



## **AGENDA**

**FOR AUDIT AND RISK COMMITTEE MEETING TO BE HELD ON**

**14 NOVEMBER 2023 AT 6.30 PM**

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

### **MEMBERS**

Cr Kylie Grenfell (Chair)  
Cr B Brug (Deputy Chair)  
Ms P Davies  
Mr N Ediriweera  
Mr C Johnson

### **REQUIRED STAFF**

Chief Executive Officer, Mr J Harry  
Deputy Chief Executive Officer, Mr C Mansueto  
Manager Governance, Mr R Deco  
Internal Auditor & Risk Coordinator, Mr H Rafeeu

### **APOLOGIES**

### **LEAVE OF ABSENCE**

Leave of absence for this meeting was granted to Cr K Grenfell.

### **PRESENTATION OF MINUTES**

Presentation of the Minutes of the Audit and Risk Committee Meeting held on 10 October 2023.

## REPORTS

### *Administration*

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### *For Decision*

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### *For Information*

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## MOTIONS ON NOTICE

*There are no Motions on Notice.*

## QUESTIONS ON NOTICE

*There are no Questions on Notice.*

## OTHER BUSINESS

*(Motions on Notice, Questions on Notice, CEO Update)*



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## ORDERS TO EXCLUDE THE PUBLIC

### 7.4.1 Quarterly Cybersecurity Report - 30 September 2023

#### Recommendation

Pursuant to section 90(2) and 90(3)(b) of the *Local Government Act 1999* the Audit and Risk Committee orders that, the public be excluded from attendance at this meeting in relation to Agenda Item 7.4.1 (***Quarterly Cybersecurity Report - 30 September 2023***) except the staff of City of Salisbury, on grounds that:

1. Pursuant to Section 90(2) and 90(3)(b)(i) and (ii) of the *Local Government Act 1999*, the principle that the meeting should be conducted in a place open to the public has been outweighed in relation to this matter because:
  - it relates to information the disclosure of which could reasonably be expected to confer a commercial advantage on a person with whom the council is conducting, or proposing to conduct, business, or to prejudice the commercial position of the council; and
  - information the disclosure of which would, on balance, be contrary to the public interest; and
2. The disclosure of this information would, on balance, be contrary to the public interest because the public interest in the Council preserving its commercial sensitivity of information discussed between Administration and Audit & Risk Committee would be compromised by disclosure of the information.

On that basis the public's interest is best served by not disclosing the ***Quarterly Cybersecurity Report - 30 September 2023*** item and discussion at this point in time.

## 7.4.2 Internal Audit Report on Desktop Audit on the Strategic Alignment of Investments in ERP Solutions

### Recommendation

Pursuant to section 90(2) and 90(3)(b) of the *Local Government Act 1999* the Audit and Risk Committee orders that, the public be excluded from attendance at this meeting in relation to Agenda Item 7.4.2 (***Internal Audit Report on Desktop Audit on the Strategic Alignment of Investments in ERP Solutions***) except the staff of City of Salisbury, on grounds that:

1. Pursuant to Section 90(2) and 90(3)(b)(i) and (ii) of the *Local Government Act 1999*, the principle that the meeting should be conducted in a place open to the public has been outweighed in relation to this matter because:
  - it relates to information the disclosure of which could reasonably be expected to confer a commercial advantage on a person with whom the council is conducting, or proposing to conduct, business, or to prejudice the commercial position of the council; and
  - information the disclosure of which would, on balance, be contrary to the public interest; and
2. The disclosure of this information would, on balance, be contrary to the public interest because the public interest in the Council preserving its commercial sensitivity of information discussed between Administration and Audit & Risk Committee would be compromised by disclosure of the information.

On that basis the public's interest is best served by not disclosing the ***Internal Audit Report on Desktop Audit on the Strategic Alignment of Investments in ERP Solutions*** item and discussion at this point in time.

**CLOSE**



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

**10 OCTOBER 2023**

**MEMBERS PRESENT**

Cr K Grenfell (Chair)  
Cr B Brug (Deputy Chair)  
Ms P Davies  
Mr N Ediriweera  
Mr C Johnson

**EXTERNAL AUDITOR**

Mr A Tickle, Partner, BDO  
Ms C Aplin, Senior Manager, BDO

**STAFF**

Chief Executive Officer, Mr J Harry  
General Manager Business Excellence, Mr C Mansueto  
Manager Governance, Mr R Deco  
Internal Auditor & Risk Coordinator, Mr H Rafeeu  
Manager Financial Services, Ms K George  
Team Leader Accounting Services, Ms M Hamilton

The meeting commenced at 6:30pm

The Chairman welcomed the Elected Members, members of the public and staff to the meeting.

**APOLOGIES**

Nil.

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## LEAVE OF ABSENCE

Nil

## PRESENTATION OF MINUTES

Moved Cr B Brug  
Seconded Ms P Davies

The Minutes of the Audit and Risk Committee Meeting held on 11 July 2023, be taken as read and confirmed.

**CARRIED**  
Unanimously

## REPORTS

*For Decision*

### 7.1.1 BDO's Final Audit Completion Report 30 June 2023

Moved Cr B Brug  
Seconded Mr N Ediriweera

That Council:

1. Receives the Annual Completion Report for the year ended 30 June 2023, appearing as Attachment 1 to this report (Audit and Risk Committee, 10 October 2023, Item 7.1.1), including the Independent Auditor's Report on the Audit of the Financial Report, Independent Assurance Report on the Internal Controls of the City of Salisbury, and the Certification of Auditor Independence.
2. Notes the Management Representation Letter requested by BDO to be signed by the CEO and the General Manager Business Excellence, appearing as Attachment 2 to this report (Audit and Risk Committee, 10 October 2023, Item 7.1.1).

**CARRIED**  
Unanimously

### 7.1.2 End of Financial Year Statement and Analysis

Mr N Ediriweera asked for confirmation from the Chief Executive Officer and the External Auditor whether the Council is a going concern, in particular in the context of balance of current assets and current liabilities. This was subsequently confirmed.

Leave of the meeting was sought and granted to include this question and its answer into the minutes.

Moved Cr B Brug

Seconded Mr N Ediriweera

That Council:

1. Receives the information.
2. Notes that the Audit and Risk Committee, in accordance with Section 126(4)(a) of the *Local Government Act 1999*, reviewed the annual financial statements of the Council for the year ended 30 June 2023 and is satisfied they present fairly the state of affairs of Council.
3. Approves, in accordance with Regulation 22 of the *Local Government (Financial Management) Regulations 2011* clauses (3) (a) and (4), that the Chief Executive Officer and the Chair of the City of Salisbury Audit and Risk Committee sign the statement to certify the independence of the Council Auditor, BDO Australia.
4. Approves that the draft analysis of the Annual Financial Statements, as presented in Attachment 1 to this report (Audit and Risk Committee, 10 October 2023, Item 7.1.2), be included in the End of Year Financial Statements Report to Council.

**CARRIED**  
Unanimously

### 7.1.3 Treasury Policy Review

Moved Cr B Brug

Seconded Mr C Johnson

That Council:

1. Adopts the amended Treasury Policy, as set out in Attachment 1 to this report (Audit and Risk Committee, 10 October 2023, Item 7.1.3) reflecting the change in format and minor editing changes, as considered appropriate by the Audit and Risk Committee.

**CARRIED**

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## **QUESTIONS WITHOUT NOTICE**

There were no Questions Without Notice.

## **MOTIONS WITHOUT NOTICE**

There were no Motions Without Notice.

## **OTHER BUSINESS**

Nil

## ORDERS TO EXCLUDE THE PUBLIC

### 7.4.1 In-Confidence Session with the External Auditor as per Terms of Reference and approved Audit and Risk Committee Annual Work Plan 2022/2023 (*verbal discussion*)

Moved Ms P Davies

Seconded Mr C Johnson

Pursuant to section 83(5) of the *Local Government Act 1999* the Audit and Risk Committee orders the matter to be considered in confidence under Part 3 of the *Local Government Act 1999* on grounds that:

1. Pursuant to Section 90(2) and (3)(b)(i) and (b)(ii) and (d)(i) and (d)(ii) of the *Local Government Act 1999*, the principle that the meeting should be conducted in a place open to the public has been outweighed in relation to this matter because:
  - it relates to information the disclosure of which could reasonably be expected to confer a commercial advantage on a person with whom the council is conducting, or proposing to conduct, business, or to prejudice the commercial position of the council; and
  - information the disclosure of which would, on balance, be contrary to the public interest; and
  - commercial information of a confidential nature (not being a trade secret) the disclosure of which could reasonably be expected to prejudice the commercial position of the person who supplied the information, or to confer a commercial advantage on a third party; and
  - commercial information of a confidential nature (not being a trade secret) the disclosure of which would, on balance, be contrary to the public interest.
2. In weighing up the factors related to disclosure,
  - disclosure of this matter to the public would demonstrate accountability and transparency of the Council's operations

On that basis the public's interest is best served by not disclosing the ***In-Confidence Session with the External Auditor as per Terms of Reference and approved Audit and Risk Committee Annual Work Plan 2022/2023 (verbal discussion)*** item and discussion at this point in time.
3. Pursuant to Section 90(2) of the *Local Government Act 1999* it is recommended the Council orders that all members of the public, and staff of the City of Salisbury, be excluded from attendance at the meeting for this Agenda Item.

**CARRIED**

The meeting moved into confidence at 6:58pm

The meeting moved out of confidence and closed at 7:14pm

CHAIRMAN.....

DATE.....





<b>ITEM</b>	<b>7.0.1</b>
	<b>AUDIT AND RISK COMMITTEE</b>
<b>DATE</b>	14 November 2023
<b>HEADING</b>	Actions List
<b>AUTHOR</b>	Hussain Rafeeu, Internal Auditor & Risk Coordinator, CEO and Governance
<b>CITY PLAN LINKS</b>	4.2 We deliver quality outcomes that meet the needs of our community 4.4 We plan effectively to address community needs and identify new opportunities
<b>SUMMARY</b>	This report summarises the actions arising from previous meetings, since presented to the April 2023 Audit & Risk Committee meeting.

## **RECOMMENDATION**

### That Council:

1. Notes the report.

## **ATTACHMENTS**

There are no attachments to this report.

## **1. BACKGROUND**

- 1.1 The Audit and Risk Committee has requested that an actions list be maintained and included as an item on the agenda for each meeting.
- 1.2 An actions list has been developed to capture actions arising out of the Audit and Risk Committee meetings. These actions do not replace the minutes from the Audit and Risk Committee, or the recommendations of the Committee that were submitted to the Council for adoption. They are included in this report to support the Audit and Risk Committee.

## **2. REPORT**

- 2.1 The actions list contains information regarding the date on which the action was identified, a description of the action, the action owner, the expected due date for completion of the action and the current status of the action.
- 2.2 Below is the list of actions arising out of the Audit and Risk Committee meetings, which has been compiled for the purpose of supporting the Audit and Risk Committee.
- 2.3 Actions will remain on the actions list until reported as completed. Once the action has been completed, and that completion has been reported to the Audit and Risk Committee, the item will be removed from the actions list.

2.4 Where an action is noted as outstanding on the Futures Report (Agenda item 7.0.1), that action is removed from this report, to avoid duplication.

No	Date	Action	Owner	Due Date	Status
42	12 Feb 2023	Consider undertaking an independent audit or review on the lessons learned arising from the confidential Quarterly Cybersecurity Report update given to February 2023.	GM Business Excellence	<del>Sep 2023</del> Feb 2024	Third party has been engaged to conduct the review with the draft report scheduled to be received by the end of this month and will be presented to the Audit and Risk Committee at the next meeting.

### 3. CONCLUSION / PROPOSAL

- 3.1 An actions list has been developed for the Audit and Risk Committee. The actions list will be maintained and presented to each Audit and Risk Committee meeting with an update on status of the relevant items. Any additional actions identified by the Audit and Risk Committee will be included on the actions list as they arise.

<b>ITEM</b>	<b>7.0.2</b>
	<b>AUDIT AND RISK COMMITTEE</b>
<b>DATE</b>	14 November 2023
<b>HEADING</b>	Future Reports for the Audit and Risk Committee
<b>AUTHOR</b>	Michelle Woods, Projects Officer Governance, CEO and Governance
<b>CITY PLAN LINKS</b>	4.2 We deliver quality outcomes that meet the needs of our community
<b>SUMMARY</b>	This item details reports to be presented to the Audit and Risk Committee as a result of a previous Council resolution. If reports have been deferred to a subsequent month, this will be indicated, along with a reason for the deferral.

**RECOMMENDATION**That 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 table below outlines the reports to be presented to the Audit and Risk Committee as a result of a Council resolution.

Meeting Item	- Heading and Resolution	Officer
27/02/2023 7.4.2	<b>Litigation Update</b> Council has previously resolved this resolution to be confidential. <b>Due:</b> November 2023 <b>Deferred to:</b> February 2024 <b>Reason:</b> This will be presented to the February meeting of the Audit and Risk Committee.	Brett Kahland

### 4. CONCLUSION / PROPOSAL

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

<b>ITEM</b>	7.1.1
	<b>AUDIT AND RISK COMMITTEE</b>
<b>DATE</b>	14 November 2023
<b>HEADING</b>	Audit & Risk Committee Annual Work Plan - 2023/2024 and 2024/2025
<b>AUTHOR</b>	Hussain Rafeeu, Internal Auditor & Risk Coordinator, CEO and Governance
<b>CITY PLAN LINKS</b>	4.2 We deliver quality outcomes that meet the needs of our community 4.4 We plan effectively to address community needs and identify new opportunities
<b>SUMMARY</b>	The Audit & Risk Committee Annual Work for the two years 2023/2024 and 2024/2025 is attached for review by the Audit & Risk Committee.

**RECOMMENDATION**That Council:

1. Approves the updated Audit & Risk Committee Annual Work Plan for the two years 2023/2024 and 2024/2025 as set out in Attachment 1 to this report (Item No.7.1.1, Audit & Risk Committee, 14 November 2023).

**ATTACHMENTS**

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

1. Audit and Risk Committee Annual Work Plan for 2023-2024 and 2024-2025[↓](#)

**1. BACKGROUND**

- 1.1 The Annual Work Plan 2023/2024 was last presented to the Audit & Risk Committee at its meeting held on 11<sup>th</sup> July 2023.
- 1.2 The purpose of the Audit & Risk Committee Annual Work Plan is to ensure that all essential areas are covered by the Audit & Risk Committee, in performing its roles and responsibilities under section 126 of the *Local Government Act 1999* (“the Act”).

**2. REPORT**

- 2.1 Key changes on the Audit and Risk Committee Annual Work Plan 2023/24, since it was last presented in July 2023 are as follows:
  - 2.1.1 A new year 2024/2025 is added to the Audit and Risk Committee Annual Work Plan to reflect agenda items covering new reporting requirements from the *Statutes Amendment (Local Government Review) Act 2021* with relevant changes to sections from the *Local Government Act 1999* becoming effective 30<sup>th</sup> November 2023.

- 2.1.2 The internal audit report submission timelines for Audit and Risk Committee have been rescheduled for the following internal audits. (See the 3-year internal audit plan (Audit & Risk Committee, 14 November 2023, Item No.7.1.1), for more details):
- Strategic Reporting Process Audit
  - Tree Management Framework Audit
  - Risk Management Audit
  - Fraud and Corruption Prevention Control Audit.
  - Business Continuity Audit
- 2.1.3 The following new reporting requirements are added on to the Audit and Risk Committee Annual Work Plan, following legislative reform changes, which becomes effective 30<sup>th</sup> November 2023:
- Section 99(1)(ib) of the Act requires that the role of the CEO includes “to report annually to the relevant audit and risk committee on the council’s internal audit processes”. Therefore, CEO’s annual report on internal audit process for 2023/2024 is added as an item for the July 2024 Audit and Risk Committee meeting.
  - Section 125A(1) of the Act requires that the “CEO of a council that has an internal audit function must, before appointing a person to be primarily responsible for the internal audit function, or assigning such responsibility to an employee of the council, consult with the relevant audit and risk committee on the appointment or assignment of responsibility”. A consultation report is included in the agenda for this meeting.
  - Section 126(8)(b) of the Act requires that “A council audit and risk committee must provide an annual report to the council on the work of the committee during the period to which the report relates”. Section 126(9) of the Act requires that “A council must ensure that the annual report of its audit and risk committee is included in its annual report”. Therefore, a report covering the activities related to 2023/2024 is scheduled for July 2024 Audit and Risk Committee meeting. This report replaces the current Internal Controls Framework and Audit Committee section for inclusion in the Annual Report.
- 2.1.4 The revised strategic risk register is now rescheduled to be presented to the February 2024 Audit and Risk Committee meeting, as it is being reviewed by the Senior Leadership Team and Executives to finalise the register next month.


















## **CONCLUSION / PROPOSAL**

- 2.2 This report outlines all changes made to the Audit & Risk Committee Annual Work Plan for the 2023/2024 financial year since last presented to the Audit & Risk Committee at its meeting held on 11<sup>th</sup> July 2023.

Audit & Risk Committee (A&RC) - Annual Work Plan 2023/2024 and 2024/2025													
(Updated for 14 November 2023 Meeting)													
No.	Activity	Relevant Touch points (LG Act / TOR)	FY 2023 / 2024					FY 2024 / 2025					Comments
			Jul-23	Oct-23	Nov-23	Feb-24	Apr-24	Jul-24	Oct-24	Nov-24	Feb-25	Apr-25	
1.0	Financial Reporting	s126(4)(a)											
1.1	Review Annual Financial Statements - Review Asset Valuations - Review methodology and approach to Depreciation	"		<div></div>					<div></div>				
1.2	Reviewing significant accounting and reporting issues, recent changes in standards and industry updates	"		<div></div>					<div></div>				
1.3	Reviewing significant accounting and reporting issues, recent changes in standards and industry updates for						<div></div>					<div></div>	
2.0	Internal Controls	s126(4)(c)											
2.1	Review Better Practice Model Self-Assessment (External Auditor reviews as part of Controls certification)	"	<div></div>						<div></div>				
3.0	Risk Management	s126(4)(c)											
3.1	Review of Strategic Risk Register	"	<div></div>		<div></div>	<div></div>			<div></div>		<div></div>	<div></div>	Draft Strategic risk register circulated to senior leadership team for review and comments. Will be finalised next month.
3.2	Risk Management & Internal Control Activities	"	<div></div>		<div></div>	<div></div>		<div></div>		<div></div>	<div></div>	<div></div>	
3.6	Confidential Report on Cybersecurity	"	<div></div>		<div></div>	<div></div>		<div></div>		<div></div>	<div></div>	<div></div>	Recurring Quarterly status update report
4.0	Internal Audit	s126(4)(c)											

Audit & Risk Committee (A&RC) - Annual Work Plan 2023/2024 and 2024/2025													
(Updated for 14 November 2023 Meeting)													
No.	Activity	Relevant Touch points (LG Act / TOR)	FY 2023 / 2024					FY 2024 / 2025					Comments
			Jul-23	Oct-23	Nov-23	Feb-24	Apr-24	Jul-24	Oct-24	Nov-24	Feb-25	Apr-25	
4.1	Review Internal Audit Plan	"	<div></div>		<div></div>	<div></div>	<div></div>	<div></div>		<div></div>	<div></div>	<div></div>	
4.2	Review the status of Outstanding Audit Actions	"	<div></div>		<div></div>	<div></div>	<div></div>	<div></div>		<div></div>	<div></div>	<div></div>	
4.3	Desktop Audit on Strategic Alignment of Investment in ERP Solutions.	"	<div></div>	➡	<div></div>			<div></div>		<div></div>			Final report with management comments presented to Nov 2023 A&RC.
4.4	IA Report - Strategic Reporting Process	"			<div></div> ➡ <div></div>								Draft report being reviewed for management comments, and rescheduled to present final report to next meeting.
4.5	IA Report - Review of Lessons Learnt from Dec 2022 Cyber Incident				<div></div> ➡ <div></div>								Draft report scheduled to be received by the end of this month and will be presented to the Audit and Risk Committee at the next meeting.
4.6	IA Report - Tree Management Framework Audit	"			<div></div> ➡ <div></div>								Tree management Audit has been put on hold (with the intention of resuming audit again in Feb 2024), following a recommendation from Urban Services Committee and Council resolution to undertake an internal review of the Council's tree removal process by end of January 2024.
4.7	IA Report - Rates Setting Process, Revenue and Debtors Audit	"				<div></div>							



Audit & Risk Committee (A&RC) - Annual Work Plan 2023/2024 and 2024/2025													
(Updated for 14 November 2023 Meeting)													
No.	Activity	Relevant Touch points (LG Act / TOR)	FY 2023 / 2024					FY 2024 / 2025					Comments
			Jul-23	Oct-23	Nov-23	Feb-24	Apr-24	Jul-24	Oct-24	Nov-24	Feb-25	Apr-25	
4.8	IA Report - Risk Management Audit	"											To allow for readiness and ERM Framework implementation, the commencement of Risk Management Audit rescheduled from Oct 2023 to Jan 2024 and present report to April 2024 Audit & Risk Committee.
4.9	IA Report - Fraud and Corruption Prevention Control Audit	"											rescheduled commencement from Jan 24 to Apr 2024, and present report in Jul 2024
4.10	IA Report - Business Continuity Audit	"											rescheduled commencement from Jan 24 to Apr 2024, and present report in Jul 2024
4.11	IA Report - IT Disaster Recovery Audit	"											
4.12	IA Report - Independent External Review of Internal Audit Function	"											
4.13	IA Report - Community Consultation Process, and Community Perception Survey Effectiveness Audit	"											
4.14	IA Report - Data Governance	"											
4.15	IA Report - Grants Management Audit	"											
4.16	IA Report - Budgetary Control Audit	"											
5.0	External Audit	s126(4)(b)											
5.1	Review External Audit Plan	"											
5.2	Review Interim Audit Report	"											
5.3	Review final External Audit Report	"											
5.4	Review Management Representation Letters	"											

