified the Proposal shall be referred to the CEO for determination of an appropriate course of action. In addition, while dollar limits apply, the Chief Executive Officer can also elect to review any proposal.

6. Related Policies and Procedures

Procurement Policy
Procurement Framework

7. Staff Responsibilities

Manager Strategic Procurement – assessment of Unsolicited Proposals submitted to City of Salisbury.

Manager Property and Buildings – assessment of Unsolicited Proposals relating to land and/or buildings, and real property sales referred following assessment by Manager Strategic Procurement.

Manager Strategic Development Projects - strategic consideration of Unsolicited Proposals relating to land and/or buildings, and real property sales referred following assessment by Manager Strategic Procurement.

8. Procedure Statement

Exclusive Negotiations

The City of Salisbury's default position is to request a proposal via its standard procurement process to ensure that the best value for money and community benefit solution can be competitively identified.

However, the City of Salisbury recognises that circumstances arise where it may be beneficial in dealing exclusively with one party.

The City of Salisbury may, in its absolute discretion, negotiate with a party that presents an unsolicited proposal where the City of Salisbury considers circumstances warrant such an approach (in accordance with the criteria contained in this guideline).

An exclusive and confidential negotiation with a proponent will be solely limited to the proponent for the purposes of developing the specific unsolicited proposal. Moreover, exclusivity will only be granted by the City of Salisbury for a specified period.

During a period of exclusive negotiation, the City of Salisbury will not grant similar rights to the proponent of another proposal relating to substantially the same subject matter of the negotiations. The City of Salisbury may do so, however, if it has received multiple unsolicited proposals before engaging in any negotiations and wishes to negotiate on two or more such proposals. Where early interest has been shown by multiple providers, consideration should be given as to whether a formal Expression of Interest approach may ensure a better outcome for the City of Salisbury.

Where the City of Salisbury enters into an exclusive negotiation with a proponent, it retains the right to withdraw its interest or offer at any stage with suitable notice.

Key features of an exclusive negotiation may include:

- Maximising value for money, optimizing community benefit and managing risk will always be prioritised when assessing and dealing with such proposals;
- It being granted at the City of Salisbury's sole discretion, subject to specific terms and conditions, having regard to the particular characteristics of the proposal;
- The proponent will be responsible for its own costs in developing and lodging the proposal;
- All correspondence and communication with the respondent will be kept confidential, subject to the City of Salisbury's legislative obligations; and
- Exclusivity may be given on a stage by stage basis. City of Salisbury may enter into exclusive negotiations with the proponent to develop a proposal for the following stage.

During the assessment process the City of Salisbury will not be precluded from engaging with other parties during the stage one assessment of initial proposals. This will enable the City of Salisbury to ascertain whether there are competing proposals and the potential for alternative value for money propositions.

This Procedure does not negate or vary the need for proposals to comply with other relevant City of Salisbury policies.

Criteria for Assessing Whether to Enter into Exclusive Negotiations for an Unsolicited Proposal**Value for Money**

The City of Salisbury will seek to assess whether the proposal represents value for money when the proponent is seeking any form of financial contribution or risk sharing from City of Salisbury.

The proponent should:

- Identify what is being sought from City of Salisbury to facilitate the project (which may include financial support, assets, legislative/regulatory amendments or other support);
- Demonstrate that the proposal is fairly and sustainably priced relative to comparable projects;
- Demonstrate that the proposal involves an acceptable and optimal sharing of costs and risks between the City of Salisbury and the proponent; and
- Demonstrate that the proposal will meet acceptable commercial and industry standards.

The City of Salisbury will also consider whether the benefits of the proposal will outweigh the costs of any City of Salisbury support. The proponent should articulate what they consider to be the benefits to the community of the proposal.

No Competing Proposals

The City of Salisbury will assess the unsolicited proposal against any existing proposals or procurement processes to ensure the same or similar issues are not already under consideration by the City of Salisbury or under active and advanced consideration by another proponent.

If these conditions are not satisfied, the proponent should clearly demonstrate that their proposal has a distinct advantage over any other similar proposal and why the proponent's proposal was not submitted as part of that process.

If the above circumstances cannot be adequately addressed, it is likely that the City of Salisbury will not accept an unsolicited proposal.

Community Need/City of Salisbury Priority

The unsolicited proposal must promote economic, social and/or environmental outcomes for the community and be consistent with the achievement of the City of Salisbury's strategic priorities identified in the City Plan.

Proponents should demonstrate how their proposal will create additional economic activity and jobs, or meet unmet community needs, and how it assists with the achievement of the City of Salisbury's strategic priorities.

Uniqueness of the proposal

Uniqueness may be established by the proponent possessing strategic assets, innovative ideas or other unique attributes that meet City of Salisbury priorities and could not be delivered by another party within acceptable timeframes. The proponent will need to demonstrate the unique aspects of their proposal – for example:

- Can this proposal be readily delivered by competitors? – if so, what advantage is to be gained from the City of Salisbury entering into exclusive negotiations with the proponent
- Are there genuine intellectual property rights, without which the proposal could not proceed to implementation (e.g. software or technology)
- Does the proponent have ownership of strategic assets such as contractual rights or real property that would place it in a unique position to deliver the aims of the proposal, and which other parties could not deliver
- Are there unique financial arrangements that support the delivery of the project
- Does the proponent have a unique ability to deliver outcomes which support the achievement of the City of Salisbury’s strategic priorities; or
- Does the proponent’s proposal have other demonstrably unique elements or innovative ideas that are not able to be delivered by another party within acceptable timeframes

Capacity and Capability of proponent

The City of Salisbury must ensure that the proponent has the skills and experience required to deliver the project as specified in the proposal.

The proponent will need to demonstrate it has the capacity and capability to deliver the proposal. Information will need to be provided regarding the proponents’ relevant commercial and trading history, financial capacity, prior dealing with City of Salisbury and its experience in delivering similar projects. The proponent must also demonstrate that it has the financial and technical competencies to successfully deliver the project. The proponent should provide information regarding any reliance on third parties.

Risk Assessment

A Risk Assessment shall be conducted on each proposal, in accordance with the City of Salisbury Risk Management Guide to determine the overall risk.

Probity Framework

Probity principles and protocols will be established when dealing with proponents to ensure:

- That decisions are made through the approved frameworks and are capable of withstanding objective and independent scrutiny;
- That decisions deliver the best outcomes for City of Salisbury;
- That public service integrity is maintained;
- Commercially sensitive and confidential information is protected;

- That any perceived conflict of interest, bias and/or misconduct is eliminated; and
- The processes identified in Appendix 2 will be followed

Appendix 1 – General Terms and Conditions

The City of Salisbury may consider any other factors or considerations that it considers relevant to the assessment of an unsolicited proposal, including any that may arise as a consequence of the nature and content of the proposal, of applicable City of Salisbury policy or strategy and of pertaining economic, social, legal or other events or states of affairs.

No Legal Relationship

By making an unsolicited proposal, a proponent acknowledges as follows.

- No contract exists or will be implied between the City of Salisbury and a proponent unless and until suitable documentation is executed with the City of Salisbury; and
- The City of Salisbury has no contractual or other legal obligation to the proponent with respect to the consideration, the evaluation, the acceptance or the rejection of any submission or the failure to consider, evaluate or accept any submission.

Freedom of Information

The Freedom of Information Act 1991 (FOI Act) applies to the information provided by a proponent in its submission. Proponents should note that the FOI Act allows members of the public rights of access to documents of the City of Salisbury and any participants. Any information that is commercially sensitive or confidential must be marked "commercial and confidential". This special notation must not be used unless the information is genuinely confidential.

Probity

A proponent must not offer any incentive to, or otherwise attempt to, influence any person who is either directly or indirectly involved in an assessment or negotiation process. If the City of Salisbury considers that a proponent has violated this condition, then an evidence-based investigation may be undertaken. The City of Salisbury may, in its sole and absolute discretion, disqualify the relevant proponent's submission from further consideration, subject to the outcome of any investigation.

Change in Circumstance

Proponents must inform the City of Salisbury promptly in writing of any material change to any of the information contained in the proponent's submission, and of any material change in circumstance that may affect the truth, completeness or accuracy of any information provided in, or in connection with, the submission.

Costs

All risk and costs of preparing, lodging, developing and negotiating a proposal are to be borne by the proponent.

No proponent will have any recourse against the City of Salisbury in relation to the decision to not proceed with a proposal under this Procedure.

Reliance on Information

By lodging a submission, the proponent warrants and represents to the City of Salisbury that the information contained in its submission is true, accurate and complete as at the date on which it is lodged, and may be relied upon by the City of Salisbury in its assessment.

Conflict of Interest

The proponents shall:

- Declare any actual or potential conflict of interest of any proponent participant;
- Comply with all laws in force in South Australia, including the Australian Competition and Consumer Act 2010; and
- Not make any news releases or responses to media enquiries and questions pertaining to this process without the City of Salisbury's written approval.

Other Rights

The City of Salisbury reserves the right, in its sole and absolute discretion, at any time during the process to:

- Require additional information from a proponent;
- Perform security and/or financial checks and procedures in relation to each proponent and each party with an interest in the proponent;
- Change its requirements, including, at any stage, adding to or amending the information, terms, procedures, evaluation process and protocols set out in this Procedure;
- Change the basis on which proponents may, or are required to, participate in the process;
- Publish the names of proponents;
- Clarify any aspect of a proposal;
- Discontinue negotiations at any time with any proponent;
- Subsequently initiate any other procurement process for the same or similar requirements;
- Seek the advice of external consultants to assist the City of Salisbury in the evaluation or review of responses;
- Make enquiries of any person, company, organisation or consortium to ascertain information about the proposal, the proponent and any matter related to the response;
- Revert to public sector delivery of the project; or
- Allow a proponent to change its submission.

Acceptance of a Proposal

The City of Salisbury is not obliged to accept any proposal.

No acceptance of a response or any invitation to negotiate or to make an offer will be effective to constitute a contract or to create any legitimate expectation on the part of the proponent unless a formal written contract is executed by both parties.

No Contract or Estoppel

No contracts, contractual rights, estoppels or expectations, express or implied, shall arise, or be deemed to arise, out of the lodgement process for consideration of an Unsolicited Proposal, as set out in this Procedure.