Audit & Risk Committee (A&RC) - Annual Work Plan 2023/2024 and 2024/2025													
(Updated for 14 November 2023 Meeting)													
No.	Activity	Relevant Touch points (LG Act / TOR)	FY 2023 / 2024					FY 2024 / 2025					Comments
			Jul-23	Oct-23	Nov-23	Feb-24	Apr-24	Jul-24	Oct-24	Nov-24	Feb-25	Apr-25	
5.5	Assess the appropriateness of Council's response to the Auditor's findings and recommendations	"		<div></div>					<div></div>				
5.6	Oversee actions to follow up on matters raised by External Auditor	"		<div></div>					<div></div>				
5.7	Meet with External Auditor to: - invite presentation of audit methodology and risk assessments within the External Audit plan - discuss any qualifications and comments made in management letter - invite comments on financial management and internal controls, relative to other benchmarks - discuss any other relevant matters	TOR 3.2	<div></div>	<div></div>				<div></div>	<div></div>				
5.8	In-confidence session with External Auditor	Better Practice		<div></div>					<div></div>				
6.0	Reporting	s126(4)(c)											
6.1	Audit Committee Self-Assessment report	"					<div></div>					<div></div>	
6.2	Report on Audit Committee Work program status and future proposals	"	<div></div>		<div></div>	<div></div>	<div></div>	<div></div>		<div></div>	<div></div>	<div></div>	Standard Agenda Item, review on a need arising basis.
6.3	CEO's annual report to the Audit & Risk Committee on COS's internal audit processes.	s99(1)(ib)						<div></div>					New legislative requirement effective 30 November 2023
6.4	CEO's consultation report to the Audit & Risk Committee on appointment of a "person primarily responsible for the internal audit function".	s125A(1)			<div></div>								New legislative requirement effective 30 November 2023
6.5	Annual report of the Audit & Risk Committee functions, for inclusion in COS's annual report.	s126(8)(b) s126(9)						<div></div>					New legislative requirement effective 30 November 2023

Audit & Risk Committee (A&RC) - Annual Work Plan 2023/2024 and 2024/2025													
(Updated for 14 November 2023 Meeting)													
No.	Activity	Relevant Touch points (LG Act / TOR)	FY 2023 / 2024					FY 2024 / 2025					Comments
			Jul-23	Oct-23	Nov-23	Feb-24	Apr-24	Jul-24	Oct-24	Nov-24	Feb-25	Apr-25	
7.0	Strategic, Financial and Management Planning	s126(4)(ab)											
7.1	Review Annual Plan & LTTP	"											
7.2	Review Annual Budget, Fees & Charges	"											
8.0	Policy and Procedure Review	s126(4)(c)											
8.1	Treasury Policy	"											
8.2	Internal Audit Charter	"											
9.0	Other Matters	s126(4)(ac)											
9.1	Review/Approve Audit Committee Annual Work Program	"											
9.2	Proposing and reviewing the exercise of powers under s130A of the Act (if any)	s130A											
9.3	Public Interest Disclosures cases reported and investigations undertaken (if any)	"											
9.4	Internal Controls Framework and Audit Committee section for inclusion in the Annual Report for FY2022/2023												



<b>ITEM</b>	7.1.2
	<b>AUDIT AND RISK COMMITTEE</b>
<b>DATE</b>	14 November 2023
<b>HEADING</b>	3-Year Internal Audit Plan 2023/24-2025/26
<b>AUTHOR</b>	Hussain Rafeeu, Internal Auditor & Risk Coordinator, CEO and Governance
<b>CITY PLAN LINKS</b>	4.2 We deliver quality outcomes that meet the needs of our community 4.4 We plan effectively to address community needs and identify new opportunities
<b>SUMMARY</b>	This report summarises the changes to the 3-year Internal Audit Plan 2023/2024 to 2025/2026, since the last presentation to the Audit and Risk Committee in July 2023.

## **RECOMMENDATION**

### That Council:

1. Notes the updates made to the 3-year Internal Audit Plan 2023/2024 to 2025/2026 as set out in Attachment 1 to this report (Item No.7.1.2, Audit and Risk Committee, 14 November 2023).

## **ATTACHMENTS**

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

1. 3 Year Internal Audit Plan 2023-24 to 2025-26[↓](#)
2. Strategic Risk Mapping to Internal Audits[↓](#)
3. Indicative Scope for Pending Audits 14 Nov 2023[↓](#)

## **1. BACKGROUND**

- 1.1 The 3-year Internal Audit Plan 2023-2024 to 2025-2026 and the accompanying indicative draft audit scopes were last considered by the Audit and Risk Committee in July 2023.
- 1.2 The Audit and Risk Committee requested to include the 3-year Internal Audit Plan showing the mapping of internal audits to the strategic risks.

## **2. REPORT**

The updated 3-year Internal Audit Plan 2023-2024 to 2025-2026 is set out in Attachment 1 to this report.

Key changes and updates to the 3-year Internal Audit Plan are as follows:

### **2.1 Progress of Audits as per Approved Internal Audit Plan**

#### **2.1.1 Desktop Audit on Strategic Alignment of Investments in Enterprise Resource Planning (ERP) Solutions**

The Internal Auditor and Risk Coordinator completed the audit and final audit report with management comments included in this 14<sup>th</sup> November 2023 agenda.

## 2.2 Ongoing and Pending Audits for this current Financial Year

- **Strategic Reporting Process Audit** – Galpins has completed the internal audit and issued the draft report for management comments. It is anticipated for this report will be finalised with management comments by the end of November 2023 and be presented to the next Audit and Risk Committee meeting in February 2024.
- **IT Disaster Recovery Audit** – As per plan to commence in April 2024.

The following audits are on **schedule to commence in 2023/2024** in accordance with the last update to the Audit and Risk Committee in July 2023:

## 2.3 Audits Rescheduled

- **Tree Management Framework Audit** – Galpins was engaged in August 2023 to undertake this audit and have completed 50% of the audit fieldwork. It was decided to temporarily suspend this audit, following the Urban Services Committee recommendation and Council's resolution to undertake an internal review of Council's tree removal process by end of January 2024. Therefore, the Tree Management Framework Audit is rescheduled to commence in February 2024.
- **Rates Setting Process, Revenue and Debtors Audit** – Following the Audit and Risk Committee recommendation in July 2023 to undertake this audit on a co-sourced model, the audit scoping document is now getting finalised and will go to the market in November 2023 to select a vendor through tender by invitation. The audit is anticipated to commence in late November 2023 or early December 2023. The audit report is scheduled to be presented to the April 2024 Audit and Risk Committee meeting.
- **Risk Management Audit** – In order to allow for readiness and the implementation of Enterprise Risk Management Framework, the commencement of this audit is rescheduled from October 2023 to January 2024 and a report is anticipated to be presented to the April 2024 Audit & Risk Committee meeting.
- **Fraud and Corruption Prevention Control Audit** and the **Business Continuity Audit** – The commencement of both audits is now rescheduled from January 2024 to April 2024, to allow revised commencement timelines for Risk Management audit and Rates Setting Process audit. Both audits are scheduled to be presented to the July 2024 Audit and Risk Committee meeting.

## 2.4 New Audit:

New audits for year 2025/2026 will be identified once the new Strategic Risk Register is approved and will be included in the February 2024 Audit and Risk Committee meeting agenda.

- ## 2.5
- The 3-year Internal Audit Plan is developed to closely align the activities of internal audit with Council's current identified strategic risks. The internal audits undertaken (since 2011) and planned on the 3-year internal audit plan are mapped against the current identified risks on the strategic risk register to demonstrate this relationship. Summary below:

Strategic Risk	Risk Short Name	Inherent Risk	Residual Risk	INTERNAL AUDITS (2011 to 2025)	
				PAST INTERNAL AUDITS	PLANNED INTERNAL AUDITS ON 3-Year Internal Audit Plan 2022/23-2024/25
1	Business Continuity Risk	Very High	Medium	Event Incident Management Framework Audit ( <b>Dec 2016</b> )	Business Continuity Audit ( <b>Jan 2024</b> )
				Event Incident Management Framework Audit ( <b>Jun 2021</b> )	Risk Management Audit ( <b>Oct 2023</b> )
				Compliance With Building Inspections Policy ( <b>Sep 2014</b> )	
				LGRS BCP Exercise Audit ( <b>June 2018</b> ) BCP Desktop Audit ( <b>Nov 2014</b> )	
2	Recycled Water Contamination Risk	High	Medium	Management of Contaminated Sites Audit (Aug 2020)	Risk Management Audit ( <b>Oct 2023</b> )
3	Public and Environmental Health Risk	High	High	Public and Environmental Health Management Audit ( <b>Dec 2017</b> )	By-Laws Management and Enforcement Process Audit ( <b>Feb 2025</b> )
				Administration of the Food Act ( <b>Mar 2011</b> ) Food Safety Audit ( <b>Apr 2020</b> )	

Strategic Risk	Risk Short Name	Inherent Risk	Residual Risk	INTERNAL AUDITS (2011 to 2025)	
				PAST INTERNAL AUDITS	PLANNED INTERNAL AUDITS ON 3-Year Internal Audit Plan 2022/23-2024/25
4	Environmental and Social Risks	High	Medium	Strategic Development Projects Audit ( <b>Mar 2018</b> )	Tree Management Framework Audit ( <b>Jul 2023</b> )
					Community Consultation Process, and Community Perception Survey Effectiveness Audit ( <b>Jul 2024</b> )
					Environmental Sustainability & Climate Change Risk Management Audit ( <b>potential 2025/2026 Audit</b> )
5	Financial Sustainability Risk	High	Medium	Corporate Credit Card Audit ( <b>Oct 2020</b> )	Fraud and Corruption Prevention Control Audit ( <b>Jan 2024</b> )
				Trade Card and Trading Account Audit ( <b>Nov 2020</b> )	Grants Management Audit ( <b>Aug 2024</b> )
				Financial Sustainability Audit ( <b>Jun 2019</b> )	Rates Setting Process, Revenue and Debtors Audit ( <b>Aug 2023</b> )
				Asset Management Audit ( <b>Mar 2020</b> )	Budgetary Control Audit ( <b>Nov 2024</b> )
				Payroll Audit ( <b>Sep 2010; March 2017</b> )	Desktop Audit on Strategic Alignment of Investments in ERP Solutions Audit ( <b>Jan 2023</b> )
				Procurement Audit ( <b>Sep 2014</b> )	
				Fraud and Corruption Prevention Control Audit ( <b>Jan 2013</b> )	
				Grants Management Audit ( <b>Sep 2012</b> )	
				Contractor Management Audit ( <b>Jan 2020</b> )	
				Fleet, Heavy Vehicle, High Value and Portable Assets Audit ( <b>Jan 2023</b> )	
				Capital Works Projects Audit ( <b>Mar 2018</b> )	
				Capital Works Projects Audit ( <b>Aug 2021</b> )	
6	Governance Risk	High	Medium	Complaint Handling Process Audit ( <b>Mar 2021</b> )	Strategic Reporting Process Audit ( <b>Mar 2023</b> )
				Volunteers Audit ( <b>Mar 2008</b> )	Data Governance Audit ( <b>Jul 2024</b> )
				Volunteers Audit (Jun 2021)	Risk Management Audit ( <b>Oct 2023</b> )
				Capital Works Projects Audit ( <b>Mar 2018</b> )	
				Capital Works Projects Audit ( <b>Aug 2021</b> )	
7	Work Health and Safety Risk	Very High	Medium	Event Incident Management Framework Audit ( <b>Dec 2016</b> )	
				LG Risk Evaluation Audit ( <b>Nov 2019</b> )	
				Event Incident Management Framework Audit - Jun 2021	



Strategic Risk	Risk Short Name	Inherent Risk	Residual Risk	INTERNAL AUDITS (2011 to 2025)	
				PAST INTERNAL AUDITS	PLANNED INTERNAL AUDITS ON 3-Year Internal Audit Plan 2022/23-2024/25
8	IT and Cybersecurity Risk	Very High	Medium	Business Systems and Solutions Audit ( <b>Apr 2018</b> )	Desktop Audit on Strategic Alignment of Investments in ERP Solutions Audit ( <b>Jan 2023</b> )
				Cyber Security Implementation Project Pre-Implementation Audit	Data Governance Audit ( <b>Jul 2024</b> )
					Business Continuity Audit ( <b>Jan 2024</b> )
					IT Disaster Recovery Audit ( <b>Apr 2023</b> )
9	Climate Change Risk	Very High	Medium		Environmental Sustainability & Climate Change Risk Management Audit ( <b>potential 2025/2026 Audit</b> )
10	Reputation Risk	High	Medium	People & Culture Risk Review ( <b>Jun 2015</b> )	Community Consultation Process, and Community Perception Survey Effectiveness Audit ( <b>Jul 2024</b> )
				Program Review of Twelve25 Salisbury Youth Enterprise Centre ( <b>Sep 2012</b> )	
				Legislative compliance Audit ( <b>Jan 2021</b> )	

For further clarity, an expanded version is included in the Attachment 2 of this report. This covers these strategic risks with corresponding causes and controls, the control effectiveness, and the internal audit mappings.

This mapping has not changed since it was last presented to the July 2023 Audit and Risk Committee and is included only for ease of reference and for information only. This will be updated in December 2023 upon finalisation of the revised strategic risk register.

## 2.6 Indicative Scopes for Pending Audits for the 3-year Internal Audit Plan

The scopes for pending audits (included in Attachment 3 for ease of reference and information only) have not changed since last presented to the Audit and Risk Committee in July 2023.

## 3. CONCLUSION / PROPOSAL

This report outlines the progress made towards the completion of the 3-year Internal Audit Plan since it was last presented to the Audit and Risk Committee in July 2023.

Strategic Risk					3 YEAR INTERNAL AUDIT PLAN - 2023/2024 to 2025/2026										Internal / Co-sourced
Strategic Risk	Risk Description	Inherent Risk	Residual Risk	Relevant Causes from Strategic Risk Register	Audit Ref	Audit Title	Audit Title and Summary Description	3-Yr IA Plan				Rationale for Inclusion	Internal Key Stakeholder Divisions Impacted	Status Update (as at 14 November 2023)	
								2023/2024	2024/2025	2025/2026					
8	Lack of alignment and integrity of IT systems and data to support service delivery	High	High	<ul style="list-style-type: none"><li>• Lack of business engagement and clarity of roles</li><li>• External pressure for changes to systems</li><li>• Failure to adequately involve IT when developing plans, strategies and projects</li><li>• Failure to consider all options when improving a system or process</li><li>• Organisational change is not conducted in a structured and logical manner</li></ul>	5	<b>Desktop Audit on Strategic Alignment of IT Investments</b>	<b>Desktop Audit on Strategic Alignment of IT Investments</b> The overall objective of the audit is to provide assurance that the planned investment on Enterprise Resource Planning (ERP) solution is aligned to the City's Digital Strategy 2027, to support the current business requirements and continuous improvement initiatives and is aligned to the accomplishment of City Plan 2035.	1	→	1	<p>The City has significant reliance upon technology to maintain and drive business requirements and efficiency gains. Failure to correctly manage the future IT acquisitions and costings may impact the City of Salisbury with inefficient processes, legacy IT issues and lagging IT systems leading to inefficiencies, financial impost, service interruption and inability to maximize continued improvements. This review is to provide City of Salisbury with assurance that the IT Investment Strategy is sufficiently robust to support current and changing business requirements and continuous improvement initiatives.</p> <p>Given that COS is in the midst of a major IT investment project involving the acquisition of an Enterprise Resource Planning (ERP) system, following the last Audit &amp; Risk Committee feedback, management determined that it is more value adding to undertake an initial desktop audit on the strategic alignment of IT investment by the City's Internal Auditor &amp; Risk Coordinator, audit instead of a full-fledged IT Investment audit by an external audit firm. A full-fledged IT Investment is to be undertaken at a later stage upon the implementation of the ERP system.</p>	Governance; Business Systems and Solutions; Financial Services; and Strategic Procurement	Included in this November 2023 Audit and Risk Committee.	Internal	
6	Ineffective governance results in the provision of services which do not meet community expectations.	High	Medium	<ul style="list-style-type: none"><li>• Inadequate performance measures which are not linked to objectives or strategies</li><li>• Failure to deliver what is expected by the local community due to a lack of alignment of strategic plans</li><li>• Limited meaningful corporate performance indicators in place</li><li>• Inconsistent reporting and data collection of corporate performance indicators</li><li>• Processes and systems fail to address customer needs</li><li>• Failure to engage with all stakeholders in developing the City Plan</li></ul>	4	<b>Strategic reporting process Audit</b>	<b>Strategic reporting process audit</b> Assurance on the processes and controls in place, specifically in relation to the City Plan, Business Planning and Annual Planning.	1	→	1	<p>City of Salisbury has established its strategic plan, City Plan 2035, covering its 4 strategic key directions, followed by critical actions and performance indicators for the medium to long term. The audit will review the strategic reporting processes including but not necessarily limited to reporting on; the City Plan 2035, and other relevant plans including Annual Plan and Business Plans.</p>	People & Culture; Economic Development & Urban Policy; Governance; Business Systems and Solutions; Environmental Health & Safety; Financial Services; Communications & Customer Relations; and Strategic Procurement	Audit commenced in June 2023, and last draft report from Galpins being reviewed to put management comments, and anticipate to get this finalised by end November 2023. Final report will be presented to the next Audit & Risk Committee.	Internal Co-sourced	
8	SR#8: Lack of alignment and integrity of IT systems and data to support service delivery	High	High	<ul style="list-style-type: none"><li>• Lack of plans and procedures to inform response strategies when a cybersecurity incident occurs</li><li>• Lack of auditing and logging functions to capture events</li></ul>	3	<b>IT Disaster Recovery Audit</b>	<b>IT Disaster Recovery Audit</b> Provide assurance that adequate disaster recovery processes are in place at City of Salisbury and the processes are likely to be effective in the event of a disruption.	1			<p>Cybersecurity risk is recognised as an emerging and ever changing risk for many organisations which may lead to financial loss, service interruption, data loss and/or reputation damage from an event impacting the City's information systems. COS has developed a Disaster Recovery Plan in Jan 2022 and is currently being implemented. COS's disaster recovery processes are however not tested/audit independently in the past to ensure that the plan and processes are adequately designed and effectively implemented.</p>	Business Systems and Solutions	Retain as originally scheduled to commence in April 2024.	Co-sourced	
N/A	N/A	N/A	N/A	N/A - not included in the strategic risk register.	14	<b>Independent External Review of Internal Audit Function</b>	<b>Independent External Review of Internal Audit Function</b> The audit is to obtain an understanding and form an opinion on the current Internal Audit function, compliance with the Internal Audit Standards, and existing issues and areas for improvement.	1	→	1	<p>In accordance with the best practice standards, COS's Internal Audit Charter states that "In order to ensure that the quality of internal audit work is of a consistently high standard, the CEO shall ensure that a quality review of the internal audit function is undertaken by an independent External Service Provider at least every five years". The last audit was undertaken in 2016, and is due for another review, to comply with the standards.</p>	Governance	Retain as previously updated to commence in July 2024, and present report to November 2024 Audit & Risk Committee.	Co-sourced	

Strategic Risk				3 YEAR INTERNAL AUDIT PLAN - 2023/2024 to 2025/2026										Internal Key Stakeholder Divisions Impacted	Status Update (as at 14 November 2023)	Internal / Co-outsourced
Strategic Risk	Risk Description	Inherent Risk	Residual Risk	Relevant Causes from Strategic Risk Register	Audit Ref	Audit Title	Audit Title and Summary Description	2023/2024	2024/2025	2025/2026	3-Yr IA Plan			Rationale for Inclusion		
4	Failure to manage the impact of environmental and social factors on Council infrastructure, assets and services	High	Medium	<ul style="list-style-type: none"> <li>Inadequate understanding and planning for factors impacting the environment</li> <li>Failure to consider environmental consequences when planning and designing infrastructure</li> </ul>	7	<b>Tree Management Framework Audit</b>	<b>Tree Management Framework Audit</b> Provide assurance that COS has established a Tree Management Framework for the management of its urban forest, covering policy measures in the area of tree planting, tree protection, tree removal, tree asset management, community consultation and engagement, and risk management, and ensure that the framework is adequate and implemented effectively.	1					<p>The City has a street tree population of over 76,000, made up of more than 70 different species, within its streetscapes, parks and open spaces including reserves and wetlands, which contribute to the Key Direction 2 'Sustaining Our Environment' and Key Direction 3 'The Living City' in our City Plan 2035. A replacement value of approximately \$3.4m for trees is included within asset class 'Roads, Bridges and Footpaths' in the Audited Financial Statements for FY2019/20. COS has an ongoing Street Tree Renewal Program that aims to renew about 1,000 trees each year. To ensure the sustainability of this strategy, COS has established a Tree Management Framework for the management of its urban forest, covering policy measures in the area of tree planting, tree protection, tree removal, tree asset management, community consultation and engagement, and risk management. This review is to provide assurance that the City's Tree Management Framework is adequate and implemented effectively.</p>	Community Planning & Vitality; Community Experience; Economic Development & Urban Policy; Development Services; Environmental Health & Safety; Financial Services; Communications & Customer Relations; and Field Services .	Galpins commenced audit in August 2023. However, following Urban Services Committee resolution to undertake an internal review of Council's tree removal process by end of January 2024, Galpin's audit has been put on hold with the intention to recommence in February 2024.	Co-sourced
5	City of Salisbury financial sustainability is compromised by internal decisions and / or external events.	High	Medium	<ul style="list-style-type: none"> <li>Inadequate revenue and a failure to maximise revenue from all sources</li> <li>Short term revenue is maximised at the expense of longer term revenue</li> <li>Revenue from the sale of assets (land) is not invested for the longer term benefit of the community</li> <li>Introduction of draft legislation regarding rate capping</li> <li>Fraud, misconduct or maladministration</li> <li>Changes to legislation/obligations imposed by other levels of government</li> <li>Potential new revenue streams/opportunities are not fully investigated</li> <li>Council ultimately becomes financially unsustainable</li> <li>City revenue has to be raised increasingly through more traditional methods (rate rises)</li> <li>Financial cost associated with falling rates revenue or increasing bad or doubtful debts</li> </ul>	6	<b>Rates Setting Process, Revenue and Debtors Audit</b>	<b>Rates Setting Process, Revenue and Debtors Audit</b> Ensure that the Rates setting process comply with legislative compliance requirements, and appropriately reviewed and validated for accuracy, impact on financial sustainability. Ensure that there are no revenue leakages, and that the revenue charged and collected are accurate and complete, and revenue and debtor management process is effective as per approved policies and procedures in accordance with relevant legislation.	1					<p>The City has recorded a total revenue of \$127.39m for FY2019/20 (\$125.75m for FY 2018/19), of which 80% is from Rates, 13% from Grants, Subsidies and Contributions, and remaining 7% from fees, and other charges/income. City of Salisbury has pre-agreed chargeable price amounts for Rates, Levies, Fees, Fines, concessions, rebates etc. used for invoicing purposes for the respective years.</p> <p>Debtors reflected on the Statement of Financial Position under Trade and Other Receivables amounts to \$8.07m for FY2019/20 (\$8.97m for FY2018/19).</p> <p>Although revenue and debtors testing is included within the external audit scope, the focus is more on true and fair view of revenue and debtors figure reflected on the financial statements; and the internal control assessment is often not reviewed in greater depth and breadth with expanded detailed testing of the revenue and collection process and controls as it is done in a typical internal audit.</p> <p>Therefore, it is recommended to cover this audit at least once in every 3 years as part of our internal audit program, as an industry best practice measure.</p> <p>The aim of this audit is to ensure that there are no revenue leakages, and that the revenue charged and collected are accurate and complete, and revenue and debtor management process is effective as per approved policies and procedures in accordance with relevant legislation.</p>	Business & Admin Support; and Financial Services	Agreed to proceed with the audit on a co-sourced model with an external party to be selected by invitation to tender. Scoping document is getting finalised for audit to commence in late November or early December 2023. The report is scheduled to be presented to the April 2024 Audit and Risk Committee.	Internal
1-9	All Strategic Risks in the Strategic Risk Register	High	High	<ul style="list-style-type: none"> <li>Inadequate performance of risk assessments</li> </ul>	9	<b>Risk Management Audit</b>	<b>Risk Management Audit</b> Ensure that the City of Salisbury has robust policies, procedures and framework in place for risk management and controls are in place to manage risks effectively.	1					<p>Risk Management being an integral part of our organizational process, this is one of the essential areas to incorporate in the Internal Audit Plan as a recurring audit at least every 3 years. The objective of risk management audit is to ensure that the City of Salisbury has robust policies and procedures and framework in place for risk management and controls in place to manage risks are operating effectively.</p>	All Divisions	To allow for readiness and ERM Framework implementation, the commencement of this audit is rescheduled from Oct 2023 to Jan 2024 and present report to April 2024 Audit & Risk Committee.	Co-sourced

Strategic Risk				3 YEAR INTERNAL AUDIT PLAN - 2023/2024 to 2025/2026										
Strategic Risk	Risk Description	Inherent Risk	Residual Risk	Relevant Causes from Strategic Risk Register	Audit Ref	Audit Title	Audit Title and Summary Description	3-Yr IA Plan			Rationale for Inclusion	Internal Key Stakeholder Divisions Impacted	Status Update (as at 14 November 2023)	Internal / Co-outsourced
								2023/2024	2024/2025	2025/2026				
5	City of Salisbury financial sustainability is compromised by internal decisions and / or external events.	High	Medium	<ul style="list-style-type: none"><li>• Fraud, misconduct or maladministration</li><li>• Unplanned spending</li></ul>	8	<b>Fraud and Corruption Prevention Control Audit</b>	<b>Fraud and Corruption Prevention Control Audit</b> Provide assurance that current practices are effective to prevent, detect, and manage risks related to fraud, corruption, misconduct and maladministration, and ensure that controls are implemented as per agreed policies and procedures.	1			The revised Fraud and Corruption Prevention and Management Policy states that the City has a zero-tolerance stance towards fraud, corruption, misconduct and maladministration. The City has various policies and procedures and internal control measures for prevention of fraud, corruption, maladministration and misconduct, and independent assessment of systems and processes takes place as part of the annual external audit and remains a part of many internal audits. Given that there are continuous changes happening within the control environment, systems, process, and stakeholders involved, the emergence of newer risk and failure of controls may occur and therefore an assessment of controls for fraud is essential. Hence, the objective of this audit is to determine the effectiveness of fraud prevention strategies. This audit aims to ensure that current practices are effective to prevent, detect, and manage risks related to fraud, corruption, misconduct and maladministration, and ensure that controls are implemented as per agreed policies and procedures.	All Divisions	Audit commencement rescheduled from Jan 2024 to April 2024, to allow Risk Management audit and Rates Setting Process audit revised commencement timelines.	Internal
148	SR 1: Inadequate response to a business continuity or emergency event, or major incident at a Council run Community event. SR8: Lack of alignment and integrity of IT systems and data to support service delivery	High	High	<ul style="list-style-type: none"><li>• Lack of business engagement and clarity of roles</li><li>• External pressure for changes to systems</li><li>• Failure to adequately involve IT when developing plans, strategies and projects</li><li>• Failure to consider all options when improving a system or process</li><li>• Organisational change is not conducted in a structured and logical manner</li></ul>	11	<b>Business Continuity Audit</b>	<b>Business Continuity Audit</b> provides assurance on the Business Continuity Management (BCM) Framework and the measures in place to ensure that, in the event of a disruption, critical business operations can be maintained, or restored in a timely manner, with minimal impact to the CoS and its stakeholders.	1			The previous BCP audits were undertaken in 2014 and 2018. Since then, BCP reviews for individual processes have been undertaken and it may be beneficial for COS to undertake an overall BCP audit to determine the adequacy and effectiveness of the current BCM framework and process.	All Divisions	Audit commencement rescheduled from Jan 2024 to April 2024, to allow Risk Management audit and Rates Setting Process audit revised commencement timelines.	Co-sourced
10	City of Salisbury reputation suffers due to services provided not meeting community needs and expectations, resulting in a reduction in business investment.	High	High	<ul style="list-style-type: none"><li>• Elected Member cohesion</li><li>• Lack of or ineffective community consultation and engagement</li><li>• Failure to deliver services expected by the community</li><li>• Customer service is not properly monitored or managed</li><li>• Not meeting strategic objectives</li><li>• Failure to undertake legislative requirements</li><li>• Lack of or ineffective community consultation and engagement</li></ul>	15	<b>Community Consultation Process, and Community Perception Survey Effectiveness Audit</b>	<b>Community Consultation Process, and Community Perception Survey Effectiveness Audit</b> The audit is to provide assurance that the City's community consultation and engagement process is adequate and effective, and ensure that the community perception surveys undertaken are effective and achieving intended objectives.		1		The mapping of internal audits against the strategic risk register identified that this area has not been audited for adequacy and effectiveness in the past. However, relevant policies and procedures are in place and community perception surveys are undertaken regularly. It may be beneficial for the City to determine the effectiveness of these surveys and how well the learnings from these surveys are incorporated in the service delivery and planning process of Council, and whether the relevant policies and procedures are effectively implemented.	Community Experience; Community Experience & Relationships; Community Development; City Development; and Any other Divisions that involve the development of policy, delivery of projects, including where this is a statutory requirement, etc that requires consultation with the community.	Retain as previously updated to commence in July 2024, and present report to November 2024 Audit & Risk Committee.	Co-sourced

Strategic Risk					3 YEAR INTERNAL AUDIT PLAN - 2023/2024 to 2025/2026									
Strategic Risk	Risk Description	Inherent Risk	Residual Risk	Relevant Causes from Strategic Risk Register	Audit Ref	Audit Title	Audit Title and Summary Description	2023/2024	2024/2025	2025/2026	Rationale for Inclusion	Internal Key Stakeholder Divisions Impacted	Status Update (as at 14 November 2023)	Internal / Co-outsourced
6 & 8	SR#6: Ineffective governance results in the provision of services which do not meet community expectations. (High / Medium). SR#8: Lack of alignment and integrity of IT systems and data to support service delivery (High / High)	High	Medium	<ul style="list-style-type: none"><li>Limited meaningful corporate performance indicators in place</li><li>Inconsistent reporting and data collection</li><li>Lack of business engagement and clarity of roles</li><li>External pressure for changes to systems</li><li>Failure to adequately involve IT when developing plans, strategies and projects</li><li>Failure to consider all options when improving a system or process</li><li>Organisational change is not conducted in a structured and logical manner</li></ul>	2	Data Governance Audit	Data Governance Audit Audit on data governance is to provide assurance that City of Salisbury data governance processes ensure adequate protection of information and effective data management required to meet business needs. Audit on IT investment strategy is to provide assurance that the strategy around IT investment is sufficiently robust to support the current business requirements and continuous improvement initiatives.			1	<p>There is the risk that City's data management processes could result in loss of data or the inability to utilize the data. This review will provide assurance regarding the adequacy of protection of City of Salisbury information.</p> <p>The City has significant reliance upon technology to maintain and drive business requirements and efficiency gains. Failure to correctly manage the future IT acquisitions and costings may impact the City of Salisbury with inefficient processes, legacy IT issues and lagging IT systems leading to inefficiencies, financial impost, service interruption and inability to maximize continued improvements. This review is to provide City of Salisbury with assurance that the IT investment Strategy is sufficiently robust to support current and changing business requirements and continuous improvement initiatives.</p>	People & Culture ; Community Experience; Economic Development & Urban Policy; Business Systems and Solutions; Financial Services; and Communications & Customer Relations. Governance; and Strategic Procurement	Retain as previously updated to commence in July 2024, and present report to November 2024 Audit & Risk Committee.	Co-sourced
5 & 6	SR5: City of Salisbury financial sustainability is compromised by internal decisions and / or external events. SR6: Ineffective governance results in the provision of services which do not meet community expectations.	High	Medium	<ul style="list-style-type: none"><li>Insufficient or reduction in grant funding</li></ul>	12	Grants Management Audit	Grants Management Audit Provide assurance that the grants provide to City of Salisbury community and businesses are awarded to eligible recipients, and managed effectively as per approved policies and procedures and aligned to the City Plan 2035.			1	<p>The City offers many grants to encourage develop and support community projects.</p> <p>COS offers many different categories of grants available for a broad range of activities with a business or community focus, as listed on its website.</p> <p>This audit is to provide assurance that the grants provide to City of Salisbury community and businesses are awarded to eligible recipients, and managed effectively as per approved policies and procedures and aligned to the City Plan 2035.</p>	Community Planning & Vitality; Community Capacity & Learning; Community Experience; Infrastructure Delivery & Management; Economic Development & Urban Policy; Financial Services; and Communications & Customer Relations.	Retain as previously updated to commence in August 2024, and present report to November 2024 Audit & Risk Committee.	Internal
5	City of Salisbury financial sustainability is compromised by internal decisions and / or external events.	High	Medium	<ul style="list-style-type: none"><li>Insufficient or reduction in grant funding</li><li>Inadequate revenue and a failure to maximise revenue from all sources</li><li>Unplanned spending</li><li>Inadequate valuation of assets or inaccurate depreciation</li><li>Inadequate planning for infrastructure repairs or upgrades</li><li>Introduction of draft legislation regarding rate capping</li><li>Fraud, misconduct or maladministration</li><li>Changes to legislation/obligations imposed by other levels of government</li><li>Potential new revenue streams/opportunities are not fully investigated</li><li>Changes to roles and responsibilities assigned to City of Salisbury by federal or state government</li><li>Short term revenue is maximised at the expense of longer term revenue</li><li>Poorly structured debt funding</li><li>Poor investment decision making</li><li>Unknown consequences of new infrastructure provision from other levels of government or private sector</li></ul>	10	Budgetary Control Audit	Budgetary Control Audit Ensure that the City of Salisbury has robust policies and procedures covering the annual budget preparation process, and that budgetary control processes are implemented effectively and comply with any legislative requirements.			1	Strategic Risk Register Review lead to identification of Risk Causes and factors, that have not been assured through internal audit testing in the past. Although Budgetary controls are tested annually as part of the externally audit process testing of LGA Financial Best Practice Model, a full fledge, end-to-end audit has not been performed on the effectiveness of the budget preparation and control process in the past.	Primarily Financial Services Division and touch base with other divisions as required.	Scheduled to commence in November 2024, and present to February 2025 Audit & Risk Committee.	Internal

Strategic Risk					3 YEAR INTERNAL AUDIT PLAN - 2023/2024 to 2025/2026										Internal / Co outsourced
Strategic Risk	Risk Description	Inherent Risk	Residual Risk	Relevant Causes from Strategic Risk Register	Audit Ref	Audit Title	Audit Title and Summary Description	3-Yr IA Plan				Rationale for Inclusion	Internal Key Stakeholder Divisions Impacted	Status Update (as at 14 November 2023)	
								2023/2023	2023/2024	2024/2025	2025/2026				
3	Lack of management of public and environmental health risks	High	High	<ul style="list-style-type: none"><li>• Inadequate management, monitoring or testing</li><li>• Animal/vermon infestation</li><li>• Noxious plants</li><li>• Failure of waste disposal contractor to meet contractual obligations.</li></ul>	13	<b>By-Laws Management and Enforcement Process Audit</b>	Ensure that the City of Salisbury has appropriate policies and procedures for management and enforcement of by-laws, and ensure that the by-laws management and enforcement process is efficient, effective, and complies with relevant legislations.				1	Strategic Risk Register Review lead to identification of Risk Causes and factors, and no specific end-to-end audit has been undertaken on the effectiveness of by-law management and enforcement process in the past.	Primarily Environmental Health & Community Compliance Division and touch base with other divisions as required.	Rescheduled to commence in July 2025 and report to November 2025 Audit & Risk Committee, to allow max of 5 Audits per year.	Internal
									Presented to Audit & Risk Committee Meetings						
									Ongoing Audits						
									Audit Commencement Planned for Future Period						

## City of Salisbury (COS)

## Strategic Risk Register - Internal Audit Mapping

Strategic Risk Register - Internal Audit Mapping									Control Effectiveness Rating Key: <b>E</b> -Effective; <b>ME</b> -Majority Effective; <b>PE</b> -Partially effective; <b>SIR</b> -Significant Improvement Required; <b>IE</b> -Ineffective							INTERNAL AUDITS - MAPPED FOR ASSURANCE																								
Risk ID	Strategic Pillar	Risk Short Name	Risk Owner	Risk Description	Cause #	Causes Potential and Actual	Likelihood	Consequence	Inherent Risk	Critical Controls	Addresses Cause #	Effectiveness Rating	Overall Control Effectiveness	Likelihood	Consequence	Residual Risk	Cause #	Prior Audits	Cause #	Audits in the 3-Year Internal Audit Plan 2022/23-2024/25																				
1	A welcoming and liveable City	Business Continuity Risk	Manager Governance	There is a risk of inadequate response to a business continuity or emergency event, or major incident at a Council run Community event. CoS' continued ability to support essential, critical business activities and access available key business resources is impacted as a result of failure to prepare for, respond to and recover from a disaster (e.g. fire, flood, explosion, earthquake, storm, aircraft crash). CoS experiences negative impacts to CoS' brand and image, legal and cost implications, and public & staff safety as a result of failure to prepare for and respond to a major incident at a Council run community event.* *It has been recognised that the risk relating to an incident occurring at an event sponsored or partnered by Council is still relevant however need not be recorded on the Strategic Risk Register.	1.1	Lack of plans and procedures to inform response strategies when a business continuity or emergency event occurs	ALMOST CERTAIN	CATASTROPHIC	Very High	Preventative Controls			ME	POSSIBLE	MODERATE	Medium	1.1, 1.3, 1.6, 1.7, 1.8, 1.10	Event Incident Management Framework Audit (Dec 2016)	1.1, 1.2, 1.3, 1.4, 1.5, 1.6, 1.8	Business Continuity Audit (Jan 2024)																				
					1.2	Lack of communication/training for relevant staff required to respond to business continuity and emergency events				1.1, 1.3	ME																													
					1.3	Information to facilitate action during business continuity or emergency events is insufficient or not available				1.1	ME	1.1, 1.2, 1.3, 1.4, 1.6, 1.7, 1.8, 1.10									Event Incident Management Framework Audit (Jun 2021)	1.8	Risk Management Audit (Oct 2023)																	
					1.4	Impact of climate change on weather patterns				1.2	PE																													
					1.5	COVID-19 pandemic				1.2	PE																													
					1.6	Inadequate procedures and plans in place to prevent incidents				1.2	E																													
					1.7	Lack of asset management and maintenance				1.2	ME																													
					1.8	Inadequate due diligence performed by CoS in order to identify relevant risks related to the management and delivery of community events				1.5	E																													
										1.2	ME																													
										Effective and regularly reviewed COVID action plans	1.5													E																
										Formal information exchange between City Infrastructure bookings and Events Team to identify community events involving CoS assets	1.2													ME																
										Participation in Zone Emergency Management Committees – Northern Area	1.5, 1.4													E																
										Distribution and maintenance of effective VPN network access to all relevant staff	1.6													E																
										Evacuation procedures and testing	1.6													ME																
										Building Control and Inspections	1.7													ME																
										Provision and maintenance of Building safety systems – e.g. exit signs, fire extinguishers, wardens etc., induction process	1.7													ME																
										Reviewed and maintained Asset management plans	1.7													ME																
										Risk assessments performed for community events	1.8													ME																
										Maintaining and reviewing Event Management Plans	1.8													ME																
										Compliance with Event Management Guidelines	1.8													ME																
					2	A sustainable City				Recycled Water Contamination Risk	GM Business Excellence, GM City Infrastructure													Contamination of the recycled water systems. CoS experiences reduced environmental, economic and social benefits due to failure to prevent, prepare for and respond to contamination of the Salisbury Water recycled non-drinking water distributed to parks, reserves, schools, industry and some new residential sub-divisions.	2.1	Inadequate monitoring plans and sample testing	POSSIBLE	CATASTROPHIC	High	Preventative Controls			ME	UNLIKELY	MAJOR	Medium	2.1, 2.2, 2.3, 2.4, 2.5, 2.6, 2.7	Management of Contaminated Sites Audit (Aug 2020)	1.8, 2.3	Risk Management Audit (Oct 2023)
					2.2																				Failure to respond appropriately in the event of contamination	2.1				ME										
2.3	Failure of controls within the Recycled Water Risk Based Management Plan	2.2	E																																					
2.4	Wet weather could hamper clean-up operations or contribute to a contamination event	2.3	ME																																					
2.5	PFAS and PFOA infiltration.	2.1	ME																																					
2.6	Act of Terrorism	2.1	PE																																					
2.7	Illegal dumping	2.1	ME																																					
		Salisbury Water Business Unit – monitoring plan and monitoring matrix. All water sampling is carried out by National Association of Testing Authorities (NATA) accredited staff. Laboratories performing the testing are NATA accredited.	2.1	ME																																				
		Rapid Response Team and Call Out Officers through City Infrastructure (Council staff) in place to manage events that may lead to contamination of recycled water system (e.g. chemical spill) (24/7 support including after hours)	2.2	ME																																				
		Employee Media Policy and Procedure and Elected Member Media Policy	2.2	ME																																				
																		</																						