Appendix 2 – Unsolicited Proposals Process Workflow

Stage One – Initial Proposal	
Actions	Outcomes
Proponent <ul style="list-style-type: none"> Submit proposal electronically to purchasing@salisbury.sa.gov.au. 	<ul style="list-style-type: none"> Proceed with proposal to progress to Stage 2
	or
City of Salisbury <ul style="list-style-type: none"> Determine if sufficient information has been provided by the proponent. Determine if proposal relates to land and/or buildings, or real property sales 	<ul style="list-style-type: none"> Not suitable for further consideration and is now closed
	or
	<ul style="list-style-type: none"> <u>Refer to Manager Property and Buildings for proposals that relate to land and/or buildings, or real property sales</u>
	or
	<ul style="list-style-type: none"> <u>Refer to Manager Strategic Development Projects for strategic consideration</u>
<ul style="list-style-type: none"> Refer Procurement Framework 	<ul style="list-style-type: none"> Proposal may form the basis of a competitive bidding process
	or
<ul style="list-style-type: none"> Evaluate proposal against the criteria 	<ul style="list-style-type: none"> Low risk proposals may be referred to relevant departments within the City of Salisbury.
<ul style="list-style-type: none"> Advise proponent of decision. 	
Stage Two – Detailed Proposal	
Actions	Outcomes
Proponent <ul style="list-style-type: none"> Submit detailed proposal including business case. 	<ul style="list-style-type: none"> Proceed with proposal to progress to Stage 3 and enter into exclusive negotiations to negotiate final legal and commercial terms
	or
<ul style="list-style-type: none"> Provide additional information as requested. 	<ul style="list-style-type: none"> That all or part of the proposal is considered unsuitable for further consideration and is now closed
	or
<ul style="list-style-type: none"> Be available to meet and liaise with the City of Salisbury. 	<ul style="list-style-type: none"> Proposal may form the basis of a competitive bidding process.
City of Salisbury <ul style="list-style-type: none"> Develop key terms and information requirements of the arrangement. 	
<ul style="list-style-type: none"> Advise proponent of process, governance arrangements, limitations (price, scope, risk) for strategic negotiations 	
<ul style="list-style-type: none"> Request any additional information from the proponent. Follow the applicable City of Salisbury procurement / approval process. 	
<ul style="list-style-type: none"> Advise proponent of outcome. 	

9. Approval and Change History

Version	Approval Date	Approval By	Change
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10. Availability

- 8.1 The Procedure is available to be downloaded, free of charge, from Council's website www.salisbury.sa.gov.au
- 8.2 The Procedure will be available for inspection without charge at the Civic Centre during ordinary business hours and a copy may be purchased at a fee as set annually by Council.

City of Salisbury Community Hub
34 Church Street, Salisbury SA 5108
Telephone: 84068222
Email: city@salisbury.sa.gov.au

11. Review

This Procedure will be reviewed if deemed necessary by Council.

Further Information

For further information on this Procedure, please contact:

Responsible Officer: Manager Strategic Procurement
Address: 34 Church Street, Salisbury SA 5108
Telephone: 8406 8222
Email: city@salisbury.sa.gov.au

ITEM	3.0.3
	GOVERNANCE AND COMPLIANCE COMMITTEE
DATE	18 October 2021
HEADING	Procurement Policy - update October 2021
AUTHOR	Benjamin Kempster, Manager Strategic Procurement, Business Excellence
CITY PLAN LINKS	3.2 Salisbury is a place of choice for businesses to start, invest and grow 3.4 Our urban growth is well planned and our centres are active 4.4 We plan effectively to address community needs and identify new opportunities
SUMMARY	This report presents the Procurement Policy to Council for consideration and endorsement. The Policy has been reviewed by the policy owner and changes have been made.

RECOMMENDATIONThat Council:

1. Adopts the Procurement Policy as set out in Attachment 1 to this report (Governance and Compliance 18/10/2021, Item No. 3.0.3).

ATTACHMENTS

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

1. Procurement Policy - Draft updated Oct 2021_Mark up
2. Procurement Policy - Draft updated Oct 2021_clean copy

1. BACKGROUND

1.1 At its meeting on 26 July 2021, Council resolved as follows:

1. *Council notes and receives the information.*
2. *Administration bring back a further report with further explanation regarding two additional dot points.*
 - *Additional dot point on page 5 of the Policy – “Supporting the circular economy through working collaboratively with NAWMA and other relevant organisations to identify opportunities for the use of recycled materials.”*
 - *Amend the dot point on Page 5 of the Policy “Supporting the economic development of the Northern Region” to “Supporting the economic development of the City of Salisbury and the broader Northern Adelaide region”.*

- 3. Further advice and consideration of further amendments with the aim to increase local procurement practices to increase local content and job creation in the City of Salisbury.*

2. CITY PLAN CRITICAL ACTION

- 2.1 Deliver the commitments in our Annual Plan
- 2.2 Buy locally and sustainably with an emphasis on reuse and recycled materials
- 2.3 Streamline processes to improve how Council works with businesses

3. CONSULTATION / COMMUNICATION

- 3.1 Internal
 - 3.1.1 Business Excellence
 - 3.1.2 Organisational Development
- 3.2 External
 - 3.2.1 Mr. Frank Wanganeen – Chair RAP Working Group

4. REPORT

- 4.1 The Procurement Policy has been reviewed by the Policy Owner and other relevant stakeholders. Following presentation to Council in July 2021, updates have been made to the Policy to:
 - 4.1.1 sharpen the focus on how the City of Salisbury's procurement objectives link to economic benefits to the northern region and;
 - 4.1.2 how our procurement activities are helping to provide employment opportunities for our city.

5. CONCLUSION / PROPOSAL

- 5.1 The Procurement Policy as contained in the Attachment 1 is recommended to Council for adoption.



City of Salisbury Values: Respectful, Accountable, Collaborative, Helpful

Procurement Policy

Approved by:	Council
Responsible Division:	Strategic Procurement
First Issued/Approved:	28 August 2017
Last Reviewed:	26 July 2021
Next Review Date:	July 2023

1. Introduction/Purpose

- 1.1 The City of Salisbury is continually striving for better outcomes through the application of procurement best practice. The vision for the City of Salisbury is to use strategic procurement to identify and realise real value on a sustainable basis.

This value is measured through whole-of-life costs, supplier performance, contract management and social procurement objectives that benefit our community such as diverse and inclusive use of community spaces, supporting a circular economy, providing opportunities for economic benefits to the city and greater northern region, including employment opportunities, and actively seeking to involve Aboriginal business in our procurement processes.

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- 1.2 The elements of best practice applicable to Local Government procurement incorporates:

- ~~Community benefit;~~
 - ~~Total value of ownership;~~
 - ~~Governance;~~
 - ~~Key Procurement Principles (refer to Procurement Framework);~~
 - ~~Supplier Performance and Supplier Relationship management;~~
 - ~~Roles and Responsibilities (refer to Procurement Framework);~~
 - ~~Policies, Framework, Procedures and processes;~~
 - ~~Governance;~~
 - ~~Key Procurement Principles (refer to the Procurement Framework);~~
 - ~~Roles and Responsibilities (refer to the Procurement Framework);~~
 - ~~Policies, Framework, Procedures and processes;~~
 - ~~Total value of ownership.~~
- 1.3 In complying with legislation, section 49 of the *Local Government Act 1995* requires:
- (1) ~~A council must prepare and adopt policies on contracts and tenders, including policies on the following:~~
- ~~a) the contracting out of services; and~~
 - ~~b) competitive tendering and the use of other measures to ensure that services are delivered cost-effectively; and~~
 - ~~c) the use of local goods and services; and~~
 - ~~d) the sale or disposal of land or other assets.~~
- (2) ~~The policies must—~~
- ~~(a) identify circumstances where the council will call for tenders for the supply of goods, the provision of services or the carrying out of works, or the sale or disposal of land or other assets; and~~
 - ~~(b) provide a fair and transparent process for calling tenders and entering into contracts in those circumstances; and~~
 - ~~(c) provide for the recording of reasons for entering into contracts other than those resulting from a tender process; and~~
 - ~~(d) be consistent with any requirement prescribed by the regulations.~~
2. **Scope**
- 2.1 This policy applies to all City of Salisbury employees, contractors and supplementary labour personnel that are engaged in carrying out procurement activities. These activities include but are not limited to:
- Seeking and receiving tenders and quotations (offers)
 - Evaluation and Negotiation of offers
 - Awarding of contracts
 - Purchasing, vendor payments and use of Corporate Purchase Cards
- 2.2 For Goods, Works or Services with a Total \$ Value greater than \$150,000, Council will undertake an appropriate procurement strategy including open / public, select or direct market approaches.

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- 2.3 This Policy does not cover the disposal of land or other assets (refer separate policy).

3. Legislative Requirements and Corporate Policy Context

3.1 In complying with legislation, section 49 of the Local Government Act 1989, requires:

1. A council must prepare and adopt policies on contracts and tenders, including policies on the following:

- the contracting out of services; and
- competitive tendering and the use of other measures to ensure that services are delivered cost-effectively; and
- the use of local goods and services; and
- the sale or disposal of land or other assets.

2. The policies must:

- (a) identify circumstances where the council will call for tenders for the supply of goods, the provision of services or the carrying out of works, or the sale or disposal of land or other assets; and
- (b) provide a fair and transparent process for calling tenders and entering into contracts in those circumstances; and
- (c) provide for the recording of reasons for entering into contracts other than those resulting from a tender process; and

- 1. (d) be consistent with any requirement prescribed by the regulations; Local Government Act 1989

3.2

3.2 Other Legislative References

- 1. Trade Practices Act 1974 (Commonwealth)
- 2. National Competition Policy
- 3. Freedom of Information Act 1991
- 4. Work Health and Safety Act, 2012 (SA)
- 5. Work Health and Safety Regulations, 2012 (SA)
- 6. Independent Commission Against Corruption Act 2012
- 7. Modern Slavery Act 2018

4. Interpretation/Definitions

Contract: A Contract is an agreement between the City of Salisbury and a supplier / contractor to perform a specific set of obligations, confirming each party's respective rights, and is enforceable in law. The form of contract to be used varies with the Total \$ Value and Risk (refer Procurement Matrix).

Departments: Collectively: CEO & Governance, Business Excellence (BE), City Infrastructure (CI), City Development (CID) and Community Development (CD).

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Key Procurement Principles: Procurements key objectives for the City of Salisbury.

Procurement Activity: The acquisition, hire, lease, purchase of all property, goods and or services.

Procurement / Purchasing Matrix: The tool used to determine (via the Total \$ Value) the Procurement Approach, Approver, Form of Engagement, Payment Method and Responsibility.

Procurement Framework / Procedures: The documents that support the Procurement Policy and outlines the specific steps of Procurement Activity.