Risk ID	Strategic Pillar	Risk Short Name	Risk Owner	Risk Description	Cause #	Causes Potential and Actual	Likelihood	Consequence	Inherent Risk	Critical Controls	Addresses Cause #	Effectiveness Rating	Overall Control Effectiveness	Likelihood	Consequence	Residual Risk	Cause #	Prior Audits	Cause #	Audits in the 3-Year Internal Audit Plan 2022/23-2024/25
3	A welcoming and liveable City	Public and Environmental Health Risk	GM City Development	Environmental health and safety outcomes for the community (includes food safety, dog and cat management, by-law enforcement and parking control).	3.3	Animal/vermon infestation	LIKELY	MAJOR	High	Accurate completion of Food Safety Inspection Checklists	3.1	ME	POSSIBLE	MAJOR	High					
					3.4	Noctious plants				Performance of infrastructure maintenance activities	3.1	E								
										Provision of all Food Safety Inspection documentation to relevant business Proprietors	3.1	ME								
					3.5	Failure of waste disposal contractor to meet contractual obligations.				Activating the relevant initiatives within the CoS Regional Public Health Plan	3.1	E								
										Administration and management of CoS’ responsibilities under the Food Act	3.1	ME								
										Compliance with and training on Employee Media Policy and Procedure and Elected Member Media Policy	3.1	ME								
										Accurate completion of Food Safety Audit Report Questionnaire	3.1	ME								
										Undertaking the Mosquito Control Program	3.3	ME								
										Provision of Immunisation Services	3.2	E								
										Current and maintained Animal Management Plan	3.3	ME								
										Undertaking Dog Patrols	3.3	E								
										Reactive Controls										
										Enforcement of the CoS’ responsibilities under the SA Public Health Act	3.1	E								
										Enforcement of the CoS’ responsibilities under the Dog and Cat Management Act	3.1	E								
					4	A sustainable City				Environmental and Social Risks	GM City Development, GM City Infrastructure	Failure to manage the impact of environmental and social factors on Council infrastructure, assets and services. The detrimental effect on Council assets and infrastructure caused by environmental factors, including climate change, is not adequately addressed through Council planning. The detrimental effect on Council assets and infrastructure caused by social factors, such as changes in demographics, is not adequately addressed through Council planning.				4.1	Inadequate understanding and planning for factors impacting the environment	POSSIBLE	MAJOR	High
4.2	Failure to consider environmental consequences when planning and designing infrastructure	Early warning system of text alerts based on Bureau of Meteorology data, implemented by DEWNR	4.1	E					4.6, 4.7, 4.8				Community Consultation Process, and Community Perception Survey Effectiveness Audit (Jul 2024)							
4.3	Insufficient modelling of weather events used within Asset Management Planning	Bushfire Management Plan	4.1	ME																
4.4	Inadequate infrastructure within the City to manage stormwater and sea level rises due to storm events	Watercourse Management capital program	4.1, 4.9	ME					4.1, 4.2, 4.3, 4.4, 4.5, 4.9, 4.10				Environmental Sustainability & Climate Change Risk Management Audit (potential 2025/2026 Audit)							
4.5	Inadequate understanding of and planning for the impact of climate change on City infrastructure and assets	One in 100 year flood and Probable Maximum Flood modelling including tidal info. in place at individual house level, using digital terrain modelling.	4.3	ME																
4.6	Failure to monitor and forecast demographic changes in the City and adjust objectives and plans accordingly	Adapting Northern Adelaide Plan	4.2	ME																
4.7	City Plan becomes obsolete or fails to anticipate the financial impact of demographic changes	Reviewed and maintained Asset Management Policy and Plans	4.10, 4.3, 4.2	ME																
4.8	Failure to maintain a social infrastructure plan for the existing and future assets	Flood mapping is updated periodically and communicated as necessary and is incorporated into the development plan process	4.4	ME																
4.9	Coastal inundation and impact on biodiversity	Reviewed and maintained Growth Management Plan	4.6	E																
4.10	Failure to update Asset Management Plans	Implementation of Youth Strategy and Intercultural Plan	4.6	ME																
		Reviewed and maintained Emergency Management Plan	4.4, 4.5	PE																
		Participation in Zone Emergency Management Committee – Northern Area		E																
		Compliance with grant funding applications process and reviews		ME																
		Compliance with Home Care Common Standards – Operating Manual		E																
		Regular monitoring of risk sites e.g. land fill sites, dams	4.6	E																
		Planning controls	4.7, 4.5	E																
		Reviewed and maintained Learning Strategy, Wellbeing Strategy & Intracultural Strategy	4.7	ME																
		Reviewed and maintained City Plan/Strategic Plans/Business Plans	4.7	ME																
		Social Infrastructure Assessment Framework		PE																
		Strategic Land Review	4.8	E																
		Asset Management infrastructure audits	4.10	E																
		Reactive Controls																		
		Extreme Heat response process (for residents)	4.5	ME																



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5	Innovation and Business Development	Financial Sustainability Risk	GM Business Excellence, GM City Infrastructure, GM City Development	pressure on CoS operating surplus due to factors such as rate capping and cost shifting. Risk of CoS failing to appropriately manage cost and efficiency. CoS fails to identify opportunities for alternative sources of revenue. Insufficient budgeting for the completion of the strategic plan.	5.6	Introduction of draft legislation regarding rate capping	LIKELY	MAJOR	High	Adhoc Prudential Reviews	5.7, 5.13, 5.12	E		UNLIKELY	MAJOR	Medium	5.14, 5.13, 5.5, 5.6		5.19, 5.20	
					5.7	Fraud, misconduct or maladministration				Regular reviews of rating system fairness and equity	5.9, 5.2, 5.6, 5.18, 5.20	ME								
					5.8	Changes to legislation/obligations imposed by other levels of government				Appropriate execution of the Grant Management application Process, (subject of an internal audit)	5.1	PE					5.4, 5.5, 5.145.19	Asset Management Audit (Mar 2020)	5.3	Budgetary Control Audit (Nov 2024)
					5.9	Potential new revenue streams/opportunities are not fully investigated				Review of Financial information by the Budget & Finance Committee							5.3, 5.7,	Payroll Audit (Sep 2010; March 2017)	5.13	Desktop Audit on Strategic Alignment of Investments in ERP Solutions Audit (Jan 2023)
					5.10	Changes to roles and responsibilities assigned to City of Salisbury by federal or state government				Diversification of income (e.g. Water Business Unit, Strategic Property Development and Building Rules Certification Unit, NAWMA, Salisbury Memorial Park)	5.2	ME					5.3, 5.5, 5.7, 5.13	Procurement Audit (Sep 2014)		
					5.11	Short term revenue is maximised at the expense of longer term revenue				Compliance with Budget Policies and Procedures	5.3, 5.11, 5.17	E					5.7, 5.3, 5.13, 5.19	Fraud and Corruption Prevention Control Audit (Jan 2013)		
					5.12	Poorly structured debt funding				Business Case Modelling	5.18, 5.20, 5.4	ME					5.1, 5.3, 5.7	Grants Management Audit (Sep 2012)		
					5.13	Poor investment decision making				Business Support Agenda								Contractor Management Audit (Jan 2020)		
					5.14	Unknown consequences of new infrastructure provision from other levels of government or private sector investment				Growth Action Plan	5.2, 5.5, 5.6, 5.16, 5.17	ME					5.3, 5.4, 5.5, 5.7	Fleet, Heavy Vehicle, High Value and Portable Assets Audit (Jan 2023)		
					5.15	Failure to encourage investment in the City				Annual external Audit activities	5.7, 5.3, 5.4, 5.5.	E					5.5	Capital Works Projects Audit (Mar 2018)		
					5.16	Increased expectations of the community in relation to the demand for and breadth of services and standards delivered by CoS				Project Management Methodology	5.5,	PE					5.5	Capital Works Projects Audit (Aug 2021)		
					5.17	Council ultimately becomes financially unsustainable				Reactive Controls										
					5.18	City revenue has to be raised increasingly through more traditional methods (rate rises)														
					5.19	Revenue from the sale of assets (land) is not invested for the longer term benefit of the community														
					5.20	Financial cost associated with falling rates revenue or increasing bad or doubtful debts														
6	All City Plan directions	Governance Risk	CEO, All General Managers	Ineffective governance results in the provision of services which do not meet community expectations. Inadequate decision making. Failure to integrate governance to enable the meeting of strategic objectives.	6.1	Inadequate performance measures which are not linked to objectives or strategies	LIKELY	MAJOR	High	Preventative Controls			ME	UNLIKELY	MODERATE	Medium	6.1, 6.3, 6.4, 6.6, 6.10	Complaint Handling Process Audit (Mar 2021)	6.1, 6.2, 6.3, 6.4, 6.5, 6.6, 6.7, 6.9	Strategic Reporting Process Audit (Mar 2023)
					6.2	Failure to consistently conduct Post Implementation Reviews and measure benefits realisation				Compliance with Budget Process	6.1	E								
					6.3	Failure to monitor organisational performance against stakeholder expectations and to take action when necessary to correct it				Review of Annual Plan and Annual Report by Audit Committee	6.4, 6.7	E					6.1, 6.4, 6.8	Volunteers Audit (Mar 2008)	6.5, 6.6,	Data Governance Audit (Jul 2024)
					6.4	Failure to deliver what is expected by the local community due to a lack of alignment of strategic plans				Review and approval of City Plan by elected members	6.4	E					6.1, 6.4, 6.8	Volunteers Audit (Jun 2021)		Risk Management Audit (Oct 2023)
					6.5	Limited meaningful corporate performance indicators in place				Established and embedded Customer Service Framework	6.4, 6.5, 6.7, 6.10,	ME					6.1, 6.2, 6.3, 6.4, 6.7	Capital Works Projects Audit (Mar 2018)		
					6.6	Inconsistent reporting and data collection of corporate performance indicators				Monthly Strategic Executive Group meetings	6.3	ME						Capital Works Projects Audit (Aug 2021)		
					6.7	Processes and systems fail to address customer needs				Alignment of New Initiative Bid documentation to the City Plan	6.1, 6.12	ME								
					6.8	Inadequate capability and capacity (e.g. workforce plans, training and development, technology, systems etc.)				Strategic Planning and Accountability	6.1, 6.12	ME								
					6.9	Failure to engage with all stakeholders in developing the City Plan				Effective use of and compliance with Community Engagement Framework	6.10, 6.9, 6.3	ME								
					6.10	Customer service is neither monitored or managed				Project Management Methodology	6.2, 6.11	PE								
					6.11	Insufficient prioritisation of projects and resource scoping				Conduct of bi-annual customer satisfaction survey	6.10	ME								
					6.12	Projects approved are not consistent with the strategic direction of CoS				Regular performance of CEO Review via CEO Review Committee	6.1	ME								
										Business case development for aged care schemes		ME								
										Governance Framework and Statement		PE								
										Regularly reviewed and communicated Delegations Register		E								
										OCI/ABEF survey process	6.4, 6.10	ME								
										Regular Strategic Project Reporting	6.12	ME								
										Skilled and experienced staff	6.8	ME								
										Performance of Contract Management		ME								
										Infrastructure Maintenance Activities		E								
										Succession Planning	6.8	ME								
										LG Performance Excellence Program benchmarking activity	6.5	ME								
										Reactive Controls										

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7	Innovation and Business Development	Work Health and Safety Risk	The Executive Group, Elected Members	Environment: Failure to meet WHS obligations which result in an unsafe workplace. CoS recognises that this risk is included on the Strategic Risk Register due to the seriousness with which CoS takes its obligations in relation to Work Health and Safety.	7.3	Safe work practices not documented or communicated to employees	LIKELY	CATASTROPHIC	Very High	Performance of Licensing qualifications checks	7.3	E	ME	UNLIKELY	MAJOR	Medium	7.1, 7.3, 7.5, 7.6	LG Risk Evaluation Audit (Nov 2019)																		
					7.4	Inadequate induction, training and supervision				Training in WHS Procedures	7.4	E					7.1, 7.2, 7.3, 7.4, 7.5, 7.6	Event Incident Management Framework Audit - Jun 2021																		
					7.5	Inadequate hazard management system				Updated WHS IM Business Plan	7.1	E																								
					7.6	Organisational safety attitude does not recognise the importance of following WHS policies and procedures				Performance WHS Reviews	7.1, 7.2	ME																								
										Principal WHS Committee		E																								
										City Infrastructure WHS Committee		E																								
										JSA, work instructions and plant risk assessments	7.1	ME																								
										Staff training on and compliance with Code of Conduct	7.3, 7.6	ME																								
										Compliance with Hazard and incident reporting and investigation procedures	7.1, 7.2, 7.6	ME																								
										Members of the Local Government Workers Compensation Scheme, requiring annual external audits	7.5	E																								
										Work Health Safety representative team		E																								
										Support from LG Sector/other councils/private sector organisations with development/implementation of WHS policies/procedures (including benchmarking partners)	7.4, 7.6	E																								
										Contractual arrangements with external providers to assist compliance with WHS obligations	7.3, 7.6	ME																								
										Quarterly Executive Report highlighting trends, outstanding actions and high risk rating incidents or hazards	7.2	ME																								
										Embedding of organisational values	7.4	PE																								
										Reactive Controls																										
					8	Innovation and Business Development				IT and Cybersecurity Risk	GM Business Excellence	Lack of alignment and integrity of IT systems and data to support service delivery. Information management systems are not integrated resulting in ineffective business processes. Ineffective data management results in poor reporting and decision making due to insufficient data collection and storage. Ineffective IT security leaves the organisation vulnerable to cyber attacks. Failure to keep pace with cyber changes.					8.1	Failure to adequately involve IT when developing plans, strategies and projects	LIKELY	CATASTROPHIC	Very High	Preventative Controls			ME	POSSIBLE	MODERATE	Medium	8.1, 8.2, 8.3, 8.4, 8.5, 8.6, 8.7, 8.10, 8.13	Business Systems and Solutions Audit (Apr 2018)	8.1, 8.2, 8.3, 8.5, 8.6	Desktop Audit on Strategic Alignment of Investments in ERP Solutions Audit (Jan 2023)				
																	8.2	Failure to consider all options when improving a system or process				IT Governance Framework	8.1, 8.2, 8.5	PE												
8.3	Organisational change is not conducted in a structured and logical manner	Programmed testing of systems for security and reliability	8.8, 8.12, 8.11,	ME																																
8.4	Failure to support the skill set of individuals responsible for the delivery of business systems	Penetration testing	8.8, 8.11	ME																																
8.5	Lack of business engagement and clarity of roles	Compliance with Information Security Policies and Procedures	8.7, 8.14	ME																																
8.6	External pressure for changes to systems	Continuous Improvement Framework	8.13	ME																																
8.7	Lack of plans and procedures to inform response strategies when a cybersecurity incident occurs	Documented and tested Business Continuity Plans	8.13, 8.14, 8.5	ME																																
8.8	Cyber attack (Unauthorised access/network intrusion, denial of service, vulnerability exploitation, malware, social engineering, hacking, phishing, ransomware)	Incident Management Team identified and trained	8.4, 8.15, 8.13	ME																																
8.9	Business Continuity / Disaster Recovery Plans not tested or properly documented	Building security and access controls	8.8, 8.5	ME																																
8.1	Mobile device management with the potential for a lost or stolen device being used to access Council systems	User access system controls	8.8, 8.5	ME																																
8.11	Lack of auditing and logging functions to capture events	Patch management and software maintenance procedures	8.12, 8.8	ME																																
8.12	Lack of monitoring of cybersecurity threats to organisational assets	Performance of Cyber Security Risk Assessments	8.8, 8.14, 8.2, 8.1	ME																																
8.13	Lack of communication/training for all staff regarding information security	Audit logs for access to systems	8.8, 8.12, 8.14	ME																																
8.14	Information to facilitate action during a cybersecurity incident is not available	Documented and embedded Fraud & Corruption Prevention & Management Policy and Framework	8.15	PE																																
8.15	Information to facilitate action during a cybersecurity incident is not available	Documented and implemented Cyber Security Program	8.8, 8.12, 8.14	PE																																
		Reactive Controls																																		
		Documented and tested IT Disaster Recovery Plan	8.9	PE																																
				Climate Change negatively impacts on City of Salisbury's operations, infrastructure, services and the community. Failure to adapt to climate change. Manifestations of climate change include higher temperatures, altered rainfall patterns, and more frequent or intense extreme events such as heatwaves, drought and storms.			9.1	Inadequate understanding of and planning for the impact of climate change on infrastructure and assets							Preventative Controls																				9.1 to 9.17	Environmental Sustainability & Climate Change Risk Management Audit (potential 2025/2026 Audit)
							9.2	Business plans fail to adequately address evolving impacts of climate change							Current and maintained Business Continuity Framework (including Plans and testing regime)		ME																			
							9.3	Lack of plans and procedures to inform response strategies when climate change related event occurs							Business Continuity staff identified and trained on roles and responsibilities		PE																			
					9.4	Information to facilitate action is insufficient or not available	Incident Management Team identified and trained	9.3		ME																										
					9.5	Lack of communication and/or training for relevant staff	Current and maintained IT Disaster Recovery Plan (including testing regime)																													
					9.6	Impact of climate change on weather patterns (e.g. more heatwaves, decreased precipitation, increased severity of drought, more intense rain and storms, increased mean sea level)	Current and maintained Emergency Management Plan	9.3		ME																										
					9.7	Inadequate monitoring plans and testing of recycled water systems	Salisbury Water Business Unit – Recycled Water Risk-Based Management Plan including sample testing before water injections are commenced	9.7, 9.8		ME																										
							Participation in Zone Emergency Management Committees – Northern Area																													

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9	A sustainable City	Climate Change Risk	All General Managers		9.8	Weather events contribute to a recycled water system contamination event	ALMOST CERTAIN	MAJOR	Very High	Implementation of the Water Course Management Plan including the renewal of Wetlands and desilting/removal of pollutants in waterways as required	9.8, 9.7	ME	ME	POSSIBLE	MODERATE	Medium				
					9.9	Lack of asset management or maintenance				Reviewed and maintained Asset Management Policy and Plans	9.2, 9.16	ME								
					9.10	Inadequate understanding of and planning for factors impacting the environment				Early warning system of text alerts based on Bureau of Meteorology data, implemented by DEWNR	9.4	E								
					9.11	Failure to keep pace with climate change				One in 100 year flood and Probable Maximum Flood modelling including tidal info. in place at individual house level, using digital terrain modelling	9.4, 9.13	ME								
					9.12	Failure to consider environmental consequences when planning and designing infrastructure				Regular monitoring of risk sites e.g. land fill sites, dams	9.7	E								
					9.13	Insufficient modelling of weather events used within Asset Management Planning				Bushfire Management Plan	9.15, 9.12	ME								
					9.14	Inadequate infrastructure to manage stormwater and sea level rises				Reviewed and maintained City Plan/Strategic Plans/Business Plans	9.2, 9.16, 9.13, 9.12, 9.10	ME								
					9.15	Coastal inundation and impact on biodiversity				Watercourse Management capital program	9.15	ME								
					9.16	Failure to update Asset Management Plans				Reviewed and maintained Growth Management Plan	9.3, 9.16, 9.14	E								
					9.17	Lack of adequate resourcing for climate and environmental sustainability				Effective undergrowth management procedures	9.14, 9.12	E								
										Asset Management infrastructure audits		E								
										Compliance with Home Care Common Standards – Operating Manual										
										Reviewed and maintained Learning Strategy, Wellbeing Strategy & Intracultural Strategy	9.17	ME								
										<b>Reactive Controls</b>										
										Rapid Response Team and Call Out Officers through City Infrastructure (Council staff) in place to manage events that may lead to contamination of recycled water system (24/7 support including after hours)	9.3	ME								
										Evacuation procedures and testing	9.3	ME								
										Extreme Heat response process (for residents)	9.3	ME								
										Adequate insurance	9.3, 9.17	E								
										Adapting Northern Adelaide Adaptation Plan	9.3	ME								
										Building Control and Inspections	9.9, 9.16, 9.14	ME								
10	A growing City that creates new opportunities	Reputation Risk	All General Managers	City of Salisbury reputation suffers due to services provided not meeting community needs and expectations, resulting in a reduction in business investment.	10.1	Lack of or ineffective community consultation and engagement	LIKELY	MODERATE	High	<b>Preventative Controls</b>			ME	UNLIKELY	MODERATE	Medium	10.7, 10.13	People & Culture Risk Review (Jun 2015)	10.1, 10.2, 10.10, 10.11, 10.17	Community Consultation Process, and Community Perception Survey Effectiveness Audit (Jul 2024)
					10.2	Elected Member cohesion				Embedded organisational values	10.10	ME								
					10.3	Increased regulatory activity				Communicated and embedded Employee Code of Conduct		E								
					10.4	Failure to undertake legislative requirements				Documented and embedded Employee Conduct Policy										
					10.5	Government inquiry				Media Policy	10.1, 10.6	ME					10.1, 10.11, 10.12, 10.13	Program Review of Twelve25 Salisbury Youth Enterprise Centre (Sep 2012)		
					10.6	Negative media interest				Positive relationships fostered with media and Salisbury Business Association	10.1	ME								
					10.7	Staff dissatisfaction				Relevant training provided to Elected Members (e.g. Chairing meetings and Meeting Procedures)	10.2	E								
					10.8	Poor performance				Documented People & Culture policies and procedures	10.8, 10.7, 10.13	ME								
					10.9	Failure to deliver successful projects				Employee induction procedures	10.13	ME								
					10.10	Failure to deliver services expected by the community				Documented and embedded Volunteers Policy	10.10, 10.11, 10.13	ME								
					10.11	Customer service is not properly monitored or managed				Documented Community Consultation Policy	10.1, 10.6	ME								
					10.12	Not meeting strategic objectives				Community Perception Survey	10.6, 10.10, 10.11, 10.12	ME								
					10.13	Inadequate capability and capacity (e.g. workforce plans, training and development, technology, systems)				Effective and comprehensive Community Consultation Process	10.1, 10.10	ME								
					10.14	Inadequate business advisory services				Provision of general business information and expert advice at Polaris Business and Innovation Centre	10.14, 10.15	ME								
					10.15	Insufficient investment opportunities for business				Comprehensive budget process	10.16, 10.9, 10.8	ME								
					10.16	Infrastructure fails to support investment and business activity				Cost effective business related workshops and seminars	10.15, 10.17	ME								
					10.17	Poorly planned urban growth				Provision of online resources for starting a business, growing a business and developing digital in business	10.15, 10.17	ME								
										Small Business Mentoring Program	10.15, 10.16, 10.17	ME								
										Investment attraction via Invest in Salisbury website	10.15, 10.16, 10.17	PE								
										Salisbury Community Hub as a stimulus to investment	10.15, 10.16, 10.17	E								
										Positive relationships fostered and maintained with local business leaders and relevant State Government teams	10.15, 10.16, 10.17	E								
										Effective Small Business Friendly Council initiatives	10.15, 10.16, 10.17	ME								

Risk ID	Strategic Pillar	Risk Short Name	Risk Owner	Risk Description	Cause #	Causes Potential and Actual	Likelihood	Consequence	Inherent Risk	Critical Controls	Addresses Cause #	Effectiveness Rating	Overall Control Effectiveness	Likelihood	Consequence	Residual Risk	Cause #	Prior Audits	Cause #	Audits in the 3-Year Internal Audit Plan 2022/23-2024/25
										Polaris Centre Client Satisfaction Scorecard conducted by new focus	10.10, 10.15, 10.16, 10.17	ME								
										Reactive Controls										

### **INDICATIVE SCOPES FOR PENDING AUDITS ON THE 3 YEAR INTERNAL AUDIT PLAN 2023/2024-2025/2026**

(The scopes are indicative only and in early draft format - actual scope will vary pending stakeholder engagement and further input)

#### **1. IT DISASTER RECOVERY AUDIT**

The overall objective of the audit is to provide assurance that City of Salisbury has adequate disaster recovery processes in place, and the processes are likely to be effective in the event of a disruption.

The specific objectives for the audit will be to ensure that:

- A Disaster Recovery Plan exists with the exact steps to be covered if a disaster event occurs.
- The Disaster Recovery Plan steps captures the relevant scenario expectations including Maximum Allowable Outages (MAO), Recovery Point Objective (RPO) and Recovery Time Objective (RTO).
- The approved Disaster Recovery Plan is tested appropriately with relevant test case scenarios.
- Critical systems required to be recovered following a disaster event have been identified.
- Single points of failure have been identified.
- Business Continuity Plans are fully linked with IT disaster recovery arrangements.
- Server infrastructure includes testing of the ability to recover systems; and
- Backups are completed and taken off-site to provide additional resilience in the event of a disaster event.

#### **2. INDEPENDENT EXTERNAL REVIEW OF INTERNAL AUDIT FUNCTION**

The overall objective of the audit is to obtain an understanding and form an opinion on the current Internal Audit function, determine the level of compliance with the Internal Audit Standards, and identify existing issues and areas for improvement.

The specific objectives for the audit will be to ensure that:

- The City has formalised and adequately designed policies and procedures covering the internal audit process.
- The City is in conformance with mandatory internal auditing requirements, including the Internal Audit Standards.
- The Audit & Risk Committee and management expectations of Internal Audit are being met.
- The Internal Audit is value adding and contributing to the organisational objectives.

#### **3. RATES SETTING PROCESS, REVENUE AND DEBTORS AUDIT**

The overall objective of the audit on Rate setting process is to ensure that the Rates setting process comply with legislative compliance requirements, and is appropriately reviewed and validated for accuracy and impact on financial sustainability. The overall objective on review of debtors and revenue side is to ensure that there are no revenue leakages, and that the revenue charged and collected are accurate and complete, and revenue and debtor management process is effective as per approved policies and procedures in accordance with relevant legislation.

The specific objectives for the audit will be to ensure that:

- The City has formalised and adequately designed policies, procedures and framework covering the rate setting process and aligned to the legislative requirements.
- Applicable policies, procedures and legislative requirements are being followed in cases during the rate setting process.

- The relevant assumptions applied in the rate setting process are validated and tested appropriately.
- The public consultation and feedback process are adequately administered and taken sufficient account of ratepayers' feedback on their proposals before finalising rates.
- Rates calculation and application of rates through the rate setting system is accurate.
- Local Government Financial Best Practice Model controls related to rates setting, revenue and debtors are implemented effectively.
- There are no unnoticed, unaccounted, unrealised or unintended revenue losses.
- The City has formalised and adequately designed policies and procedures covering the revenue and debtor management process.
- The City's revenue and debtor management processes are implemented effectively as per agreed policies and procedures.

#### **4. FRAUD AND CORRUPTION PREVENTION CONTROL AUDIT**

The overall objective of the audit is to provide assurance that current practices are effective to prevent, detect, and manage risks related to fraud, corruption, misconduct and maladministration, and ensure that controls are implemented as per agreed policies and procedures.

The scope of the audit is to ensure that the City:

- has an effective fraud control framework, which is integrated with the City's organisation-wide risk management strategy.
- has appropriate, well understood and current fraud control plans, which address major risks
- has established effective fraud controls.
- has adequate internal systems, training and reporting processes to support effective implementation and monitoring of fraud control plans.
- regularly test, monitor and report on the effectiveness of the fraud control plan and associated practices.
- review the outcomes of testing and use the insights gained to inform continuous improvement in fraud prevention and to update fraud control plans to ensure their ongoing appropriateness.

#### **5. RISK MANAGEMENT AUDIT**

The overall objective of the audit is to ensure that the City of Salisbury has robust policies, procedures and framework in place for risk management and controls are in place to manage risks effectively.

The specific objectives for the audit will be to ensure that:

- The City has formalised and adequately designed policies, procedures and framework covering its risk management process.
- The City's risk management processes are implemented effectively as per agreed policies and procedures.
- Risk tolerance limits and thresholds are defined along with corresponding action points on the risk management plan / framework for better transparency and avoidance of doubts.
- The City has up-to date registers for risk, including its strategic risk register and operational risk registers.
- Risk management is embedded within the whole organisational processes.
- Formalised and regular processes are implemented effectively for the identification of risks, assessment of risks, and treating risks.



- The status of risk treatment action plans (especially all the high-risk ones) is reported to senior management in a timely manner.
- The City has implemented any actions arising from LGA Mutual Liability Scheme review recommendations on risk management.

#### **6. BUDGETARY CONTROL AUDIT**

The overall objective of the audit is to ensure that the City of Salisbury has robust policies and procedures in place covering the annual budget preparation process, and that budgetary control processes are implemented effectively and comply with legislative requirements.

The specific objectives for the audit will be to ensure that:

- The City has formalised and adequately designed policies and procedures covering its budgetary control and management process and aligned to relevant legislations.
- The City's approved budget and budgetary control management processes are implemented effectively as per agreed policies and procedures and comply with relevant legislative requirements.
- Budget responsibility and accountability are clearly defined, appropriately allocated and regularly reviewed.
- Budget requirements are effectively reviewed and monitored on a regular basis.
- Budget variances are identified, properly reported and approved.
- Accurate, relevant and timely management information is produced and used effectively to inform decision making and reporting.

#### **7. BUSINESS CONTINUITY AUDIT**

The overall objective of the audit is to assess the adequacy of practices and procedures to manage COS's business continuity. The audit will provide assurance that process and the measures in place to ensure that, in the event of a disruption, critical business operations can be maintained, or restored in a timely manner, with minimal impact to the CoS and its stakeholders.

The specific objectives for the audit will be to ensure that:

- The City has formalised an overarching policy / procedure document covering the business continuity management process.
- Critical systems and functions requiring Business Continuity Plans (BCPs) are identified.
- BCPs are current and adequately developed for all critical functions and systems.
- BCPs for critical functions and systems covers business resumption and continuity / contingency strategies.
- Business Impact Analysis approaches and process are determined and agreed in the BCPs.
- Effective communication plans are established to manage public and media relations in the event of a disruption.
- There is an agreed process in place for activating BCPs when emergencies occur.
- Business continuity plans are adequately monitored and maintained.
- A formalized business continuity training program exists, and all individuals responsible for developing and implementing BCP have been adequately trained.
- Business continuity plans are tested periodically and the test results and lessons learned are reviewed, documented, and applied.

## 8. GRANTS MANAGEMENT AUDIT

The overall objective of the audit is to provide assurance that the grants provided to City of Salisbury community and businesses are awarded to eligible recipients, and managed effectively as per approved policies and procedures and aligned to the City Plan 2035.

The specific objectives for the audit will be to ensure that:

- The City's policies and procedures covering its grant management process are adequately developed for all categories of grants and communicated appropriately to the relevant stakeholders.
- The eligibility criteria and award process for all grant categories have been established and communicated, and have been complied with.
- COS has a central register of fund recipients, capturing the details of previous funding received.
- Conflict of interest avoidance measures are incorporated and followed in the grant awarding process.
- Grants schemes are aligned to City Plan 2035.
- All grants have terms and conditions or signed agreements specifying the expectations on usage and reporting requirements agreed by the Grant Recipient and COS.
- COS have a monitoring process in place to ascertain that Grant Recipients adhere to timely reporting requirements in the Grant Agreement.
- Any unused funding from the grant is dealt with appropriately as per the grant agreement or agreed terms and conditions.
- Any contingency percentages included in the grant scheme are appropriately allocated and disbursed.
- COS measures the effectiveness of the grant schemes, and use feedbacks for quality assurance purposes in future planning and grant scheme designing.

## 9. BY-LAWS MANAGEMENT AND ENFORCEMENT PROCESS AUDIT

The overall objective of the audit is to ensure that the City of Salisbury has appropriate policies and procedures for management and enforcement of by-laws, and ensure that the by-laws management and enforcement process is efficient, effective, and complies with relevant legislations.

The specific objectives for the audit will be to ensure that:

- The City has formalised and adequately designed policies and procedures covering the by-law management and enforcement process.
- The City has appropriate Structure and governance of by-law enforcement teams.
- Feedback from rate payers are appropriately incorporated and by-laws are reviewed and updated on a regular basis.
- Enforcement fines and penalties comply with relevant legislations and are charged accurately.
- The City's methods and approaches to enforcement are adequate and effective.
- There are clearly identified performance measures and metrics for by-law enforcement.
- Enforcement team is sufficiently staffed and appropriately trained.
- By-law related complaints are handled effectively.

## 10. DATA GOVERNANCE AUDIT

The overall objective of the audit on data governance is to provide assurance that City of Salisbury data governance processes ensure adequate protection of information and effective data management required to meet organisational needs.



The specific objectives for the audit will be to ensure that:

- The City has appropriate policies and procedures covering all aspects of data governance and the data management lifecycle, including collection, maintenance, usage and dissemination that are clearly defined and documented.
- A process is in place for training of new staff and refresher training for existing staff to provide understanding of the Records Management system and requirements.
- Internal audit complies with necessary statutory and regulatory requirements related to data management and data governance.
- The City has an adequate governance structure and processes in place to support the management of data, including data privacy, confidentiality and Freedom of Information requests and disclosures.
- Data collection and retention levels are adequate and effective as per policies and procedures and industry best practice guidelines.
- Data and database structures are designed and developed in an efficient manner to ease data analytics and avoid data redundancies.
- Audit trails and history logs on master data changes are available for traceability and reviewed.
- Data inventories are maintained and managed with appropriate levels of data security level category classifications, where relevant.
- Controls related to data content management, record management, data quality, data access, data sharing, data security and data risk management are adequate and implemented effectively. (Note: The audit will focus only on the safety and security aspects of data itself and full-fledged cybersecurity review is beyond the scope of this audit.)

#### **11. COMMUNITY CONSULTATION PROCESS, AND COMMUNITY PERCEPTION SURVEY EFFECTIVENESS AUDIT**

The overall objective of the audit is to provide assurance that the City's community consultation and engagement process is adequate and effective, and ensure that the community perception surveys undertaken are effective and achieving intended objectives.

The specific objectives for the audit will be to ensure that:

- The City has formalised, adequately designed and current policies, procedures and framework covering the community consultation, engagement and community perception survey process.
- Any legislative compliance requirements in relation to community consultation process are met.
- Contemporary engagement tools and best practices are incorporated within the community consultation process.
- Community engagement strategies are developed and implemented effectively.
- Community need assessments are undertaken effectively through the community consultative process, and applied in policy, planning, strategy formulation and service delivery.
- Community perception survey results are evaluated appropriately and systematically apply any resultant learning outcomes in policy, planning, strategy formulation and service delivery.
- Community consultation, engagement initiatives and perception survey outcomes are reported to senior management and Council appropriately.



<b>ITEM</b>	7.1.3  <b>AUDIT AND RISK COMMITTEE</b>
<b>DATE</b>	14 November 2023
<b>HEADING</b>	Risk Management and Internal Control Activities
<b>AUTHOR</b>	Hussain Rafeeu, Internal Auditor & Risk Coordinator, CEO and Governance
<b>CITY PLAN LINKS</b>	4.2 We deliver quality outcomes that meet the needs of our community 4.4 We plan effectively to address community needs and identify new opportunities
<b>SUMMARY</b>	This report provides an update on the risk management and internal control activities undertaken and planned for the period 1 July 2023 to 30 June 2024.

**RECOMMENDATION**That Council:

1. Notes the update on Risk Management and Internal Control Activities Annual Plan for 2023/2024, as set out in Attachment 1 to this report (Item No.7.1.3, Audit & Risk Committee, 14 November 2023).

**ATTACHMENTS**

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

1. Risk Management and Internal Control Activities Annual Plan 2023/2024[🔗](#)

**1. BACKGROUND**

- 1.1 This report provides an update on the risk management and internal control activities undertaken during the year 2023/2024 and progress update on the risk management and internal control activities annual plan for the year 2023/2024.
- 1.2 The report allows the Audit and Risk Committee to monitor and review these activities and assurance they provide.

**2. REPORT**

- 2.1 The risk management and internal control activities undertaken in 2023/2024 and planned for the 2023/2024 reporting period are summarised in Attachment 1 and have been updated since they were last reviewed by the Audit and Risk Committee in July 2023.
- 2.2 The strategic risk register: based on the risk descriptions and risk categories agreed with the Audit and Risk Committee in July 2023, a Draft Strategic Risk Register is developed and circulated with the Senior Leadership Team for feedback and comments, and is currently scheduled for Executive review late November 2023. The strategic risk register will be available for presentation to the Audit and Risk Committee in February 2024.

- 2.3 Detailed updates and progress on the risk and internal controls activities for 2023/2024 are covered in Attachment 1.

**3. CONCLUSION / PROPOSAL**

- 3.1 This report provides a summary of the risk management and internal controls activities undertaken during 2023/2024 and the progress update on the Risk Management and Internal Controls Activities Annual Plan 2023/2024, since its last presentation to the Audit and Risk Committee in July 2023.

## Risk Management and Internal Control Activities – July 2023 to 30 June 2024

Annual Plan – 1 July 2023 to 30 June 2024					
Activity	Type of Activity (Risk Management or Internal Controls)	Resourcing (Internal, External, Co-sourced)	Status: Completed, In progress, Not yet commenced	Rationale for piece of work	Update on progress (for 14 November 2023 Audit and Risk Committee)
1. External Audit of financial internal controls 2022/2023	Internal Controls	External	Completed	This piece of work is legislatively mandated. Internal audit is heavily involved in facilitating the work.	The Interim Report from the external auditors for FY2022/2023 was presented to the July 2023 Audit and Risk Committee meeting. Final Audit Completion report for last completed financial year 2022/2023 was presented to Audit and Risk Committee in <b>October 2023</b> . External Auditor certified that 100% of the 87 internal controls tested were effective.
2. External Audit of financial internal controls 2023/2024	Internal Controls	External	Not yet commenced	This piece of work is legislatively mandated. Internal audit is heavily involved in facilitating the work.	The external audit plan for 2023/2024 is scheduled to be presented to April 2024 Audit & Risk Committee.
3. Control Self-Assessments and Risk Assessments for 2023/2024 through the Control Track system, preparing for external audit certification.	Internal Controls (Financial Internal Controls Best Practice Model)	Internal	Not yet commenced	The external auditor's expectations are that at least one control self-assessment will be conducted annually and a risk assessment should also be conducted on financial internal controls.	The control self-assessments for the Financial Year 2022/2023 was completed in May 2023 and were audited by External Auditor in the Interim Audit in June 2023. For FY203/2024 control self-assessments and risk assessments are scheduled to occur in May 2024.

## Risk Management and Internal Control Activities – July 2023 to 30 June 2024

Annual Plan – 1 July 2023 to 30 June 2024					
Activity	Type of Activity (Risk Management or Internal Controls)	Resourcing (Internal, External, Co-sourced)	Status: Completed, In progress, Not yet commenced	Rationale for piece of work	Update on progress (for 14 November 2023 Audit and Risk Committee)
4. Cash Management (Petty Cash Audit – 2022/2023)	Internal Controls	Internal	Completed	This work needs to be completed annually as a part of the financial internal control framework; it includes the end of year reconciliations of petty cash and till floats. This work needs to be completed annually as a part of the financial internal control framework; it includes the end of year reconciliations of petty cash and till floats.	The petty cash and till float reconciliations were performed in July 2023 for the 2022/2023 period. A memo was sent to the GM Business Excellence in <b>August 2023</b> confirming that no issues or discrepancies were identified from the audit.
5. Cash Management (Petty Cash Audit – 2023 /2024)	Internal Controls	Internal	Not yet commenced	This work needs to be completed annually as a part of the financial internal control framework; it includes the end of year reconciliations of petty cash and till floats.	Will start in July 2024.
6. Audit Committee self-assessments 2023/2024	Internal Controls	Internal	Not yet commenced	The annual self-assessment reviews the performance of the Audit Committee.	Planned to be undertaken in March 2024.

## Risk Management and Internal Control Activities – July 2023 to 30 June 2024

Annual Plan – 1 July 2023 to 30 June 2024					
Activity	Type of Activity (Risk Management or Internal Controls)	Resourcing (Internal, External, Co-sourced)	Status: Completed, In progress, Not yet commenced	Rationale for piece of work	Update on progress (for 14 November 2023 Audit and Risk Committee)
7. Strategic Risk Register Review	Risk Management	Internal	In progress	Given the dynamic nature of macro factors affecting COS's strategic risk environment, and emerging risks, Administration determined to review the strategic risk register.	Two executive workshops held during 2022/2023, and Administration has revised risk descriptions and categories for the new strategic risk register, which were then presented to the July 2023 Audit and Risk Committee for review, input and feedback. The risk register was expanded on these risk categories/descriptions and shared with Senior Leadership Team for feedback and comments and currently scheduled for review by Executive to finalise it. The register is expected to be presented to the February 2024 Audit and Risk Committee.
8. ERM Roadmap Deliverable – Operational Risk Registers for all Divisions	Risk Management	Internal	In progress	Establishing and maintaining an operational risk register for each division is required under the ERM Framework adopted by Council.	Governance Division is facilitating this process and working with the Divisional Managers to have their operational risk registers updated along with training key stakeholders on how to use the ERM Framework. The training and updating operational risk registers for all divisions is expected to be completed by end of December 2023.

Risk Management and Internal Control Activities – July 2023 to 30 June 2024

Annual Plan – 1 July 2023 to 30 June 2024					
Activity	Type of Activity (Risk Management or Internal Controls)	Resourcing (Internal, External, Co-sourced)	Status: Completed, In progress, Not yet commenced	Rationale for piece of work	Update on progress (for 14 November 2023 Audit and Risk Committee)
9. Risk Management Internal Audit	Risk management	External	Not yet commenced	An independent assurance on the risk management process implemented.	An internal Audit is scheduled to commence in January 2024 as per the 3 year Internal Audit Plan.



<b>ITEM</b>	7.1.4
	<b>AUDIT AND RISK COMMITTEE</b>
<b>DATE</b>	14 November 2023
<b>HEADING</b>	Consultation Report on appointing Person Primarily Responsible for the Internal Audit Function as per new section 125A of the Local Government Act 1999
<b>AUTHOR</b>	Hussain Rafeeu, Internal Auditor & Risk Coordinator, CEO and Governance
<b>CITY PLAN LINKS</b>	4.2 We deliver quality outcomes that meet the needs of our community 4.4 We plan effectively to address community needs and identify new opportunities
<b>SUMMARY</b>	Section 83 of the <i>Statutes Amendment (Local Government Review) Act 2021</i> introduced a new section (s125A) to the <i>Local Government Act 1999</i> requiring the Chief Executive Officer (CEO) to consult the Audit and Risk Committee on the appointment of a “person primarily responsible for the Internal Audit Function” or assignment of such responsibility, prior to such appointment. This section commences on 30 November 2023.

## RECOMMENDATION

### That Council:

- Notes that the CEO intends to appoint the Council’s Internal Auditor and Risk Coordinator as the “person primarily responsible for the internal audit function”, in consideration of consultation feedback from the Audit and Risk Committee, as required under the new section 125A of the *Local Government Act 1999*.

## ATTACHMENTS

There are no attachments to this report.

## 1. BACKGROUND

- The next stage of Local Government Reform included section 83 of the *Statutes Amendment (Local Government Review) Act 2021* with effective commencement date of 30<sup>th</sup> November 2023.