Risk Assessment: The process used to determine the level of risk of a Procurement Activity and identifies the level of controls required to manage the risks. This is determined by following the Corporate Risk Management Procedure.

Roles and Responsibilities: The key roles, accountabilities and responsibilities of the City of Salisbury's Procurement governance structure.

Total \$ Value / Total Value of Ownership: The calculation of the direct and indirect costs related to the lifetime costs of the purchase of the particular goods or service. This includes costs associated with the sourcing activity, legal costs, site establishment, preparation costs, the cost of any capital, purchase price, costs related to the operation and maintenance, insurance and ongoing management.

5. Policy Statements

The Procurement Policy supports the City of Salisbury's core values and forms the basis of all supplier / contractor decision making, including the following:

- **Safety:** Actively promoting the safety of all employees, suppliers & contractors;
- **Community & Customer Service:** working collaboratively and providing exceptional service to our stakeholders;
- **Environmental Sustainability:** adapting procurement delivery models to enable long lasting environmental outcomes including the use of recycled materials (referred to as the circular economy)
- **Professional Performance:** identifying realisable opportunities and outcomes to deliver superior results;
- **Value for Money:** pursuing the objectives of Value for Money and Total Value of Ownership, and being able to demonstrate that these have been obtained;
- **Promote Fair and Effective Competition:** applying the principle of fair and effective competition with all procurement activities undertaken;
- **Probity, Ethics & Accountability:** acting with integrity in identifying sound procurement strategies which mitigate risk and are transparent;
- **Access, Equity & Inclusion:** incorporating agility and diversity into our procurement approach.

The Procurement Policy, Framework, Procedures, processes and function exist to promote best practise designed to maximise value for money.

The City of Salisbury is committed to developing, implementing and maintaining an industry leading supply management approach that supports the delivery of identified organisation objectives through value enhancing procurement and management of associated risk.

This is achieved by:

- ✓ Developing and utilising procurement systems and processes that place the health, safety and welfare of our people, suppliers / contractors and anyone involved with our organisation and community first;
- ✓ Developing, implementing and maintaining a Procurement Framework with appropriate systems, processes, procedures, resources and training across the organisation that define the:
 - Assignment of accountability for procurement activities;
 - Clear criteria to be applied for specific levels of procurement; and
 - Implementation of an approval process which ensures due process in the selection, assessment and approval of procurement commitments within approved delegations of authority;
- ✓ Communicating the Procurement Framework to all employees and other relevant stakeholders as appropriate;
- ✓ Developing and applying innovative procurement strategies that are consistent with delivering the organisation plans and objectives whilst ensuring the Procurement Key Principles;
- ✓ Ensuring the procurement management systems and plans are consistent with all CoS policies, systems and procedures as applicable;
- ✓ Ensuring that all procurement is managed in accordance with the requirements of the CoS Risk Management Framework;
- ✓ Complying with relevant legislation, codes of practice, Australian & New Zealand standards, industry standards, guidelines and other statutory obligations;
- ✓ Ensuring that all procurement is conducted in accordance with the CoS Values and the Code of Conduct;
- ✓ ~~Supporting the economic development of the City of Salisbury and the broader Northern Adelaide Region; [see expanded section below](#)~~
- ✓ Supporting the circular economy through working collaboratively with NAWMA and other relevant organisations to identify opportunities for the use of recycled materials.
- ✓ Assessment of Unsolicited Proposals received by CoS (refer Unsolicited Proposals Procedure)
- ✓ Providing procurement training and mentoring for key personnel;
- ✓ Managing the ongoing performance of procurement outcomes to ensure the

- expected value is realised by the organisation; and
- ✓ Implementing an audit and review function that reports on the performance and effectiveness of the procurement management system.

5.1 Economic Benefits to the Northern Region

City of Salisbury supports the economic development of the city and the broader Northern Adelaide Region through its procurement processes.

We consider accessibility of local providers when planning and designing infrastructure or services that will require external procurement and incorporate this economic benefit assessment - aligning elements of the Industry Participation Policy developed by the Office of the Industry Advocate - within procurement processes, to support maximum usage of northern region labour and business.

This is achieved through:

Our project scoping and specifications:

Inclusion of specific evaluation criteria and weightings in our Requests for Tender where higher scoring is given to those suppliers that are:

- Sourcing materials from suppliers within the City of Salisbury and Northern Region (and Australian made steel);
- Engaging services from businesses within the City of Salisbury and Northern Region (i.e. subcontractors, consultants, professional services and labour hire) and;
- Providing employment opportunities to people within the City of Salisbury and Northern Region.

Tracking and quarterly reporting on spend with businesses that are located within the City of Salisbury area and the greater Northern Region

Working with Poharis Centre on creating and maintaining supplier connections and communication on upcoming procurement opportunities

5.2 Opportunities for Aboriginal and Torres Strait Islander people and businesses

Through strategic Procurement actions in our Reconciliation Action Plan combined with other initiatives, we seek opportunities to incorporate Aboriginal and Torres Strait Islander supplier diversity in our procurement activities through:

- ✓ Positively evaluating suppliers that are providing employment opportunities to

Aboriginal and Torres Strait Islander peoples

- ✓ Providing opportunities for Aboriginal businesses to participate in City of Salisbury procurement and sourcing activities
- ✓ Connecting with suppliers in innovative ways to provide pathways to employment for Aboriginal and Torres Strait Islander peoples

6. Related Policies and Procedures

- 6.1 City of Salisbury City Plan 2035
- 6.2 City of Salisbury's Disposal of Assets Other Than Land Policy
- 6.3 Employee Code of Conduct
- 6.4 Elected Members Code of Conduct
- 6.5 Procurement Framework
- 6.6 Procurement Procedures
- 7. Unsolicited Proposals Procedure

7. Approval and Change History

Version	Approval Date	Approval By	Change
1	28/08/2017	Council	N/A
2	27/05/2019	Council	Addition of clauses concerning the requirements Section 49 of the <i>Local Government Act 1999</i> and the undertaking of an appropriate procurement strategy for goods, works or services with a total \$ value of greater than \$150,000
3	26/07/2021	Council	Include references to the City Plan 2035, references to internal procedures and references to Federal legislation, as well as edited text throughout document to clarify focus areas of a Strategic Procurement function

8. Availability

- 8.1 The Policy is available to be downloaded, free of charge, from Council's website www.salisbury.sa.gov.au.
- 8.2 The Policy will be available for inspection without charge at the Civic Centre during ordinary business hours and a copy may be purchased at a fee as set annually by Council.

City of Salisbury Community Hub
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Telephone: 8406 8222
Email: city@salisbury.sa.gov.au

9. Review

- This Policy will be reviewed within 12 months of a Council election or as required.

Further Information

For further information on this Policy please contact:

Responsible Officer: Manager, Strategic Procurement
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Telephone: 8406 8222
Email: city@salisbury.sa.gov.au



City of Salisbury Values: Respectful, Accountable, Collaborative, Helpful

Procurement Policy

Approved by:	Council
Responsible Division:	Strategic Procurement
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This value is measured through whole-of-life costs, supplier performance, contract management and social procurement objectives that benefit our community such as diverse and inclusive use of community spaces, supporting a circular economy, providing opportunities for economic benefits to the city and greater northern region, including employment opportunities, and actively seeking to involve Aboriginal businesses in our procurement processes.

- 1.2 The elements of best practice applicable to Local Government procurement incorporates:
- Community benefit;
 - Total value of ownership;
 - Governance;
 - Key Procurement Principles (refer to Procurement Framework);

- Supplier Performance and Supplier Relationship management;
- Roles and Responsibilities (refer to Procurement Framework);
- Policies, Framework, Procedures and processes.

2. Scope

- 2.1 This policy applies to all City of Salisbury employees, contractors and supplementary labour personnel that are engaged in carrying out procurement activities. These activities include but are not limited to:
- Seeking and receiving tenders and quotations (offers)
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 2. *The policies must—*
 - (a) *identify circumstances where the council will call for tenders for the supply of goods, the provision of services or the carrying out of works, or the sale or disposal of land or other assets; and*
 - (b) *provide a fair and transparent process for calling tenders and entering into contracts in those circumstances; and*
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- **Access, Equity & Inclusion:** incorporating agility and diversity into our procurement approach.

The Procurement Policy, Framework, Procedures, processes and function exist to promote best practise designed to maximise value for money.

The City of Salisbury is committed to developing, implementing and maintaining an industry leading supply management approach that supports the delivery of identified organisation objectives through value enhancing procurement and management of associated risk.

This is achieved by:

- ✓ Developing and utilising procurement systems and processes that place the health, safety and welfare of our people, suppliers / contractors and anyone involved with our organisation and community first;
- ✓ Developing, implementing and maintaining a Procurement Framework with appropriate systems, processes, procedures, resources and training across the organisation that define the:
 - Assignment of accountability for procurement activities;
 - Clear criteria to be applied for specific levels of procurement; and
 - Implementation of an approval process which ensures due process in the selection, assessment and approval of procurement commitments within approved delegations of authority;

- ✓ Communicating the Procurement Framework to all employees and other relevant stakeholders as appropriate;
- ✓ Developing and applying innovative procurement strategies that are consistent with delivering the organisation plans and objectives whilst ensuring the Procurement Key Principles;
- ✓ Ensuring the procurement management systems and plans are consistent with all CoS policies, systems and procedures as applicable;
- ✓ Ensuring that all procurement is managed in accordance with the requirements of the CoS Risk Management Framework;
- ✓ Complying with relevant legislation, codes of practice, Australian & New Zealand standards, industry standards, guidelines and other statutory obligations;
- ✓ Ensuring that all procurement is conducted in accordance with the CoS Values and the Code of Conduct;
- ✓ Supporting the circular economy through working collaboratively with NAWMA and other relevant organisations to identify opportunities for the use of recycled materials.
- ✓ Assessment of Unsolicited Proposals received by CoS (refer Unsolicited Proposals Procedure)
- ✓ Providing procurement training and mentoring for key personnel;
- ✓ Managing the ongoing performance of procurement outcomes to ensure the expected value is realised by the organisation; and
- ✓ Implementing an audit and review function that reports on the performance and effectiveness of the procurement management system.

5.1 Economic Benefits to the Northern Region

City of Salisbury supports the economic development of the city and the broader Northern Adelaide Region through its procurement processes.

We consider accessibility of local providers when planning and designing infrastructure or services that will require external procurement and incorporate this economic benefit assessment - aligning elements of the Industry Participation Policy developed by the Office of the Industry Advocate - within procurement processes, to support maximum usage of northern region labour and business.

This is achieved through:

Our project scoping and specifications;

Inclusion of specific evaluation criteria and weightings in our Requests for Tender where higher scoring is given to those suppliers that are:

- Sourcing materials from suppliers within the City of Salisbury and Northern

Region (and Australian made steel);

- Engaging services from businesses within the City of Salisbury and Northern Region (i.e. subcontractors, consultants, professional services and labour hire) and;
- Providing employment opportunities to people within the City of Salisbury and Northern Region.

Tracking and quarterly reporting on spend with businesses that are located within the City of Salisbury area and the greater Northern Region

Working with Polaris Centre on creating and maintaining supplier connections and communication on upcoming procurement opportunities

5.2 Opportunities for Aboriginal and Torres Strait Islander people and businesses

Through strategic Procurement actions in our Reconciliation Action Plan combined with other initiatives, we seek opportunities to incorporate Aboriginal and Torres Strait Islander supplier diversity in our procurement activities through:

- ✓ Positively evaluating suppliers that are providing employment opportunities to Aboriginal and Torres Strait Islander peoples
- ✓ Providing opportunities for Aboriginal businesses to participate in City of Salisbury procurement and sourcing activities
- ✓ Connecting with suppliers in innovative ways to provide pathways to employment for Aboriginal and Torres Islander peoples

6. Related Policies and Procedures

- 6.1 City of Salisbury City Plan 2035
- 6.2 City of Salisbury's Disposal of Assets Other Than Land Policy
- 6.3 Employee Code of Conduct
- 6.4 Elected Members Code of Conduct
- 6.5 Procurement Framework
- 6.6 Procurement Procedures
- 7. Unsolicited Proposals Procedure

7. Approval and Change History

Version	Approval Date	Approval By	Change
1	28/08/2017	Council	N/A
2	27/05/2019	Council	Addition of clauses concerning the requirements Section 49 of the <i>Local Government Act 1999</i> and the undertaking of an appropriate procurement strategy for goods, works or services with a total \$ value of greater than \$150,000
3	26/07/2021	Council	References to the City Plan 2035, internal procedures and Federal legislation Edited to clarify focus areas of a Strategic Procurement function

8. Availability

- 8.1 The Policy is available to be downloaded, free of charge, from Council's website www.salisbury.sa.gov.au
- 8.2 The Policy will be available for inspection without charge at the Civic Centre during ordinary business hours and a copy may be purchased at a fee as set annually by Council.

City of Salisbury Community Hub
34 Church Street, Salisbury SA 5108
Telephone: 84068222
Email: city@salisbury.sa.gov.au

9. Review

- This Policy will be reviewed within 12 months of a Council election or as required.

Further Information

For further information on this Policy please contact:

Responsible Officer: Manager, Strategic Procurement
Address: 34 Church Street, Salisbury SA 5108
Telephone: 8406 8222
Email: city@salisbury.sa.gov.au

ITEM	3.1.1
	GOVERNANCE AND COMPLIANCE COMMITTEE
DATE	18 October 2021
HEADING	Voting Advice to Council Delegate for the Local Government Association Annual General Meeting - 29 October 2021
AUTHOR	Michelle Woods, Projects Officer Governance, CEO and Governance
CITY PLAN LINKS	4.2 We deliver quality outcomes that meet the needs of our community
SUMMARY	In accordance with a previous Council resolution, this report presents the items to be considered at the Local Government Association Annual General Meeting (LGA AGM) to be convened on Friday 29 October 2021 and provides guidance to enable Council to instruct its delegate how to vote in relation to each item.

RECOMMENDATIONThat Council:

1. Approves the draft Voting Guidance as attached to this report (Governance and Compliance 18/10/2021, Item No. 3.1.1) for 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.

ATTACHMENTS

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

1. LGA AGM - Draft Voting Guidance October 2021

1. BACKGROUND

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

2. CONSULTATION / COMMUNICATION

2.1 Internal

- 2.1.1 Recommendations contained within this report are as a result of discussions between the Acting CEO and Manager Governance.

2.2 External

- 2.2.1 Nil.

3. REPORT

- 3.1 Due to the size of the agenda (252 pages), a hard copy of the full agenda is not distributed to all Elected Members. Cr Chad Buchanan, current voting delegate and Mayor Gillian Aldridge (proxy delegate), have been provided a copy of the agenda.
- 3.2 The full agenda contained within an LGA News Item was circulated by email to Elected Members on 30 September 2021.
- 3.3 Attachment 1 to this report contains a list of each of the recommendations to be considered at the LGA AGM taking place on Friday 29 October 2021.
- 3.4 The Manager Governance has provided guidance regarding the appropriate voting position for the City of Salisbury, which the Acting CEO has confirmed.

4. CONCLUSION / PROPOSAL

- 4.1 Council is asked to review the items listed in Attachment 1 and confirm or vary the voting guidance provided by the Manager Governance.

DRAFT VOTING GUIDANCE FOR LOCAL GOVERNMENT ASSOCIATION ANNUAL GENERAL MEETING

Friday 29 October 2021, 11:00am, Adelaide Entertainment Centre

Item No	Item Description	Agenda Page No	Voting Guidance
6.	LGA BUSINESS		
6.1	LGA Annual Report 2020/2021 That the Annual General Meeting receives and adopts the Local Government Association of South Australia's Annual Report for the year 2020-2021.	20	Support
6.2	Financial Statements 2020/2021 That the Annual General Meeting receives and adopts the LGA of SA and controlled entities Financial Statements for the year 2020/21.	21	Support
6.3	Annual Reports of LGA Committees That the Annual General Meeting notes the Annual Reports for the year 2020-2021 of the following Committees established under the LGA Constitution: a) Greater Adelaide Regional Organisation of Councils (GAROC) b) South Australian Regional Organisation of Councils (SAROC) c) CEO Advisory Group d) Audit and Risk Committee	74	Support
6.4	LGASA Mutual Annual Report 2020-2021 That the Annual General Meeting receives and notes the LGASA Mutual Annual Report for the year 2020-2021.	109	Support
6.5	LGA Procurement Annual Report 2020-2021 That the Annual General Meeting receives and notes the LGA Procurement Annual Report for the year 2020-2021.	110	Support
6.6	Local Government Research and Development Scheme That the Annual General Meeting notes the report.	111	Support
6.7	LGA Advocacy Update That the Annual General Meeting notes the report.	134	Support

DRAFT VOTING GUIDANCE FOR LOCAL GOVERNMENT ASSOCIATION ANNUAL GENERAL MEETING

Friday 29 October 2021, 11:00am, Adelaide Entertainment Centre

Item No	Item Description	Agenda Page No	Voting Guidance
6.8	LGA Member Services Update That the Annual General Meeting notes the report.	168	Support
6.9	Local Government Financial Indicators That the Annual General Meeting notes the report.	170	Support
6.10	SAROC and GAROC Terms of Reference That the Annual General Meeting ratifies the LGA SAROC Terms of Reference (effective 8 January 2020) and LGA GAROC Terms of Reference (effective 23 July 2020).	180	Support
7.	RECOMMENDATION REPORTS FROM THE SAROC COMMITTEE		
7.1	Increasing South Australia's Influence at the National General Assembly (Wakefield) That the Annual General Meeting: 1. recognises of the 139 motions considered at the 2021 National General Assembly, South Australia only had 5; and 2. calls on the Local Government Association to consider strategies that will assist in increasing South Australia's influence at the National General Assembly.	206	Support
7.2	Regional Homelessness (and Housing Affordability) (Mount Gambier) That the Annual General Meeting requests the LGA to write to: the Prime Minister, The Hon Scott Morrison MP; The Hon Michael Sukkar MP, Minister for Homelessness, Social and Community Housing; the Premier of South Australia, The Hon Steven Marshall MP; and The Hon Michelle Lensink MLC, Minister for Human Services advocating for increased funding to expand the stock of social and community housing in regional South Australia, with copies sent to regional Federal and State Members of Parliament.	211	Support

DRAFT VOTING GUIDANCE FOR LOCAL GOVERNMENT ASSOCIATION ANNUAL GENERAL MEETING

Friday 29 October 2021, 11:00am, Adelaide Entertainment Centre

Item No	Item Description	Agenda Page No	Voting Guidance
8.	RECOMMENDATION REPORTS FROM THE GAROC COMMITTEE		
8.1	Boundary Reform Legislation Change (Adelaide Hills) That the Annual General Meeting requests the LGA Secretariat: <ol style="list-style-type: none"> 1. to advocate for a review of boundary reform laws once a proposal for proposed reform has progressed through all stages of the statutory process (or within 5 years of the commencement of the legislation). This review should be undertaken in consultation with local government and consider, amongst other things: <ol style="list-style-type: none"> a. the legislation generally; b. the supporting guidelines; c. timelines; and d. cost issues. 2. prior to the above review, to advocate to the Boundaries Commission for a review of Guideline No. 3: Submitting a General Proposal to the Commission, to require a timeframe from the acceptance of a Stage 1 proposal be considered for the preparation and lodgement of a Stage 2 submission. 	221	Not supported (refer page 223 of LGA AGM Agenda – no optimal outcomes for the community; alternative options available)
8.2	Cost and Timeframes for Adjustment to Telecommunication Pits on Road Reserves (Gawler) That the Annual General Meeting requests the LGA to explore ways to reduce the cost and timeframes to councils associated with adjustment of telecommunication service pits in road reserves as part of their capital works programs.	227	Supported

DRAFT VOTING GUIDANCE FOR LOCAL GOVERNMENT ASSOCIATION ANNUAL GENERAL MEETING

Friday 29 October 2021, 11:00am, Adelaide Entertainment Centre

Item No	Item Description	Agenda Page No	Voting Guidance
8.3	<p>Clear and Consistent Rules for Purchased Renewable Electricity (Gawler)</p> <p>That the Annual General Meeting requests:</p> <ol style="list-style-type: none"> the LGA to support advocacy led by the Australian Local Government Association calling on the Federal Government to amend the National Greenhouse and Energy Reporting (NGER) Framework to establish a legal definition of what is required to buy renewable electricity via the electricity grid and claim 100% renewable electricity use and zero emissions. This will establish market-based accounting for renewable electricity, create a single nationally consistent method that applies to electricity and renewable electricity consumption and prevent double counting for all customers including for councils, seeking legally assured, clearly defined and priced renewable electricity; and that the LGA President write to the Minister for Energy and Emissions Reduction to confirm member councils support for the above position. 	231	Support
8.4	<p>Homelessness (Port Adelaide Enfield)</p> <p>That the Annual General Meeting requests the LGA to:</p> <ol style="list-style-type: none"> support the Everybody's Home Campaign which calls on the Australian Government together with States and Territories to commit to a national plan to end homelessness by 2030 which addresses all the drivers of homelessness; call on the South Australian Government to support community driven efforts to identify people experiencing homelessness by name; and support these efforts through joint advocacy and investigate how homelessness support services can be most effectively and sustainably coordinated. 	237	Support
8.5	<p>Illegal Dumping (Port Adelaide Enfield)</p> <p>That the Annual General Meeting requests that the LGA advocates to the State Government for a portion of funds collected via the Solid Waste Levy to be allocated for a state-wide campaign on illegal dumping to be developed by the EPA in collaboration with Green Industries SA, local government and other key leading bodies in this space, like KESAB environmental solutions.</p>	244	Support