- Section 83 of the *Statutes Amendment (Local Government Review) Act 2021* states that:

“After section 125 insert:

### ***125A—Internal audit functions***

- The Chief Executive Officer of a council that has an internal audit function must, before appointing a person to be primarily responsible for the internal audit function, or assigning such responsibility to an employee of*

*the council, consult with the relevant audit and risk committee on the appointment or assignment of responsibility.*

- (2) *Despite any other law or instrument to the contrary, the **person primarily responsible for the internal audit function**—*

(a) *must ensure that any reports they prepare relating to the internal audit function are provided directly to the audit and risk committee; and*

(b) *may report any matters relating to the internal audit function directly to the audit and risk committee.”*

- 1.3 Section 84 of the *Statutes Amendment (Local Government Review) Act 2021* further references to a “**person primarily responsible to the Internal Audit function**” as follows:

*“Section 126(4)—delete subsection (4) and substitute:*

- (4) *The functions of a council audit and risk committee include—*

(g) —

- (i) *if the council has an internal audit function—*

(A) *providing oversight of planning and scoping of the internal audit work plan; and*

(B) *reviewing and commenting on reports provided by the **person primarily responsible for the internal audit function** at least on a quarterly basis; or*

- (ii) *if the council does not have an internal audit function, reviewing and commenting on an annual report provided by the chief executive officer in relation to the policies and processes adopted by the council to evaluate and improve the effectiveness of its internal control practices and procedures.”*

## 2. REPORT

- 2.1 The South Australian Office of Local Government and the Local Government Association have not issued any sector guidelines to provide clarity on the person specification, role description, reporting relationship and interaction with management and the Audit and Risk Committee, in relation to the “person primarily responsible for the internal audit function”.
- 2.2 The New South Wales (NSW) Office of Local Government issued a model Guideline for Risk Management and Internal Audit, as the *NSW Local Government Act 1993* and the *NSW Local Government (General) Regulation 2021* require each council in NSW to have an Audit and Risk Committee, a robust risk management framework, and an effective internal audit function. This guideline provides clarity under three core requirements, Audit and Risk Committee, Risk Management and Internal Audit Function, which is also aligned to the best practice standards and can therefore be used as a good reference for functional benchmarking.

- 2.3 Some relevant takeaways from this NSW model Guideline for Risk Management and Internal Audit are as follows:
- 2.3.1 A council's internal audit function must operate independently of management.
- 2.3.2 To ensure that the internal audit function remains independent from council management it must have a dual reporting line that reports:
- administratively to the CEO or a sufficiently senior role in the council to ensure the internal audit function fulfils its responsibilities, and
  - functionally to the Chair of the Audit and Risk Committee.
- 2.3.3 The internal audit function can be either:
- An in-house internal audit function where inhouse internal auditor/s conduct audit;
  - Outsourced internal audit function where an external provider undertakes the internal audit function;
  - A hybrid model (co-sourced) where an internal auditor conducts some audits and external service provider(s) are involved for specialised audits;
  - Joint internal audit function with another council.
- 2.3.4 For any of the above internal audit function models, Council will have an officer primarily responsible for the internal audit function.
- 2.3.5 In the case of an in-house internal audit function model, the officer will conduct internal audits either personally or using an in-house team, while in an outsourced model the officer will play a coordinator role with external service provider/s. In a hybrid model there will be both in-house internal audits as well as coordination with external service providers.
- 2.3.6 Internal audits are to be conducted based on the Institute of Internal Auditors (IIA) International Standards for the Professional Practice of Internal Auditing (the 'International Professional Practices Framework') and best practice in the public and private sectors.
- 2.4 City of Salisbury's current internal audit function is largely aligned to the best practice internal audit function reflected in the NSW model Guideline for Risk Management and Internal Audit.
- 2.5 City of Salisbury have a hybrid model internal audit function where the City's Internal Auditor and Risk Coordinator undertakes some audits in-house and co-sources some internal audits with an external service provider selected by following a competitive invitation to tender process. This gives the opportunity for Council to select subject matter experts for individual audit engagements and also achieve value for money.
- 2.6 It is essential that the "person primarily responsible for the internal audit function" is appropriately qualified, experienced and well-versed with the local government council operations and meeting procedures.

- 2.7 The Council's Internal Auditor and Risk Coordinator has been employed with the City of Salisbury Council since August 2020, successfully delivering the internal audit plans, coordinating the annual external audit process, engaging with external service providers for co-sourced internal audits and providing risk assurance support services to management. He has overall 16 plus years of senior level experience including over 7 years of experience in internal audit consultancy within private and public sector in Australia and abroad, and 11 years of experience in various senior management roles in accounting, finance, marketing and business development.
- 2.8 The Council's Internal Auditor and Risk Coordinator is appropriately qualified given his globally recognised CIA designation (Certified Internal Auditor, which is IIA's premier qualification available for internal audit practitioners), and is a fully qualified CPA (Certified Practising Accountant), a Chartered Global Management Accountant (CGMA), a Professional Member of the Institute of Internal Auditors Australia (PMIIA), and also holds a Masters of Business Administration (MBA) qualification.
- 2.9 The Internal Auditor and Risk Coordinator's notable achievements at the City of Salisbury include his development and implementation of an assurance map for the Council, which received the Local Government Association Mutual Liability Scheme (LGAMLS)'s Major Risk Award for the Council in 2022.

### 3. CONCLUSION

- 3.1 The Internal Auditor and Risk Coordinator is appropriately qualified, experienced and currently successfully delivers the City's internal audit function under the oversight guidance of the Audit and Risk Committee, in accordance with the *Local Government Act 1999* and relevant regulations.
- 3.2 Therefore, considering any potential feedback from the Audit and Risk Committee and Council, the CEO intends to appoint the City's Internal Auditor and Risk Coordinator, as the "person primarily responsible for the Internal Audit Function" to formalise the legislative compliance requirement under new section 125A of the *Local Government Act 1999*.

<b>ITEM</b>	7.2.1
	<b>AUDIT AND RISK COMMITTEE</b>
<b>DATE</b>	14 November 2023
<b>HEADING</b>	Outstanding Actions Arising from Internal Audits
<b>AUTHOR</b>	Hussain Rafeeu, Internal Auditor & Risk Coordinator, CEO and Governance
<b>CITY PLAN LINKS</b>	4.2 We deliver quality outcomes that meet the needs of our community 4.4 We plan effectively to address community needs and identify new opportunities
<b>SUMMARY</b>	This report provides an update on the status of outstanding actions arising from previously completed internal audits.

## **RECOMMENDATION**

### That Council:

1. Notes the update in this report and the full Internal Audit Log Actions Register in Attachment 1 to this report (Item No.7.2.1, Audit and Risk Committee, 14 November 2023).
2. Notes the update on the Detailed Action List for Audit Log Action # 35 in Attachment 2 to this report (Item No.7.2.1, Audit and Risk Committee, 14 November 2023).
3. Notes the update on the Capital Works Project Audit Pressure Points Action List in Attachment 3 to this report (Item No.7.2.1, Audit and Risk Committee, 14 November 2023).

## **ATTACHMENTS**

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

1. Internal Audit Log Actions Register - November 2023[🔗](#)
2. Audit Log Item 35 Action Plan Status Update[🔗](#)
3. Audit Log Item 75 - Capital Works Project Audit Pressure Points Action List[🔗](#)

## **1. BACKGROUND**

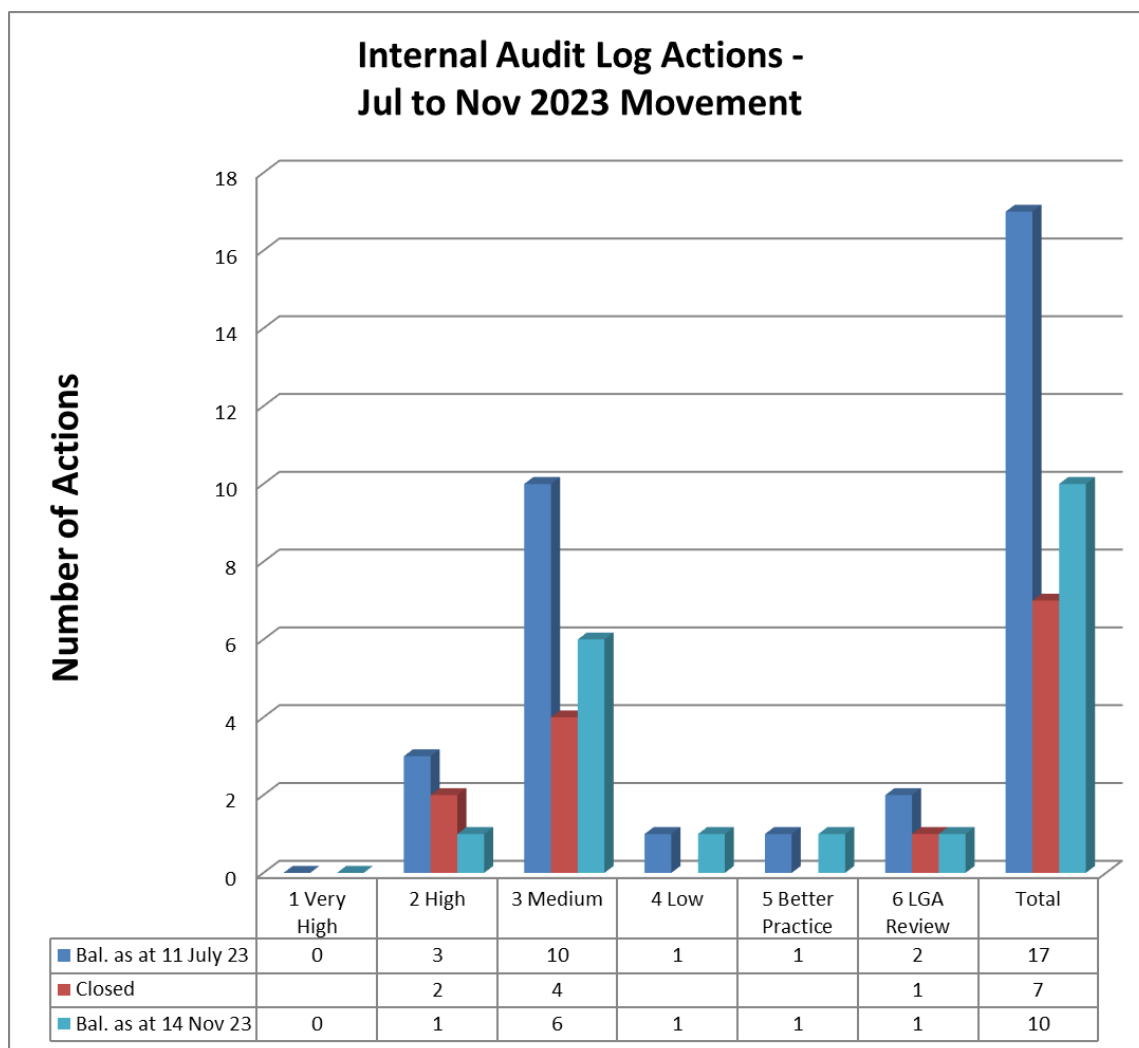
- 1.1 This report provides a status update on the outstanding actions from past internal audits, showing a summary position, number of actions by risk rating and the movement of actions since it was last presented to the July 2023 Audit & Risk Committee meeting.

## **2. CONSULTATION / COMMUNICATION**

- 2.1 Internal
  - 2.1.1 Audit Action Process Owners

### 3. REPORT

3.1 A high-level summary on the **movement of actions** from internal audits is shown below:



- 3.2 The total number of outstanding Audit actions reported to the July 2023 Audit & Risk Committee was 17.
- 3.3 A total of seven actions were closed for this reporting period from July to November 2023, which included two high risk rated actions from audit findings, four medium risk rated actions from audit findings and one action from the LGA risk review. This leaves a total of 10 actions outstanding as of 14 November 2023.
- 3.4 The risk profile summary position of actions for the reporting period is shown above.
- 3.5 Out of the seven closed actions, two actions were tested and confirmed as resolved, and the other five actions marked as closed are yet to be tested by the Internal Auditor and Risk Coordinator.

**Actions Outstanding**

- 3.6 A summary of the outstanding actions remaining as at 14 November 2023, their status and risk ratings, and the level of completion relative to the total number of actions for the respective audit, are illustrated below:

<b>Audit</b>	<b>Total # Actions</b>	<b>Actions Completed</b>	<b>%</b>	<b>Actions Outstanding</b>	<b>%</b>	<b>Status of Outstanding Actions</b>
Management of Contaminated Sites - Oct 2020	14	13	93%	1	7%	1 Extended (1 Better Practice, with 9 sub tasks)
LGASA 2019 Risk Evaluation Report - Nov 2019	6	5	83%	1	17%	1 Extended (1 LGA review)
Complaints Handling Process - Mar 2021	6	6	100%	0	0%	
Volunteer Management Audit - Sep 2021	4	4	100%	0	0%	
Capital Works Project Audit - Nov 2021	3	2	67%	1	33%	1 High Risk (with 11 sub tasks)
Fleet Heavy Vehicle, High Value and Portable Assets Audit – Feb 2023	9	2	22%	7	78%	(6 Medium Risk, 1 Low Risk)
<b>TOTAL</b>	<b>42</b>	<b>32</b>	<b>76%</b>	<b>10</b>	<b>24%</b>	

- 3.7 The status of all outstanding actions with target deadlines, relevant action owners and updated commentary is included in the Attachments 1 to 3.

**4. CONCLUSION / PROPOSAL**

- 4.1 This report provides a summary of the position on outstanding actions from past internal audits, since the last Audit & Risk Committee meeting.
- 4.2 Seven actions were closed during the reporting period and a total of ten actions remain to be closed as mentioned above.



lit Log Actions Register - 14 November 2023

Report Date	Audit	Risk Rating	Title: Finding/Opportunity for Improvement	Recommendations	Management Response / Action Agreed	Responsible Officer	Target Date	Revised Date	Administration's Further Comments	Status	Audit Comment as at 14/11/2023	Resolved
19-Nov-19	8. LGASA 2019 Risk Evaluation Report	6_LGASA Baseline Not Met	Risk Assessment specific to Emergency Management Plan	CoS has documented risk assessments however it was noted that they were outdated and requires to be conducted again in line with current emergency scenarios.  It is recommended that Council conduct risk assessments specific to emergency management and include all current emergency scenarios relevant to CoS.	CoS will work with the Council Ready Program to conduct risk assessments specific to emergency management and subsequently document those risk assessments	James Zacharia (Team Leader Safety and Wellbeing)	30/06/2021	31/12/2021 30/06/2022 31/12/2022 31/12/2023	Action is on track. Risk assessments have been commenced. 14/1/22: Emergency Mgt scenario risk assessment for flood and bushfire scenarios undertaken.  <b>Update 12/4/23:</b> Funding to be explored to engage consultancy to facilitate completion of hazard risk assessments in accordance with NERAG (National Emergency Risk Assessment Guidelines). Northern Adelaide Zone Emergency Management Committee reviewing its northern zone risk assessments – prepared by SES for which CoS may build upon.”  <b>Update 14/11/23:</b> LGRS engaged to undertake risk assessment and on track to complete by end of Dec 2023.	Extended		No
19-Nov-19	8. LGASA 2019 Risk Evaluation Report	6_LGASA Baseline Not Met	Trained staff on Emergency Management Procedure	Although selected staff have been trained on emergency operations, the details are not documented in the Emergency Management Plan as it's passed its review date and current relevant staff details have not been included in the plan.  It is recommended that the list of current staff trained on emergency management procedures are updated during the review of the Emergency Management Plan.	Training on emergency management procedures will form part of the development of the revised Emergency Management Plan and will be conducted upon completion of the Council Ready Program.	James Zacharia (Team Leader Safety and Wellbeing)	30/06/2021	31/12/2021-30/06/2022 31/12/2022-30/06/2023 30/09/2023	The development of the Incident Operations Manual has and will identify relevant staff with responsibilities during an emergency event. The Incident Operations Manual has been endorsed by executive (October 2021). Training for staff will occur as part of the roll out of the Incident Operations Manual. 14/1/22: Rollout of training to occur following presentation to Executive Group (rescheduled to scheduled for 19 Jan) Note: extend time to enable key staff to attend training in first half of 2022. <b>Update 15/2/23:</b> The Emergency Incident Operations Framework update was presented to Executive Group 19/1/2023. Emergency Incident Commander training is to be arranged for all Executive Group members. All non Executive staff with assigned responsibilities within the Emergency Incident Operations Framework are to be trained in those responsibilities. <b>Update 12/4/23:</b> Training with the LGFSG has been scheduled for March as part of a combined session with an neighbouring council, however subsequently cancelled so CoS could have a dedicated training session. This training will be rescheduled in the second half of 2023. <b>Update 14/11/23:</b> Exec and relevant stakeholders trained externally and action completed.	Closed	Training completion certificates sighted.	Yes
03-Aug-20	4. Management of Contaminated Sites	3_Medium	6. Further work as per National Environmental Protection Measure (NEMP) Schedule B2 - Site Characterisation	Where potential risks cannot be adequately assessed from the existing information, further work may be required in accordance with the NEPM Schedule B2 (NEPC, 1999).	Agreed and noted	Craig Johansen (Team Leader Streetscape and Open Space Assets)	30/06/2023	31/12/2023	Next review cycle is 2023. Budget bid to be put in 22/23, to do the Site Categorisation in accordance with NEPM Schedule B2. 14/2/22: Budget bids for existing sites (as included in report) have been included in 22/23 discussions. A prioritised list of sites requiring work in accordance with the NEPM will be prepared based on the updated risk ratings in the register. <b>Update 11/07/23:</b> Risk register reviewed and updated. Prioritised list of sites that may be considered for further assessment work in accordance with the NEPM to be completed. <b>Update 14/11/23:</b> Required action completed. Following further review, determined that current holding and management of the sites in the register are not changing, and therefore further assessment work in accordance with NEPM is not required at this time, and will be considered further if/when condition changes.	Closed		Yes
03-Aug-20	4. Management of Contaminated Sites	5_Better Practice	11. Management of Contaminated Sites Integrated into a Single Framework	The management of contaminated sites should be integrated into a single framework, providing documented feedback mechanisms, and ensuring the overall risk to the CoS and the Recycled Water Systems are appropriately managed.	a) Noted b) At this point in time the Contaminated Site Register sits in the Corporate GIS system and is managed by City Infrastructure, however there is no mechanism to provide ongoing reporting in this area, other than on an incident by incident basis. c) Also agree that a more integrated approach across Council Departments is required. This is proposed to be done by revising the Integrated Water Cycle Management Plan into a new Integrated Catchment Risk Management Plan and up-dating all Stormwater Management Plans (SMPs) to ensure they model and monitor water quality issues as well as water quantity (i.e. flood management).	Craig Johansen (Team Leader Streetscape and Open Space Assets)	2023/2024	Ongoing as per the separate Action Plan, reported to Feb 2022 A&RC.	The ICRMP is the first step in establishing an integrated framework.  <b>Update 4/4/22:</b> An action plan for this was presented to Feb 2022 Audit & Risk Committee to identify the sub-components of the delivery of this item in 10 phased action milestones, whereby the ICRMP will get developed in 2026.	Extended	See Attachment 2 on status update for items in the Action plan.	No