DRAFT VOTING GUIDANCE FOR LOCAL GOVERNMENT ASSOCIATION ANNUAL GENERAL MEETING

Friday 29 October 2021, 11:00am, Adelaide Entertainment Centre

Item No	Item Description	Agenda Page No	Voting Guidance
9.	RECOMMENDATION REPORTS FROM THE LGA BOARD OF DIRECTORS		
9.1	2021 Local Government Legislative Reforms – Likely Cost to Councils (Marion) That the Annual General Meeting requests the LGA to investigate and provide a report with an analysis of likely costs to the sector (and individual councils where relevant) of: <ol style="list-style-type: none"> 1. submissions to the Remuneration Tribunal; 2. submissions to ESCOSA; 3. the Behavioural Panel; 4. HR Consultancy when recruiting a CEO; and 5. any other relevant changes mandated by the 2021 Local Government legislative reforms. 	248	Support

ITEM	3.1.2
	GOVERNANCE AND COMPLIANCE COMMITTEE
DATE	18 October 2021
HEADING	Draft Annual Report 2020/2021
AUTHOR	Helen Atkins, Team Leader Communications and Marketing, Business Excellence
CITY PLAN LINKS	4.5 We engage meaningfully and our community is aware of Council initiatives

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 2035 and its key directions. It also features the City Dashboard and Corporate Indicators, showcases work based on Council's Objectives, financial statements and annual reports from Council subsidiaries.

RECOMMENDATION

That Council:

1. Approves the Draft 2020/21 Annual Report as contained in attachment 1 to this report (Audit Committee 12/10/2021, Item No. 3.1.2), subject to any changes requested and noting that minor edits are still to be made to finalise the 2020/21 Annual Report.

ATTACHMENTS

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

1. Draft Annual Report 2020/2021

1. BACKGROUND

- 1.1 The Draft 2020/21 Annual Report reflects the performance and achievements made by Council during the past financial year under the key directions of A Welcoming and Liveable City, A Sustainable City, A Growing City that creates new opportunities and Innovation and Business Development as outlined in the City of Salisbury's Strategic Management Plan 'City Plan 2035'.
 - 1.1.1 The Draft 2020/21 Annual Report has been collated with information from the different business divisions across the organisation.
 - 1.1.2 The Draft 2020/21 Annual Report requires Elected Member Feedback and further refinements before finalisation.
- 1.2 In support of sustainable practices, the final version of the Annual Report will be available on the Council website for download or print. A digital copy will be distributed to required legislative authorities, as well as each Elected Members.

2. CITY PLAN CRITICAL ACTION

2.1 N/A

3. CONSULTATION / COMMUNICATION

3.1 Internal

3.1.1 Governance, Business Excellence, Executive Group

4. REPORT

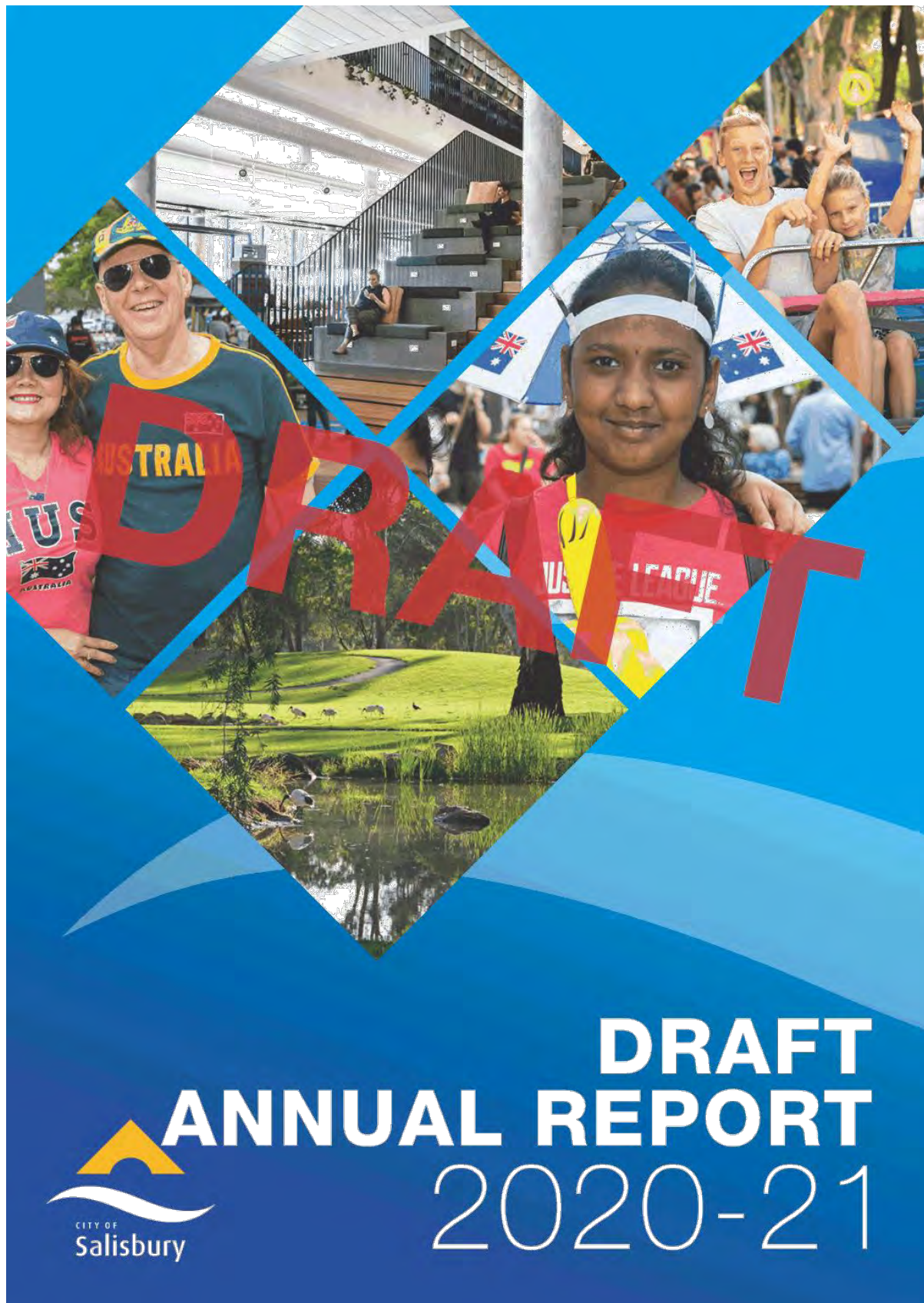
4.1 Attached for endorsement is the Draft 2020/21 Annual Report

4.2 It is a legislative requirement that Council's endorsed Annual Report is received by both Houses of Parliament no later than 31 December 2021.

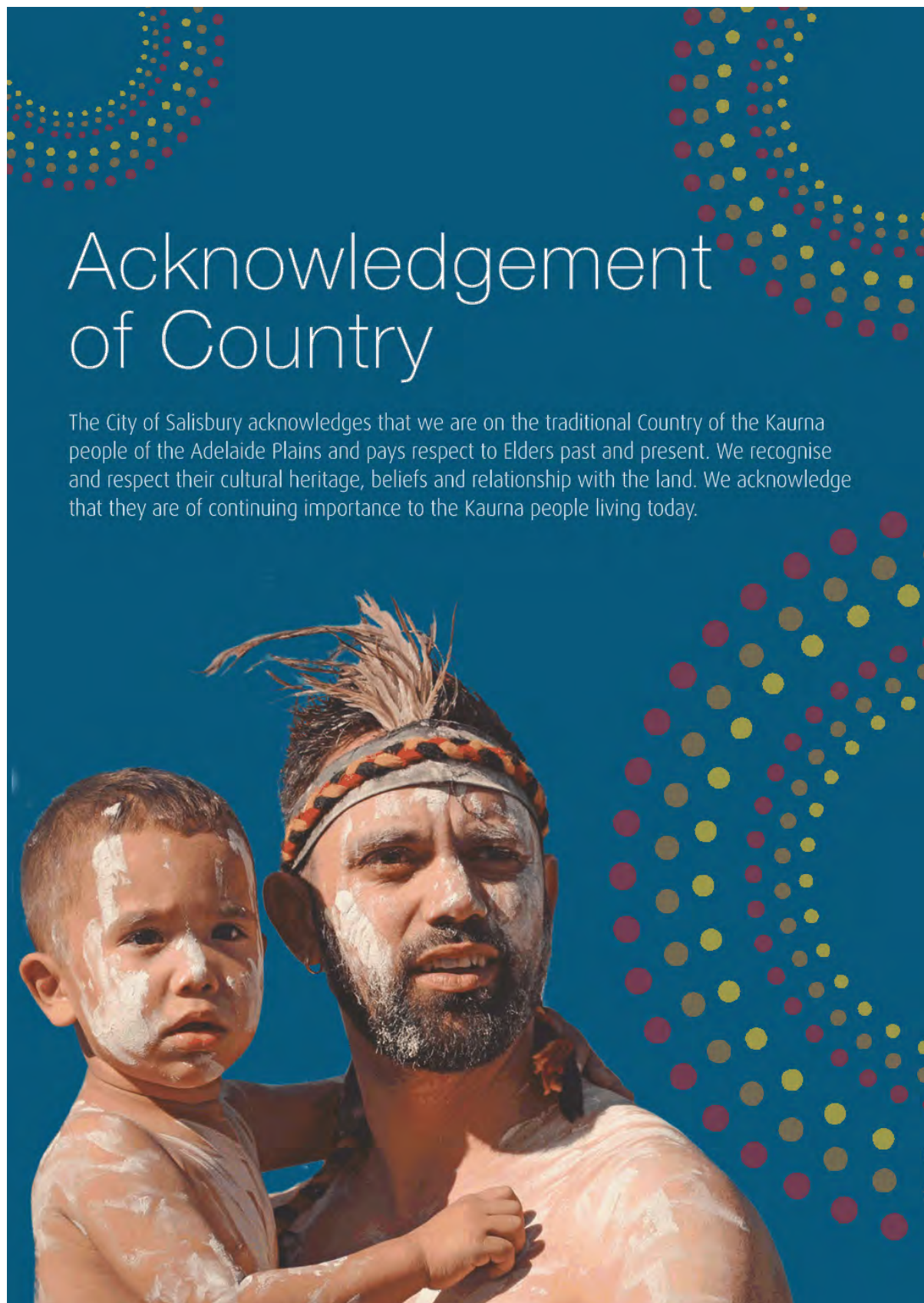
4.3 The City of Salisbury's Financial Statements, which have been endorsed by the Audit Committee at its 12 October 2021 meeting, will be included in the Draft 2020/21 Annual Report.

5. CONCLUSION / PROPOSAL

5.1 Council consider and recommend the Draft 2020/21 Annual Report for endorsement noting that further updates are required to complete the report but will not change the intent of any references within the report.







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Foreword



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

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

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

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

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

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

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

ANNUAL REPORT 2020-21 | 5

City Plan 2035

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

In preparing this Plan, Council has:

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

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

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

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

City Plan Structure

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



CRITICAL ACTIONS

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



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

ANNUAL REPORT 2020-21 | 7

Our Vision

Salisbury

a progressive, sustainable
and connected community

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

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

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

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

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

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

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

Annual Plan for 2021-22

Looking ahead to 2021/22

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

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

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

Community Spaces

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

City Amenity

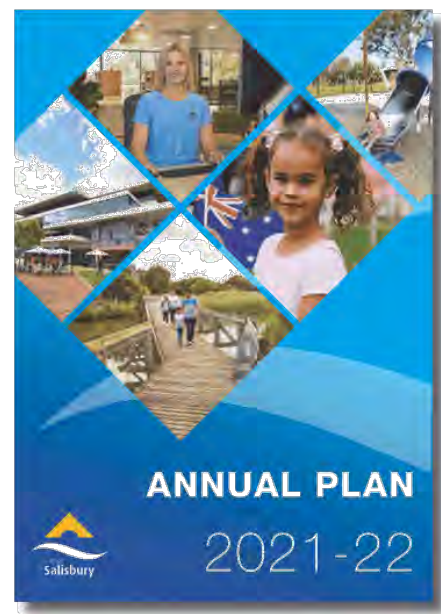
Council's Streetscape Program will holistically transform the City's streetscape, improving its attractiveness and accessibility. Continued investment in the City Wide Trails Program in 2021/22 will increase the City's network through development of a trail from Dry Creek, Pooraka towards Bridge and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

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

Commercial Precincts

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

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



ANNUAL REPORT 2020-21 | 9

Annual Plan for 2021-22

Features of the 2021/22 Budget

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

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

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

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

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

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

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

Annual Plan for 2021-22

How do we set rates?

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

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

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

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

Rate Categories

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

Differential Rating – different rates may be applied to different categories of property called 'land uses' as determined by the Valuer General. A loading is applied to commercial and industrial properties and to vacant land. Residential and other properties pay the base rate. The differential rate for vacant land is 30 per cent higher compared to the residential rate to support development of land.

Separate Rates – Council collects rates for other organisations:

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

Annual Plan for 2021-22

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

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Elected Members

MAYOR



Mayor Gillian Aldridge OAM

EAST WARD



Cr Maria Blackmore



Cr Adam Duncan

NORTH WARD



Cr David Hood JP



Cr Graham Reynolds

SOUTH WARD



Cr Natasha Henningsen



Cr Julie Woodman JP
Deputy Mayor
Until November 2020

CENTRAL WARD



Cr Chad Buchanan JP
Deputy Mayor
From November 2020



Cr Donna Proleta

HILLS WARD



Cr Peter Jensen JP



Cr Shiralee Reardon JP

PARA WARD



Cr Sarah Ouk JP



Cr Kylie Grenfell

WEST WARD



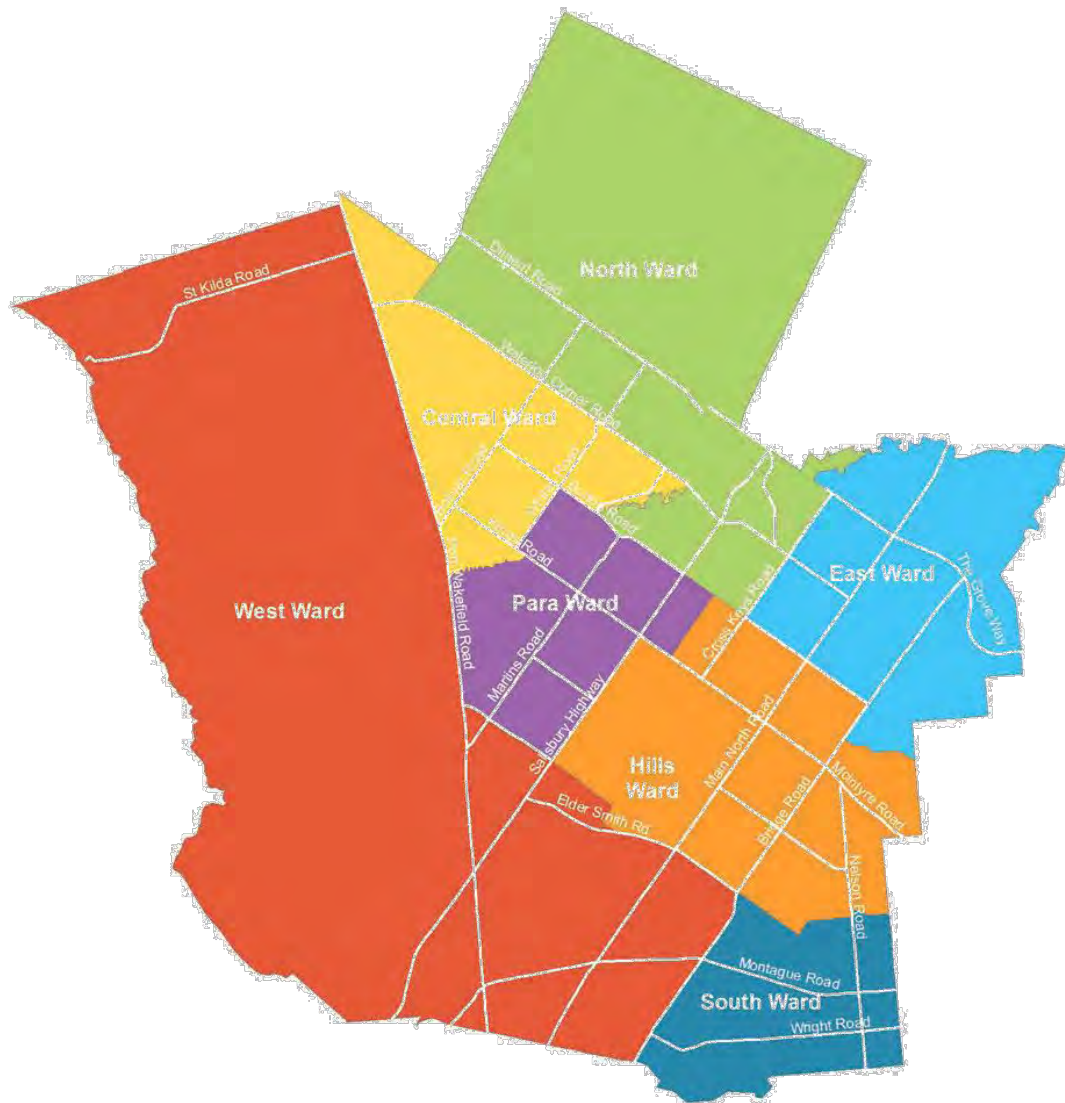
Cr Beau Brug JP



Cr Lisa Braun

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Ward Boundaries



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Council

Elector Representation

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

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

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

Council must:

1. Prepare a Representation Options Paper

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

2. Prepare a Representation Report

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

3. Finalise the Report

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

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

Council

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

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

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

¹ Data supplied by the Local Government Association.

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

² Including the Mayor

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

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

Council

Elected Member Allowances

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

Councillor:	\$24,471 per annum
Mayor:	\$97,884 per annum
Deputy Mayor:	\$30,588.75 per annum
Chairman of Standing Committees:	\$30,588.75 per annum
Sitting fee payable to a Councillor (other than the principal member or deputy principal member, 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.	\$242 per meeting limited to an aggregate amount of \$1,447 per annum

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

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

Council

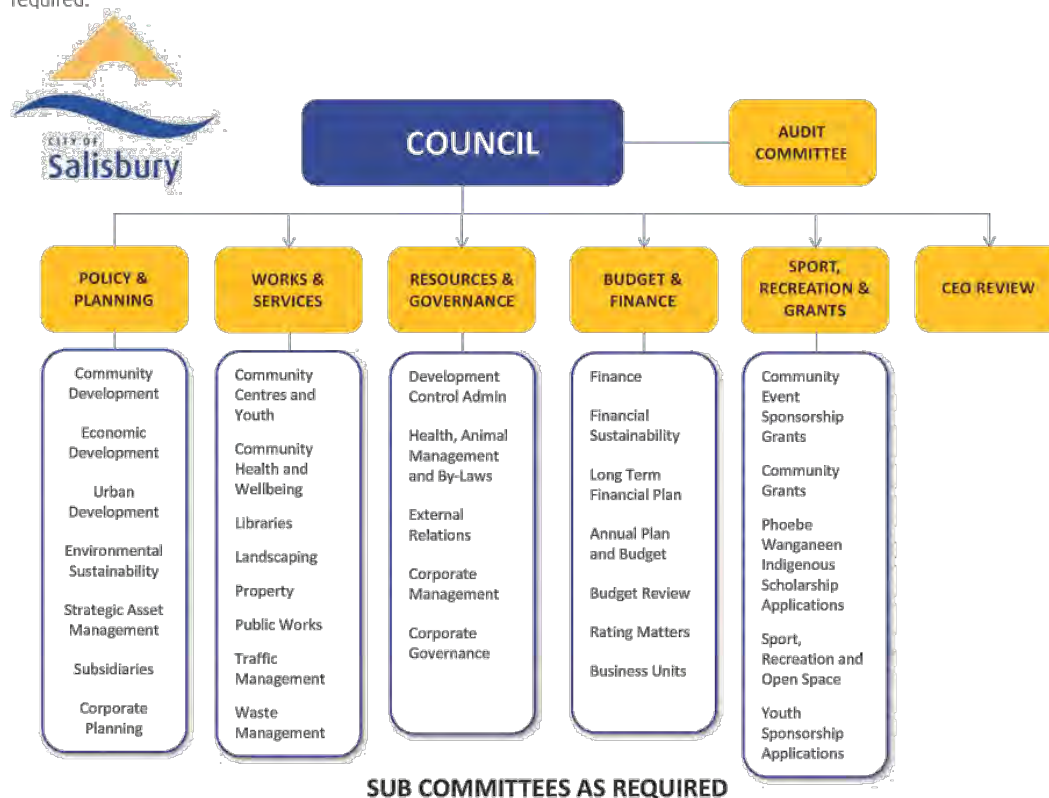
Council and Committee Structure from July 2020 to October 2020