Report Date	Audit	Risk Rating	Title: Finding/Opportunity for Improvement	Recommendations	Management Response / Action Agreed	Responsible Officer	Target Date	Revised Date	Administration's Further Comments	Status	Audit Comment as at 14/11/2023	Resolved
22/03/2021	9. Complaints Handling Process	2_High	1. Lack of a Complaints Handling & Management System	Establish a centralized system to capture information on complaints, and use the system for handling, managing and reporting on complaints received and resolved; either through an existing software solution or by introducing a dedicated complaints management system. Ensure that all complaints are recorded, and reported to the management on a regular basis, including complaints received via telephone calls, and from walk-in community members.	Investigation will need to be undertaken to find a suitable program to capture all complaints in the one place and identify funding requirements. This forms part of the scope of a current project undertaken called the Exceptional Community Experience Project.	Hannah Walters (Project Manager Community Experience)	30/06/2022	30/06/2023 Ongoing - part of the ERP 1st phase implementation	<b>Update: 9/11/21:</b> We are currently preparing an EOI for the technology solution to manage all Community Interactions. <b>Update 30/06/2022</b> We are currently evaluating EOI for Enterprise Resource Planning solution and the first module to be implemented will be CRM <b>Update 15/02/2023:</b> Part of the ERP 1st phase implementation <b>Update 14/11/23: Completed.</b> Phase 1 of the ERP project was the implementation of Salesforce CRM for Service Requests. Salesforce offers a flexible workflow solutions to manage and track community interactions. We have set up a Feedback category to capture requests for Comments, Compliments and Complaints about services in line with our policy.	Closed		To be tested by Auditor
22/03/2021	9. Complaints Handling Process	3_Medium	2. Performance Monitoring and Reporting on Management of Complaints	1. Incorporate within the relevant policies and procedures, the reporting requirements and frequencies covering performance reporting on service standards. 2. Establish a mechanism to record and measure actual performance against all service standards; 3. Establish a monthly reporting process on actual performance against all agreed service standards for complaints and requests for services. 4. Review the key performance indicators and service standards for complaints handling included within the Community Experience Charter and also the CCC Procedure, to ensure they are attainable and realistic.	1. The recommendation will be implemented. 2. There is significant work required in developing a report on performance against all service standards. Unclear if reporting against service standards is undertaken within each business unit on a monthly basis. Investigation and scoping of the solution will be required. 3. A customised monthly report will be developed to track the progress of the Operational Service Standards listed in the Community Service Framework. 4. The key performance indicators listed in the Community Experience Charter will be reviewed to ensure they are relevant and realistic.	Hannah Walters (Project Manager Community Experience)	31/12/2021	31/12/2022 Completed. CRM implemented.	<b>Update: 9/11/21:</b> The Community Experience Framework is no longer an operational document. We currently report to Council monthly on all CRM data but this will be expanded when we introduce a Customer Relationship Management System that will capture all Community Interactions. <b>Update 24/01/2022:</b> New initiative bid submitted for funding and implementation for the CRM project <b>Update: 9/11/21:</b> We are currently preparing an EOI for the technology solution to manage all Community Interactions. <b>Update 30/06/2022</b> We are currently evaluating EOI for Enterprise Resource Planning solution and the first module to be implemented will be CRM <b>Update 15/02/2023:</b> Part of the ERP 1st phase implementation. <b>Update 12/4/2023:</b> Part of the ERP 1st phase implementation to be completed by 30 June 2023 <b>Update 14/11/23:</b> Completed. CRM Implemented. Salesforce CRM has built in reporting capability including reports and dashboards to cater for	Closed		To be tested by Auditor
22/03/2021	9. Complaints Handling Process	3_Medium	3. Escalation Process for Tier 1, Tier 2 and Tier 3 Complaints	Ensure that escalation process implemented covers Tier 3 complaints as per the requirements of CCC Procedure, and/or revise the CCC Procedure accordingly.	This will get captured as part of the Exception Community Experience Project Implementation scope, and implement the Complaints handling Tier escalation process.	Business Process Owners: Hannah Walters (Project Manager Community Experience) / Amy Pokoney Cramey (General Manager Community Development) Owner for ECM System Support: Laura Fischetti (Team Leader Business Intelligence and Data Management).	31/12/2021	31/12/2022 Completed. CRM implemented.	<b>Update: 9/11/21:</b> Requirements for escalations will be built into the detailed business requirements document for the Customer Relationship Management Solution. <b>Update 24/01/2022:</b> New initiative bid submitted for funding and implementation for the CRM project <b>Update: 9/11/21:</b> We are currently preparing an EOI for the technology solution to manage all Community Interactions. <b>Update 30/06/2022</b> We are currently evaluating EOI for Enterprise Resource Planning solution and the first module to be implemented will be CRM <b>Update 15/02/2023:</b> Part of the ERP 1st phase implementation <b>Update 12/4/2023:</b> Part of the ERP 1st phase implementation to be completed by 30 June 2023 <b>Update 14/11/23:</b> Completed. The workflow implemented with CRM implementation is for all feedback requests relating to complaints to follow the 3 Tier process as documented in the CCC Procedure.	Closed		To be tested by Auditor
22/03/2021	9. Complaints Handling Process	3_Medium	4. Trend Analysis on Complaints Data for Strategy Formulation	COS should perform data analysis on complaints received and resolved to identify trends and lessons learned and appropriately apply as input within COS's strategy formulation process.	This will be incorporated as part of the Exceptional Community Experience Project scope and implemented.	Hannah Walters (Project Manager Community Experience)	31/12/2021	31/12/2022 Completed. CRM implemented.	<b>Update: 9/11/21:</b> Requirements for escalations will be built into the detailed business requirements document for the Customer Relationship Management Solution. <b>Update 24/01/2022:</b> New initiative bid submitted for funding and implementation for the CRM project <b>Update: 9/11/22:</b> We are currently preparing an EOI for the technology solution to manage all Community Interactions. <b>Update 30/06/2022</b> We are currently evaluating EOI for Enterprise Resource Planning solution and the first module to be implemented will be CRM <b>Update 15/02/2023:</b> Part of the ERP 1st phase implementation. <b>Update 12/4/2023:</b> Part of the ERP 1st phase implementation to be completed by 30 June 2023 <b>Update 14/11/23:</b> Completed. Data relating to complaints for service requests are captured in the Salesforce CRM solution. Data analysis will be undertaken at regular timeframes to identify any trends and lessons learned. As we went live with the new solution on 11 September we currently don't have enough data in the system to undertake any analysis	Closed		To be tested by Auditor
22-Mar-22	12. Capital Works Projects Audit	2_High	Project Management Pressure Points - Action Plan Items	Recommendation from Feb 2023 Audit & Risk Committee was to track the status of Capital Works Project Audit Pressure Point Action Plan presented to the A&RC and include that in the Audit Log Action Items Register.	The Action Plan items are included as a separate attachment and status update tracked from the action owners and reported to every A&RC meeting until fully resolved. See Attachment 2 for details.	Jarred Collins, Manager Infrastructure Delivery.	On going, tracked separately.		See comments in separate attachment.	Extended	See <b>Attachment 3</b> on status update for items in the Action plan.	No

Report Date	Audit	Risk Rating	Title: Finding/Opportunity for Improvement	Recommendations	Management Response / Action Agreed	Responsible Officer	Target Date	Revised Date	Administration's Further Comments	Status	Audit Comment as at 14/11/2023	Resolved
15-Feb-23	13. Fleet Heavy Vehicle High Value and Portable	2_High	Plant & Fleet Asset Management Plan	1)Review the current asset management process and update the P&FAMP or P&FAMOP. 2)Consider implementing a process where budget bids for asset maintenance and acquisition relies on approved P&FAMPs.	The Action Plan items are included as a separate attachment and status update tracked from the action owners and reported to every A&RC meeting until fully resolved. See Attachment for details.	Mark Purdie (Manager Field Services)	30/06/2023	30/09/2023	11/7/23: Draft P&F AMOP is being updated and consulted with key stakeholders and expected to get finalised by end of September 2023 14/11/23: AMP updated, old one removed from website. Awaiting approval from TAMG.	Closed		To be tested by Auditor
15-Feb-23	13. Fleet Heavy Vehicle High Value and Portable	3_Medium	Physical Verification and Asset Stocktake	1)Develop a stocktake policy or procedure covering all relevant assets, to physically verify the assets against relevant asset registers. 2)Undertake periodic stock takes as per approved policy and/or procedure.	Recommendation 1: Policy / Procedure will be developed as recommended. Recommendation 2: Agree with the recommendation. Consideration will need to be given in the policy/procedure regarding the level of detail for stock take of portable assets.	1.Tim Aplin (Senior Accountant) 2.Relevant Divisional Managers (subject to Recommendation 1 process approved).	1.30 June 2023 2.TBD as per procedure approved.	31/12/2023	11/7/23: Draft Policy development in progress and expected to be completed with new resource coming on board in July 2023.	Extended		No
15-Feb-23	13. Fleet Heavy Vehicle High Value and Portable	3_Medium	Comprehensive Minor Assets Register	1)Develop policy or procedure for minor assets register covering all relevant portable and attractive items (including but not limited to mobile phones, laptops, computers, IT devices, audio video equipment etc.), purchase, disposal (including write-offs), record keeping, updating the assets register and physical verification of such assets. 2)Consider undertaking an organisation wide stock-take of all portable and attractive items as at a given reference starting point, and update and maintain a comprehensive register for all minor assets thereafter.	Recommendation 1: Policy / Procedure will be developed as recommended. Recommendation 2: Comments from Manager Field Services - Consideration will need to be given on the level of detail for implementing registers and stock takes for portable assets, particularly in relation to Field Services and range of tools/equipment utilised for service delivery.	1.Tim Aplin (Senior Accountant) 2.Relevant Divisional Managers (subject to Recommendation 1 process approved).	1.30 June 2023 2.TBD as per procedure approved.	31/12/2023	11/7/23: 1. Draft Policy development in progress and expected to be completed with new resource coming on board in July 2023.	Extended		No
15-Feb-23	13. Fleet Heavy Vehicle High Value and Portable	3_Medium	Private Use Vehicles and Salary Sacrifice Calculator	1)Considering the 20% pool discount benefit entitlement applied for Private-Use vehicles, for clarity it is recommended that Administration ensures that all such vehicles are either made available for car pool booking on a common standard platform accessible to all employees as per current Motor Vehicle Policy or revise the Motor Vehicle Policy specifying any exceptions. 2)Ensure employees are appropriately briefed on the vehicle use policy, terms and conditions, and establish a sign-off induction checklist document for private use vehicle handover process. 3)Consider the engagement of an independent external consultant to benchmark with other councils and industry better practice processes, to review the current Motor Vehicle Policy, including a review of the salary sacrifice calculator, and current vehicle usage options.	Agree with the recommendation. A working group has been established to review and update the Vehicle Policy.	Mark Purdie (Manager Field Services)	30/06/2023	30/09/2023 30/11/2023	KPMG completed review of calculator. Working group completed review in May 2023. Presentation made to Exec in June 2023, and ready to incorporate within the revised Motor Vehicle Policy. 14/11/23: Policy review presented to executive in September 23. Policy to be amended Nov 23.	Extended		No
15-Feb-23	13. Fleet Heavy Vehicle High Value and Portable	3_Medium	Policies and Procedures	1.Review the following policies and procedures that have gone beyond their current stated next review dates: a)Asset Management Policy. b)Motor Vehicle Policy. c)Procurement Framework. 2.It may be beneficial to incorporate the following specific process enhancements or clarifications: a)In the Disposal of Assets Other than the Land Policy, clarify the responsible authority for approval of asset disposals. b)In the Disposal of Assets Other than the Land Policy, clarify the process for disposal or write off of minor assets as this category is not clearly articulated.	Recommendation 1a): Agree with recommendation. Work is underway to review and update the Asset Management Policy. Recommendation 1b): Agree with recommendation. Work is underway to review and update the Motor Vehicle Policy. Recommendation 1c and 2: Agree with recommendation. Will be resolved by 30 September 2023	1a) Dameon Roy, (Manager Infrastructure Management)  1b) Mark Purdie (Manager Field Services);  1c&2) Manager Strategic Procurement (TBD).	1a) 30 June 2023 30 Sep 2023 1b) 30 June 2023 30 Sep 2023 1c) 30 June 2023 30 Sep 2023 2) 30 September 2023	30/11/2023	1c&2) Manager Strategic Procurement is currently vacant, to be filled.  11/7/23 Update: Working Group have reviewed the policy. Presentation to Exec June 2023 - Final Policy drafting and endorsement by Sep 2023 14/11/23: Policy review presented to executive in September 23. Policy to be amended Nov 23.	Extended		No

Report Date	Audit	Risk Rating	Title: Finding/Opportunity for Improvement	Recommendations	Management Response / Action Agreed	Responsible Officer	Target Date	Revised Date	Administration's Further Comments	Status	Audit Comment as at 14/11/2023	Resolved
15-Feb-23	13. Fleet Heavy Vehicle High Value and Portable	3_Medium	Review of Assets in Use Beyond the Stated Useful Economic Life	1.Undertake annual review of the useful economic life of assets, considering, the age, capacity, functions and condition of the asset, and update the revised/extended useful economic life of assets for depreciation calculation or adjustment purposes where required, and document the process accordingly. 2.Demonstrate the application of useful economic life as a trigger for review of assets for asset renewal and replacement, and document the reasons for any extended useful economic life agreed, considering other optimal replacement timing or opportunity cost factors. 3.Review and adjust the fixed assets register for assets that have been disposed in prior years.	<b>Recommendation 1 &amp; 2:</b> The useful lives of fleet categories are currently reviewed annually in accordance with the Asset Management Policy. Each year, the fleet renewal program is reviewed and adjusted as part of the annual budget process. Adjustments may be made to individual assets based on condition, usage, market conditions or operational reasons, The renewal program is currently adjusted to meet a consistent renewal spend each year (flattening of the renewal spend) – this effectively means some items are brought forward and some are extended in relation to category useful life. Condition, usage, market conditions, operational requirements and maintenance risk factors are considered in adjusting the renewal program. The following specific key improvement actions will be undertaken: •Document reasons for adjustments to lifecycle in the renewal program •Update Financial Services team on changes to Useful Economic Life to make necessary determination on adjustments to depreciation. •Ensure conditions are recorded and managed in the Fleet Management System. <b>Recommendation 3:</b> The assets that were identified as disposed will be reviewed where required and adjusted as part of the 2022/2023 financial year end process.	1 & 2: Mark Purdie (Manager Field Services)  3: Zaman Bhuiyan - Acting Senior Accountant (Projects, Assets and Systems)	30 June 2023.  31 October 2023	3 - 31/12/2023	<b>11/07/2023 Update:</b> Actions 1 & 2 completed. Useful lives reviewed as part of annual Asset Management Policy in May 2023. Notations made in Ausfleet where useful lives have been extended beyond Policy and reasons therefore. Action 3: Not due Yet, will get completed as part of the yearend process. 14/11/2023: Action 3 - further extended till 31 Dec 2023.	Extended	1 & 2 completed, 3 further extended till 31 Dec 2023.	No
15-Feb-23	13. Fleet Heavy Vehicle High Value and Portable	3_Medium	The National Heavy Vehicle Law (NHVL) Compliance - Areas for improvement	1.Review operational procedures for heavy vehicle maintenance and repair to determine if NHVL requirements are specifically addressed and revise the operational procedures accordingly. 2.Ensure that weighing equipment calibration testing is included in the maintenance schedule and record is kept of such calibration testing. 3.While acknowledging that it is not mandatory for COS to be accredited and apply the NHVAS standards, it may be beneficial for COS to consider using an NHVAS accredited auditor to undertake a compliance audit to determine the status and level of compliance with NHVR, and review templates and procedures to ensure it adequately covers standard safety measures and comply with NHVL requirements. 4.Ensure the operational procedures for heavy vehicle procurement, maintenance and repair is updated to require that a Certificate of Compliance is obtained and maintained in the fleet management system whenever a modification to a prescribed component is performed.	Agree with the recommendations.	1, 2 & 3) Toby Henderson (Coordinator Fleet and Workshop)  4.Mark Purdie (Manager Field Services)	31/10/2023	31/12/2023	<b>14/11/23:</b> IPWEA engaged to review our documentation, and they are now midway through report with several meetings completed reviewing initial findings. Final review and document should be available by end of Nov 23. Initial findings confirm we are not required to be a part of mandatory testing yet there are several deficiencies in our current documentation that need addressing. There will be a body of work required following this review.	Not Due Yet		No
15-Feb-23	13. Fleet Heavy Vehicle High Value and Portable	4_Low	Fuel Card Usage Review on Unusual Transactions	1.Retrieve an excel master file transaction listing report from BP covering a full year period, and perform data analytics to identify anomalies and seek justification where possible. 2.Seek the possibility of incorporating exception parameters within the fleet management system to identify anomalies, and review on a monthly basis.	Fuel cards for the majority of the fleet are kept at the Operations Centre overnight and only accessed during working hours. This reduces the potential/likelihood of misuse.  Recommendation 2 – is considered the most time and cost-effective manner for improving governance of fuel cards, with investigations into dashboards and auto generated exception reports in AusFleet based on mileage and fuel usage.	Toby Henderson (Coordinator Fleet and Workshop)	30/06/2023	<del>30/09/2023</del> 30/03/2024	Extension timeline requested, given workload.	Extended		No

**Attachment 2: Audit Log Action #35 - Follow up of Action Status**

(Status Updated for 14 November 2023 A&amp;RC)

Task No	Task Description	Resources Required	Timing	Updated timing	Comments
1	Review historical land use within the catchments of City of Salisbury. A comprehensive report has been prepared previously by a consultant so an internal review to update this is proposed in order to reduce expenditure.	Reviewed internally – savings on consultant Estimated time – 0.2 FTE (from existing budget)	During 2022 (Feb to June)	By end 2023	Delayed - to be completed by end of 2023
2a	Investigate data management and analysis systems/software requirements and available suitable products	Internal	1 <sup>st</sup> Half 2022	Completed	Investigation complete. Information provided to IT for procurement and business requirements document.
2b	Purchase and set-up a suitable software package to store, analyse and present data from sampling across the City.	Approximately \$50K to purchase and \$40K per year for licensing and support	2 <sup>nd</sup> Half 2022	By July 2024	Discussed with IT and sitting with them to progress. Have followed up and requires further follow up.
3	Sample and test water from waterways and Salisbury Water injection sites to screen for a wide variety of analytes to establish a baseline	Salisbury Water – already included in budget (no additional cost) City Infrastructure - \$50K	June – Nov. 2023	July - Nov 2024	Not completed - to be undertaken once software has been set up.
4	Review the baseline data collected to identify risks	Internal review and data analysis Estimated resourcing – 0.2 FTE (from existing budget)	Oct 2023 – June 2024	Oct 2024 - June 2025	To follow task 3. No baseline data available yet.
5	Revise and update the contaminated sites register. A review of the register was undertaken during 2021, however including new/additional information and sites to keep the register current is an ongoing task. This will also be an internal review, as part of the newly established review procedure for the register.	Undertaken internally – savings on consultant Estimated resourcing – 0.2 FTE (from existing budget)	2 <sup>nd</sup> half 2023	Completed	Updated August 2023. Regular reviews will continue.

6	Discuss identified risks (determined from data obtained) with EPA to highlight priorities within the catchments and the City of Salisbury area.	Internal resources, within existing budgets	Mid 2024	Oct 2024 - June 2025	
7	Undertake additional sampling and analysis to refine data regarding identified key contaminants.	Will depend on findings. Allowance of up to \$100K	Late 2024 - 2025	July - Dec 2025	
8	Prepare Integrated Framework document, based on catchment information and contaminant data obtained. Risk management plans, including monitoring programs/plans for key areas or sites to be prepared as outworkings of the integrated framework.	Consultants engaged to prepare Integrated Framework document and risk management plans - \$150K	Mid 2025 – early 2026	Nov 2025 - June 2026	
9	Assessment undertaken to determine required resources in the year 2025 and following to maintain the integrated contaminated management system.	Internal Report to Executive and subsequent update of Strategic Asset Management Plan	2025	2025	
10	Feedback and refinement prior to the next round of sampling and analysis.	Internal resources	Mid 2026	Mid 2026	

**Attachment 3: Project Management Audit Action Group - Follow up of Action Status**

(Status Updated for 14 November 2023 A&amp;RC)

No.	Action Tasks	Pressure Point Identification	Responsible Group	Due Date	Status	Comments
1	Determine and create portal / option for organisation wide access to view project status information and contact details for person responsible. Needs to be completed in line with the new ERP system solution.	1 – Cross collaboration between teams	Infrastructure Delivery	31/12/2023	Not Due Yet	<b>11/7/23:</b> In line with ERP system roll out
2	Completed projects by asset have been mapped and is accessible via Power BI, with the roll out of the new ERP system solution, create the ability to view projects in progress geographically. Completed projects may transition to the same view as active projects, pending ERP system solution.	1 – Cross collaboration between teams 3 – Community consultation 5 – Resident and EM information requests 6 - Reporting	Infrastructure Delivery	31/12/2023	Not Due Yet	<b>11/7/23:</b> In line with ERP system roll out
3	Pending ERP system solution enable organisational wide access to project documents such as briefs and design drawings to enable review and feedback from any location	1 – Cross collaboration between teams 5 – Resident and EM information requests 6 - Reporting	Infrastructure Delivery	31/12/2023	Not Due Yet	<b>11/7/23:</b> In line with ERP system roll out

4	<p>A1 digital drawing review solution implemented, subject to funding availability.</p> <ul style="list-style-type: none"> <li>- Schedule working group to discuss and determine requirements</li> <li>- Investigate options and estimated pricing</li> <li>- Determine funding source</li> <li>- Schedule tender</li> <li>- Schedule install</li> <li>- Schedule training</li> </ul>	<p>1 – Cross collaboration between teams  2 – Resourcing  3 – Community Consultation  4 – Procurement  5 – Resident &amp; EM requests  7 – Clarity of Roles and Responsibilities  8 – Prioritisation of Projects  9 – Bespoke design work</p>	Design Team, Infrastructure Delivery	31/12/2023	Not Due Yet	<p><b>11/7/23:</b> In line with funding availability, workshop scheduled for July 2023 to review options available and their integration into COS system.</p> <p><b>14/11/23:</b> Workshop has been completed, reviewing available funding sources for implementation.</p>
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	Develop process to maintain Major Project information on the City of Salisbury website 5 - Document process - Upload updated Major Project information - Schedule periodical reviews	2 – Resourcing 3 – Community consultation 5 – Resident & EM information requests	City Infrastructure Administration	1/09/2023	Completed	<p><b>11/7/23:</b> Upgrade work has commenced to allow a section of Capital Works to be included on the website (location wise, scope and timing of projects). We are currently working through this in preparation for implementation later in this calendar year. Relevant changes to the back-end reporting functionality for Elected Member reporting on progress of capital work project will also be undertaken in this process.</p> <p><b>14/11/23:</b> Completed, pilot projects have been loaded and these will be continued to be developed and reviewed.</p> <p><a href="https://www.salisbury.sa.gov.au/development/council-projects/capital-works">https://www.salisbury.sa.gov.au/development/council-projects/capital-works</a></p>
6	Schedule bi-annual workshops to review overarching project risk register	1 – Cross collaboration between teams 6 – Reporting 8 – Prioritisation of projects	Infrastructure Delivery	1/03/2023	Completed	<p>The Project Risk Register has been updated and included on the intranet for reference, it is proposed to review this inline with preparation of the new Financial Year in July 2023 and mid year in January 2024 consecutively.</p>



7	Schedule bi-annual workshops to review a small set of completed projects, so what worked well and what didn't work so well can be discussed and captured. Include a section for acknowledgements	1 – Cross collaboration between teams 6 – Reporting 8 – Prioritisation of projects	Infrastructure Delivery	1/03/2023	Completed	Workshops scheduled to occur in July and January each year, and a sample of 3-4 completed projects to be reviewed for lessons learned. Register of Lessons Learnt to be kept within the Capital Delivery Framework page on Intranet.
8	Schedule workshop to review Change RACI (Roles Accountability Consulted Inform) Chart	1 – Cross collaboration between teams 2 – Resourcing 7 – Clarity of Roles and Responsibilities	Infrastructure Delivery	<del>01/04/2023</del> <del>30/06/2023</del> 31/12/2023	Extended	Work has commenced to review the current RACI chart an updated RACI chart will be completed in line with the Capital Framework and we will look to have this completed by 30/06/2023, following internal review. 14/11/23: Workshop has been completed - New RACI will be uploaded to the Capital Delivery Templates workspace by 31/12/2023
9	Create Project Management Plan template to support Project Managers with the delivery of their assigned projects	7 – Clarity of Roles and Responsibilities	Infrastructure Delivery	<del>1/06/2023</del> 31/07/2023	Completed	<b>11/7/23:</b> Underway, to be completed by the end of July. <b>14/11/23:</b> Completed <a href="http://intranet.cos.ad/Our_Business/Capital_Delivery_Framework/Capital_Delivery_Framework_Templates">http://intranet.cos.ad/Our_Business/Capital_Delivery_Framework/Capital_Delivery_Framework_Templates</a>
10	Re-establish asset-based project meetings to aid in decision making, communication sharing and project monitoring. Consider membership and options for online participation.	1 – Cross collaboration between teams 6 – Reporting	Infrastructure Delivery	1/05/2023	Completed	Completed

11	Explore the expansion of costing internal wages to capital projects, staff not within City Infrastructure or Strategic Property Development but are staff involved with project delivery.	2 – Resourcing	Financial Services Community Development Infrastructure Delivery	<del>1/06/2023</del> 31/12/2024	Extended	In line with ERP system roll out, working with Project Support Team and Financial Services
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<b>ITEM</b>	7.2.2
	<b>AUDIT AND RISK COMMITTEE</b>
<b>DATE</b>	14 November 2023
<b>HEADING</b>	Draft Annual Report 2022/2023
<b>AUTHORS</b>	Helen Atkins, Team Leader Communications and Marketing, Business Excellence Hussain Rafeeu, Internal Auditor & Risk Coordinator, CEO and Governance
<b>CITY PLAN LINKS</b>	4.5 We engage meaningfully and our community is aware of Council initiatives
<b>SUMMARY</b>	A council must, on or before 30 November in each year, prepare and adopt an annual report relating to the operations of the council for the financial year ending on the preceding 30 June. The annual report must include the material, and include specific reports on the matters, specified in Schedule 4 of the <i>Local Government Act 1999</i> , as amended from time to time by regulation.