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

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

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

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



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Council

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

Policy and Planning Committee

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

Works and Services Committee

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

Resources and Governance Committee

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

Budget and Finance Committee

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

Sport, Recreation and Grants Committee

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

Audit Committee

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

Council Assessment Panel from July 2020 to June 2021

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

CEO Review Committee

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

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Council

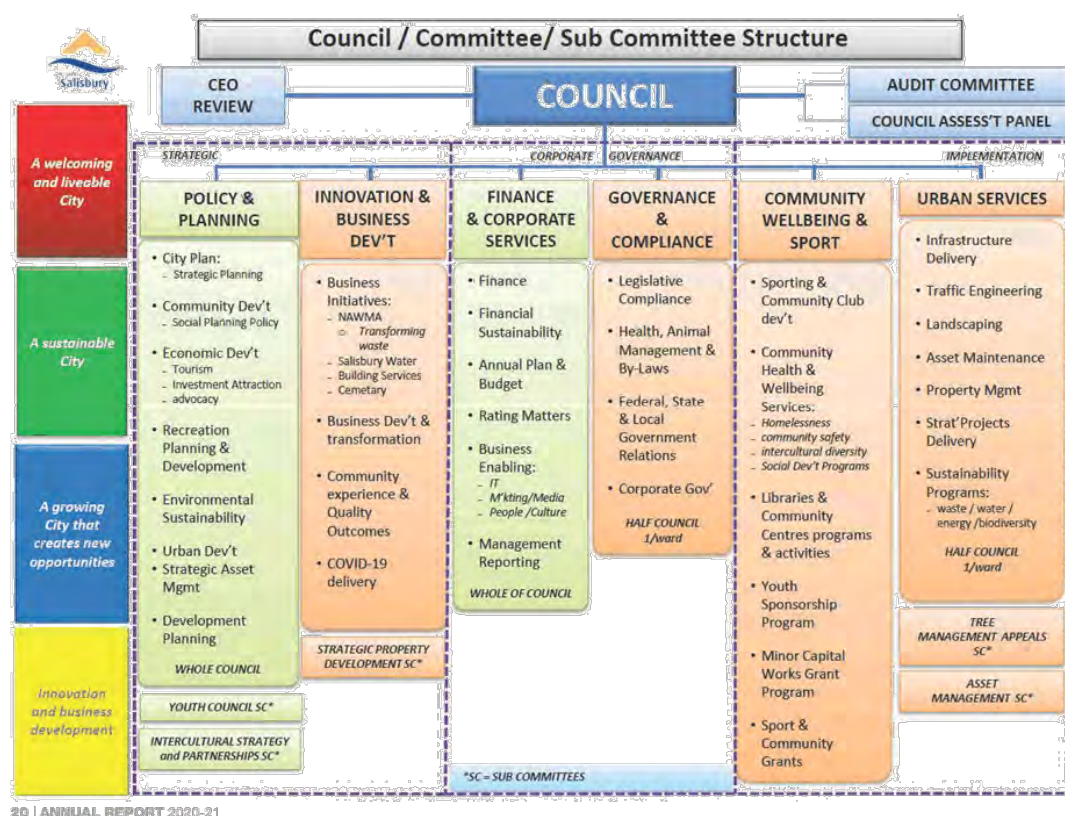
Council and Committee Structure from November 2020 to June 2021

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

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

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

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



Council

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

Policy and Planning Committee

- Cr Chad Buchanan JP (Chair)
- Cr Maria Blackmore (Deputy Chair)
- All members of Council

- Cr Sarah Ouk JP – Para Ward
- Cr Julie Woodman JP – South Ward
- The Mayor is, ex-officio, a member of this Committee

Urban Services Committee

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

Innovation and Business Development Committee

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

Governance and Compliance Committee

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

Audit Committee

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

Finance and Corporate Services Committee

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

Council Assessment Panel

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

Community Wellbeing and Sport Committee

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

CEO Review Committee

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

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Council

Participation in decision-making forums

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

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

Open and transparent decision-making

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

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

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

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

Council

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

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

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Council

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

Council

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

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Council

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

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Council

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

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Council

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

29 confidentiality orders were revoked or expired during 2020/21. Remaining orders will be reviewed internally twice per year and should it be deemed appropriate, the Chief Executive Officer has the delegation to revoke the orders.

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

Council

Freedom of Information

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

Of these 16, 5 applications were granted full release:

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

Of these 16, 9 applications were granted partial release;

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

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

Council

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

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

Management and Governance

The City of Salisbury places particular emphasis on its commitment to democratic principles. These principles include fair representation, openness and transparency in all its operations.

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

Registers

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

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

Codes

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

Policies

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

Other

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

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

Council

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

Number of Requests for a Review of Council Decisions

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

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

Local Nuisance and Litter Control

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

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

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

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

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

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

Council

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

Council

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

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

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

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

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

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

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Council

Audit Committee of Council

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

The Audit Committee will:

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

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

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

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

Audit Committee Membership

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

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Council

Number of internal controls rating 4 or higher

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

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

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

High risk outcomes/findings from internal audits

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

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

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

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

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

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

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

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

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

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Financial Internal Controls Framework

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

Overseas Travel by Elected Members and Staff for 2020/2021

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

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

Executive Allowances

The Executive management structure is comprised of the Chief Executive Officer and four General Managers. Salary packages for these five executives are comprised of:

- A negotiated annual salary;
- Statutory superannuation;

- Provision of a fully maintained Council vehicle or equivalent (with the exception of the CEO); and
- Provision for professional development fees - \$750 per annum.

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

Executive membership on External Boards and Committees:

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

Chief Executive Officer, John Harry

- Local Government Chief Officers Group

General Manager City Development, Terry Sutcliffe

- Nil

General Manager Business Excellence, Charles Mansueto

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

General Manager Community and Organisational Development, Gail Page

- Nil

General Manager City Infrastructure, John Devine

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

Council

Elected Member Training and Development

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

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

Council

Elected Member Training and Development Cont'd

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

Council

Elected Members Representation on External and Community Organisations

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

Council

Elected Members Representation on External and Community Organisations Cont'd

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

Council

Elected Member Meeting Attendance

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

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Elected Member Meeting Attendance Cont'd

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

Council

Elected Member Meeting Attendance Cont'd

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

Community Champions



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

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

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

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Community Champions Categories



Citizen of the Year Award

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

Young Citizen of the Year Award

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

Senior Citizen of the Year Award

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

Community Event of the Year Award

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

Award for Active Citizenship

(open to all including non-Australian citizens)

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

Salisbury Community Achievement Award

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

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

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Community Champions 2021 Recipients



Citizen of the Year:
Frank Wangutya Wanganeen

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

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

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

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

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

Community Champions 2021 Recipients

Young Citizen of the Year: Zahra Bayani

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

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



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

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

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

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

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Community Champions 2021 Recipients



Senior Citizen of the Year:
Christine Pike

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

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

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

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

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

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

Community Champions 2021 Recipients

Active Citizenship: Bianca Simeoni

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

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

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

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

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



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Community Champions 2021 Recipients

Salisbury Community Achievement: The Community

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

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

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

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

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

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

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

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



A welcoming and liveable City



A welcoming and liveable City

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

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

Strategic Projects

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

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

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

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A welcoming and liveable City Cont'd

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

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

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

Operational Focus

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

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

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

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

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

A welcoming and liveable City Cont'd

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

Future Planning

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

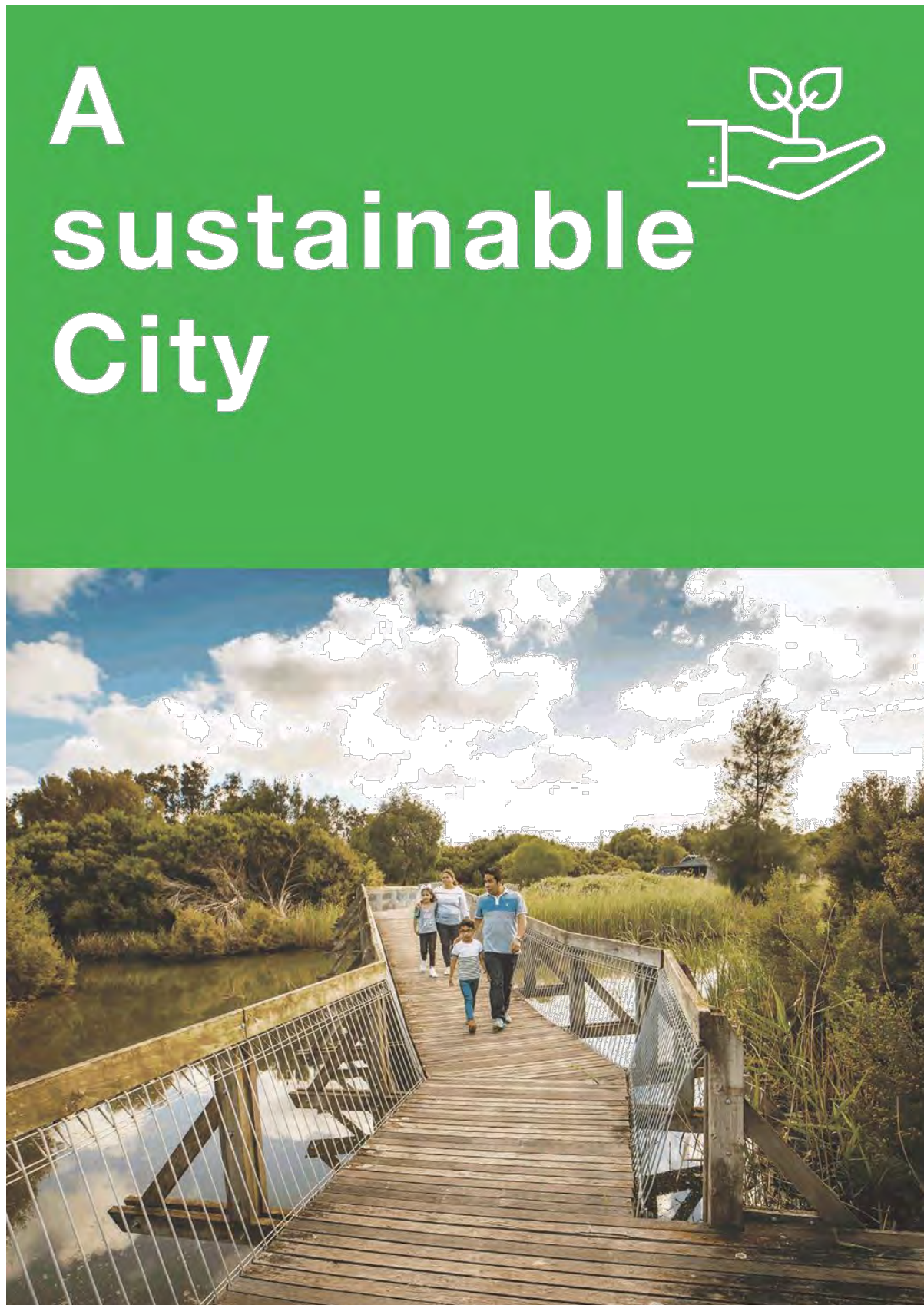
Advocacy Priorities

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

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

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

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



A sustainable City

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

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

Strategic projects

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

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

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

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

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

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

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A sustainable City Cont'd

Operational Focus

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

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

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

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

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

Future Planning

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

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

Advocacy Priorities

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

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

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A growing City that creates new opportunities



A growing City that creates new opportunities

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

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

Strategic Projects

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

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

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

Council has delivered a number of award-winning residential development projects under its Salisbury Living brand, including at Salisbury North (The Reserve), Paralowie (Greentree Walk and Boardwalk at Greentree) and Parafield Gardens (Emerald Green). Current projects in delivery or investigation phase include Irving Place at Para Hills, Lake Windemere at Salisbury North and Walkleys Road Corridor at Ingle Farm. These projects will deliver multiple outcomes including financial returns to fund community projects, local jobs, affordable housing and upgrades to the amenity of areas through upgraded and new reserves and traffic management improvements. Each project is subject to extensive community engagement to identify needs and views on the project before a decision is made by Council whether to proceed or not proceed with the project.

A growing City that creates new opportunities Cont'd

Operational Focus

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

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

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

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

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

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

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A growing City that creates new opportunities Cont'd

Future Planning

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

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

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

Advocacy Priorities

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

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

Innovation and Business Development



Innovation and Business Development

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

Strategic Projects

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

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

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

Operational Focus

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

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

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

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Innovation and Business Development Cont'd

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

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

Future Planning

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

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

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

Advocacy Priorities

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

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City Dashboard and Corporate Indicators



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A welcoming and liveable City

City Dashboard



Population	144,872 people
Community perception of quality of life	6.6/10
Proportion of people born overseas	30%
Reported crime per 10,000 people	79.81 incidents
Housing Affordability	22.4%
SEIFA Index of Advantage and Disadvantage	908
Proportion of Salisbury's working population with Certificate 3 and above qualifications	55.1%

Foundations

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



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Corporate Indicators

City Plan Foundation: Our City is attractive and well maintained

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

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

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

City Plan Foundation: People are valued and they feel safe, included and connected	
Community perception of safety	Residents feel safer in the council area in 2020 with three in five residents stating they feel safe (60%) compared to 55% in 2018. A mobile CCTV trial was completed this year and will progress in the future.
Level of public transport usage	CONTENT TO BE PROVIDED
Number of playgrounds with inclusive equipment	61
Number of people participating in Council organised activities in our centres	<p>Number participated in planting events for the 10,000 Native Trees Project - 129 Community</p> <p>Seniors Social Participation Programs had 1,140 participants with 556 of them being from CALD background.</p> <p>30,786 people participated at Community Centre/Hubs in the following programs: partnered with City of Salisbury 13,920; ACE accredited and non accredited 4,374; DCSI funded 1,761; State/ Federal Government funded 630; NDIS funded 492; Partnered with Other organisations 9,609 (data provided excludes private hirers/user pays)</p>
City Plan Foundation: We are proud of our strengths, achievements and cultural diversity	
Number of programs delivered that support intercultural partnerships and participation in same	<p>Salisbury Intercultural Strategic Alliance includes members from five different organisations/agencies plus Elected Members and the Mayor. Salisbury Intercultural Community Alliance has approximately 13 members and strong connections to sector organisations.</p> <p>Events organised: NAIDOC Week programs (3), Refugee Week Programs (4), Harmony Week Program (week long), Aboriginal group and CALD group regular social participation programs. Programs (7) that support intercultural partnerships:</p> <p>Aboriginal and Torres Strait Islander - 10 participants / 74 hours</p> <p>Bhutanese - 160 participants / 10,236 hours</p> <p>Bosnian - 33 participants / 2,464 hours</p> <p>Filipino - 32 participants / 840 hours</p> <p>Italian - 53 participants / 2,258 hours</p> <p>Intercultural - 45 participants / 4,885 hours</p> <p>Vietnamese - 30 participants / 1403 hours</p>
Council of Europe Intercultural Cities Index	City of Salisbury achieved a score of 77%. The Salisbury Intercultural Community Alliance and Salisbury Intercultural Strategic Alliance were consulted to identify sector and community priorities of the CoE Feedback Report. Action plan to implement and align Feedback Report with Intercultural Strategic Plan provided to Council.
Welcoming Cities indicator (tbd)	City of Salisbury has been actively participating in the Welcoming Cities network meetings and will progress with completing the Welcoming Cities Indicator.
City Plan Foundation: Our Community is resilient and adaptive to change	
Proportion of affordable dwellings provided through Council's strategic property development program	Through our Strategic Property Development projects, Council is active in delivering affordable housing, including partnering with not-for-profit
Co-investment in projects supported through Council grants	CONTENT TO BE PROVIDED

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A sustainable City

City Dashboard



Tree Canopy Coverage	18%
Number of severe heat days in previous year	11 days
Water use per household	TBD
Domestic waste generated	56,693 tonnes
Proportion of dwellings with solar panels	42.4%
Area covered by mangroves and samphire	13.4km ²

Foundations

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



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Corporate Indicators	
City Plan Foundation: Salisbury has a balance of green spaces for our residents and natural environments that support biodiversity	
Indicator for creek health (to be developed)	CONTENT TO BE PROVIDED
Length of creek bank stabilised	CONTENT TO BE PROVIDED
Community perceptions of open space	CONTENT TO BE PROVIDED
City Plan Foundation: We make the most of our resources including water, waste and energy	
Reduction in CO2 emissions from Council-owned street lights	CONTENT TO BE PROVIDED
Percentage of total spend on recycled materials used in Council's capital projects	CONTENT TO BE PROVIDED
Proportion of waste diverted from landfill	CONTENT TO BE PROVIDED
Volume of stormwater collected	CONTENT TO BE PROVIDED
City Plan Foundation: Our community, environment and infrastructure are adaptive to a changing climate	
Proportion of houses in residential areas exhibiting heat island effects	TBA
Energy consumption by Council facilities	CONTENT TO BE PROVIDED

TO CONTENT STILL
BE BE FINALISED

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A growing City that creates new opportunities

City Dashboard



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

Foundations

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



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Corporate Indicators	
City Plan Foundation: Salisbury's businesses are successful and part of our community	
Number of individual businesses receiving advice and information through the Polaris Centre	716
City Plan Foundation: Salisbury is the place of choice for businesses to start, grow and invest	
Value of non-Council investment in the Salisbury City Centre	\$477,348
Business satisfaction of interactions with Council	97%
Value of major projects	\$720 million
Development assessment timeframes	8 days or less (median)
City Plan Foundation: Infrastructure supports investment and business activity	
Average travel time on arterial east-west roads	CONTENT TO BE PROVIDED
Vacancy rates in key industrial and commercial precincts	2.20%
Value of development activity in Edinburgh Parks and Technology Park	Edinburgh Parks - \$36.88 million Technology Park - \$113.92 million
City Plan Foundation: Our urban growth is well planned and our centres are active	
Value of development on surplus land parcels released by Council	\$2,449,626 in the last financial year, relating to the Irving Place and Boardwalk developments

TO BE CONTENT STILL
BE FINALISED

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Innovation and Business Development

Corporate Dashboard



Financial sustainability

Operating Surplus Ratio – 7.76%
Net Financial Liabilities Ratio – 11.3%
Asset Sustainability Ratio – 76%

Safety (lost time injury frequency rate)

8.4 days

Values – staff perception survey

TBD

Community experience

Customer requests responded
to within 10 days - 93%
Customer satisfaction - 71%

Foundations

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

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



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Corporate Indicators	
City Plan Foundation: Members of our community receive an exceptional experience when interacting with Council	
Net Promoter Score	-2
CRMs responded to within 10 days	93%
Customer satisfaction with services delivered by Council	71%
City Plan Foundation: We deliver quality outcomes that meet the needs of our community	
Proportion of procurement made locally	49.4%
Proportion of commitments in Annual Plan completed each financial year	TBD
City Plan Foundation: The City of Salisbury is recognised as a great place to work	
Staff turnover rate	CONTENT TO BE PROVIDED
Staff satisfaction (TBD)	TBD
Proportion of jobs filled in first approach to market	CONTENT TO BE PROVIDED
City Plan Foundation: We plan effectively to address community needs and proactively identify new opportunities	
Number of priority advocacy projects receiving support from other spheres of government to progress	7 @ \$889,700
Proportion of Council income received from non-rates revenue	20.9%
Financial ratios in City Scorecard	Operating Surplus Ratio - 7.76% Net Financial Liabilities - 11.3% Asset Renewal Funding - 76%
City Plan Foundation: We engage meaningfully and our community is aware of Council initiatives	
Social media reach	CONTENT TO BE PROVIDED
Visits to Council websites	CONTENT TO BE PROVIDED
Number of people participating in engagement activities	CONTENT TO BE PROVIDED

City of Salisbury Financial Statements

YET TO BE
FINALISED AND
INCLUDED

NAWMA Annual Report

YET TO BE
FINALISED AND
INCLUDED

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