## RECOMMENDATION

### That Council:

1. Notes that the Audit and Risk Committee received the Draft 2022/23 Annual Report as contained in Attachment 1 to this report (Item 7.2.2, Audit and Risk Committee, 14 November 2023), subject to any changes requested and noting that minor edits are still to be made to finalise the 2022/23 Annual Report in readiness for Council adoption on or before 30 November 2023.
2. Notes the audited financial statements of North Adelaide Waste Management Authority (NAWMA) for the financial year 2022/2023, in accordance with section 21(4) of the *Local Government (Financial Management) Regulations 2011*.

## ATTACHMENTS

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

1. Draft Annual Report 2022/2023 [↓](#)

### 1. BACKGROUND

- 1.1 The Draft 2022/23 Annual Report reflects the performance and achievements 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 City Plan 2035.
  - 1.1.1 The Draft 2022/23 Annual Report has been collated with information from the different business divisions across the organisation.
  - 1.1.2 Elected Member and Audit and Risk Committee Members' feedback is welcomed to inform further refinements before finalisation.

- 1.2 In accordance with section 132 of the *Local Government Act 1999* and 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 also be distributed to relevant authorities as required, as well as to all Elected Members.

## **2. CITY PLAN CRITICAL ACTION**

- 2.1 N/A

## **3. CONSULTATION / COMMUNICATION**

- 3.1 Internal

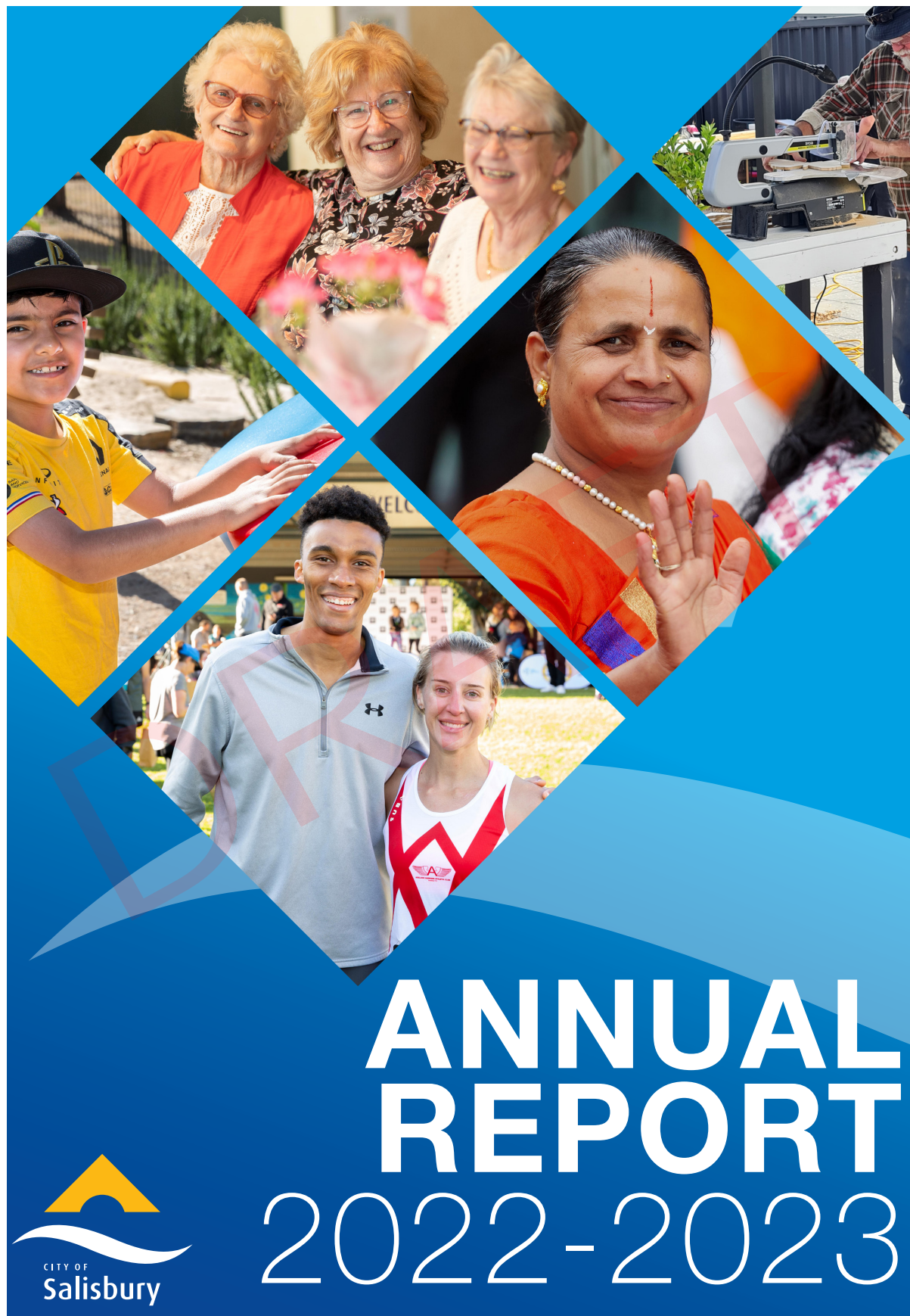
- 3.1.1 Governance, Business Excellence, Executive Group

## **4. REPORT**

- 4.1 Attached for noting is the Draft 2022/2023 Annual Report
- 4.2 Pursuant to section 131 of the *Local Government Act 1999* (the Act), a Council must, on or before 30 November in each year, prepare and adopt an annual report relating to the operations of the council for the financial year ending on the preceding 30 June.
- 4.3 The annual report must include the material, and include specific reports on the matters, specified in Schedule 4 of the Act, as amended from time to time by regulation.
- 4.4 The City of Salisbury's audited financial statements, are included in the Draft 2022/2023 Annual Report as contained in this Audit & Risk Committee agenda at Item 7.2.2.
- 4.5 Regulation 21(4) of the *Local Government (Financial Management) Regulations 2011* states that "*The chief executive officer of a council must ensure that any audited financial statements of a subsidiary received for the purposes of clause 12(3)(a) or 28(2)(a) of Schedule 2 of the Act are laid before the council as soon as is reasonably practicable following their receipt by the chief executive officer on behalf of the council (and, in any event, no later than the second meeting of the council following that receipt).*"
- 4.6 The audited financial statements of NAWMA for the financial year 2022/2023 are included in the Draft 2022/23 Annual Report as in attachment 1.

## **5. CONCLUSION / PROPOSAL**

- 5.1 The Audit and Risk Committee is asked to note the Draft 2022/23 Annual Report and NAWMA audited financial statements. Further updates are required to finalise the Draft Annual Report; however, these will not materially alter the content.









# Acknowledgement of Country

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



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# Foreword

We're very excited to present to you the 2022/23 Annual Report, where you'll find updates on everything that's been happening in the City of Salisbury for the past 12 months. Elected Members and our staff have been very busy working towards the goals outlined in the City Plan, with key highlights reflected in this report.

We saw some fantastic milestones over the last 12 months. The Bridgestone Athletic Centre received more than 100,000 school participants using the space for sports carnivals, Burton Community Hub celebrated its first birthday, and Salisbury Community Hub celebrated its one millionth visitor.

The Salisbury Aquatic Centre is progressing wonderfully, with the structure quickly taking shape and the project on track for completion in mid-2024.

We marched on with our commitment to sustainability and maintaining the environment around us, and have made some excellent strides in the way of recycling and reusing, as well as planning for the future of our water catchments. Our civil construction projects have recycled materials incorporated into them, and our roads have recycled asphalt.

We've been dedicated to the finalisation of the Dry Creek Stormwater Management plan, and have been working very hard on flood prevention and management planning. We continue to work with Northern Adelaide Waste Management Authority (NAWMA) for waste management, and have hosted a Green Adelaide Nature Education Team who attend schools within the City, promoting behaviours that positively impact the environment.

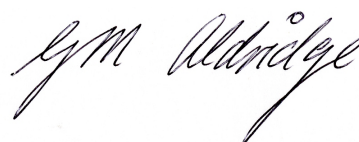
In terms of growth, our Economic Development team work tirelessly to support the network of new and

existing businesses within the City of Salisbury. Council's Polaris Business Development Centre have assisted more than 600 local businesses, helped launch 23 new businesses, and hosted a wide range of informative networking events, workshops and seminars. Under the Salisbury Living brand, Council delivered award-winning residential development projects and will continue to do so with community engagement, affordability and sustainability at the forefront of the projects.

This financial year has also seen upgrades to the Operations Centre to better service the community, and upgrades in Council's technology platform to ensure that our systems and processes are delivering the best community experience possible.

We look forward to what 2023/24 brings, and servicing our community over the next financial year.

**Mayor Gillian Aldridge OAM,  
City of Salisbury**




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# 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'

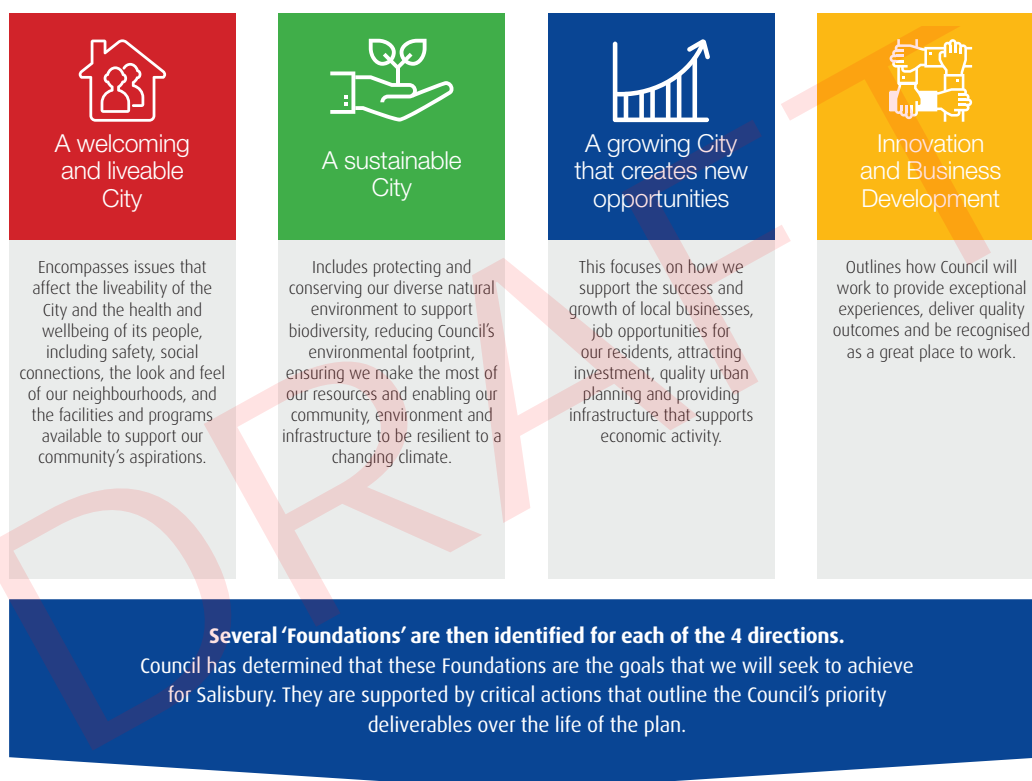
- commissioned an economic report into how to grow Salisbury's economy and ways for residents to benefit from that growth
- reviewed Council research, such as the 'Community Perceptions Survey'
- engaged with the community and stakeholders to inform the City Plan's priorities and directions.

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.

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; 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.

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# 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 147,602 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.

# Long Term Financial Plan and Annual Business Plan for 2023-24

## Looking ahead to 2023/24

The City of Salisbury continues to put the needs of our community first. In the new Financial Year 2023/24 Council continues to invest in increasing the level of services that matter to you and community assets for the future.

The 2023/24 Long Term Financial Plan and Annual Business Plan (Annual Business Plan) continues the exciting development of the Salisbury Recreation Precinct, which is scheduled for completion in 2024 and incorporates significant investment across space, amenity, connection, safety and social spheres. Important initiatives that will be delivered during the 2023/24 Financial Year include:

### Community Spaces

Council has increased its commitment to events and community activities that activate and enliven our shared spaces and increase participation and connectedness across the district. A \$3.7m investment in 2023/24 across Council sporting, recreation, community and other civic centres will refresh public facilities for ongoing amenity and enjoyment now and into the future.

### City Amenity

The Little Para Catchment Native Forest project will increase natural habitat and amenity along this valuable natural corridor. Council's Streetscape Program vibrantly transforms the City's streetscape, improving its overall attractiveness and accessibility. Planned new School & Pedestrian Crossings and Footpath & Kerb Ramps will provide additional safety and access for everyone.

## Commercial Precincts

The Church and John Street Revitalisation was a key project as part of the City Centre revitalisation, that has upgraded and refreshed these important City Centre locations. The ambitious and exciting revitalisation supports the community, traders and visitors to the City Centre. The project created a high-quality environment that encourages economic investment and increased visitation.

## Traffic Improvements

Pooraka's Pratt Avenue Bridge redevelopment costing \$3.4m will see this asset renewed, ensuring this key road and bus route linking Main North Road and Bridge Road remains a safe and reliable connector. Council's Major Traffic Improvements Program will address identified, specific major traffic network deficiencies, which in 2023/24 include the Light Common/Main Street intersection and Helps/Edinburgh Roundabout modifications. Through the 2023/24 Annual Business Plan, Council maintains its delivery of the City Plan Vision, while remaining mindful of and committed to long-term financial sustainability to ensure we are best placed to support our community in the coming years. Our vision of a progressive, sustainable and connected community serves to improve and enhance our City for the benefit of all.



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# Long Term Financial Plan and Annual Business Plan for 2023-24

## Features of the 2023/24 Budget

2023/24 will see significant construction works occurring at Happy Homes Reserve, Salisbury North, in preparation for the opening of the new Salisbury Aquatic Centre in 2024. Works include a new outdoor 50m pool, 10m high triple waterslide tower, seating and shelters, waterplay and splashpad. Internally this facility will have a gym, 25m lap and leisure pool and warm water program pool, kiosk and change facilities. This new Council facility is partly funded by State Government, \$7.185 million and the upgrade of the entry way and redevelopment of the carpark \$1.5 million is funded by the Federal Government.

Some of the key identified projects for the 2023/24 plan are as follows:

- New changerooms and amenities, Hausler Reserve, Paralowie \$1.2 million
- New dog park for small dogs at Unity Park, Pooraka - \$84,000
- Renewal of Kingswood Crescent Reserve, Paralowie, Dog Park - \$138,000
- Renewal of acrylic tennis courts at Unity Park, Pooraka, over 2023/24 & 2024/25 financial years - year one \$385,000
- Completion of Salisbury Aquatic Centre - total progress cost \$1.95 million in 2023/24
- Renewal of the northern carpark, Carisbrooke Park, Salisbury Park - \$400,000
- Pratt Avenue, Pooraka, Bridge Replacement, over 2023/24 & 2024/25 financial years - \$3.4 million
- Salisbury Downs Oval Clubrooms, Building Renewal - \$1.9 million

- Brahma Lodge Oval, Sports Lighting Renewal - \$350,000
- Playground compliance and renewal across various locations - \$1 million
- Watercourse renewal within major waterways within the City at various locations - \$800,000
- Road Reseal Renewal across various locations - \$9.8 million
- Irrigation Controller Renewal \$1 million

# Long Term Financial Plan and Annual Business Plan for 2022-23

## 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 fourth lowest based on available 2022/23 data.

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

For the financial year 2023/24 Council has adopted an average residential rate increase of 6.9 per cent, and an average commercial and industrial increase of 6.9 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 2023/24 has increased from \$1,081 in 2022/23 to \$1,156 in 2023/24 reflecting a 6.9 per cent increase over the 2022/23 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 8204 7910 or at [dew.greenadelaide@sa.gov.au](mailto:dew.greenadelaide@sa.gov.au)

# Annual Plan for 2023-24

OPERATING BUDGET BY KEY DIRECTION	2023/24		
	EXP \$000's	INC \$000's	NET \$000's
<b>A WELCOMING AND LIVEABLE CITY</b>			
Community Development	2,656	28	2,628
Library Services	4,793	610	4,183
Community Centres	1,848	116	1,732
Recreation Services	1,763	161	1,602
Community Sport and Club Facilities	2,539	-	2,539
Community Health and Wellbeing	4,915	3,835	1,080
Cemetery	605	700	(95)
Food and Health Regulation	988	251	737
Community Compliance Services	751	308	443
Dog and Cat Management	1,441	1,189	252
Crime Prevention and Repair	305	-	305
Street Lighting	3,285	-	3,285
<b>TOTAL A WELCOMING AND LIVEABLE CITY</b>	<b>25,889</b>	<b>7,198</b>	<b>18,691</b>
<b>A SUSTAINABLE CITY</b>			
City Infrastructure	4,382	1,096	3,286
Water Management	5,082	2,842	2,240
Waste Management	19,528	261	19,267
Parks and Landscapes	21,309	124	21,185
<b>TOTAL A SUSTAINABLE CITY</b>	<b>50,301</b>	<b>4,323</b>	<b>45,978</b>
<b>A GROWING CITY THAT CREATES NEW OPPORTUNITIES</b>			
Economic Development	1,166	109	1,057
Development Services	3,525	1,669	1,856
Urban Planning and Development	1,461	-	1,461
Roads	3,270	3,460	(190)
Footpaths	868	-	868
<b>TOTAL A GROWING CITY THAT CREATES NEW OPPORTUNITIES</b>	<b>10,290</b>	<b>5,238</b>	<b>5,052</b>
<b>INNOVATION AND BUSINESS DEVELOPMENT</b>			
Innovation and Business Development	18,570	730	17,840
Council	3,262	2	3,260
Sundry	7,211	8,307	(1,096)
Infrastructure Depreciation	28,223	-	28,223
<b>TOTAL INNOVATION AND BUSINESS DEVELOPMENT</b>	<b>57,266</b>	<b>9,039</b>	<b>48,227</b>
Rates Revenue	-	121,134	(121,134)
<b>TOTAL OPERATING SURPLUS / (DEFICIT)</b>	<b>143,746</b>	<b>146,932</b>	<b>3,186</b>



# Elected Members

## Council Information

Local Government elections were held in November 2022 when we welcomed 7 new Councillors. The following Councillors ended their term as Councillors in 2022:

- Cr Adam Duncan
- Cr Julie Woodman
- Cr Graham Reynolds
- Cr Maria Blackmore
- Cr Natasha Henningsen
- Cr Lisa Braun

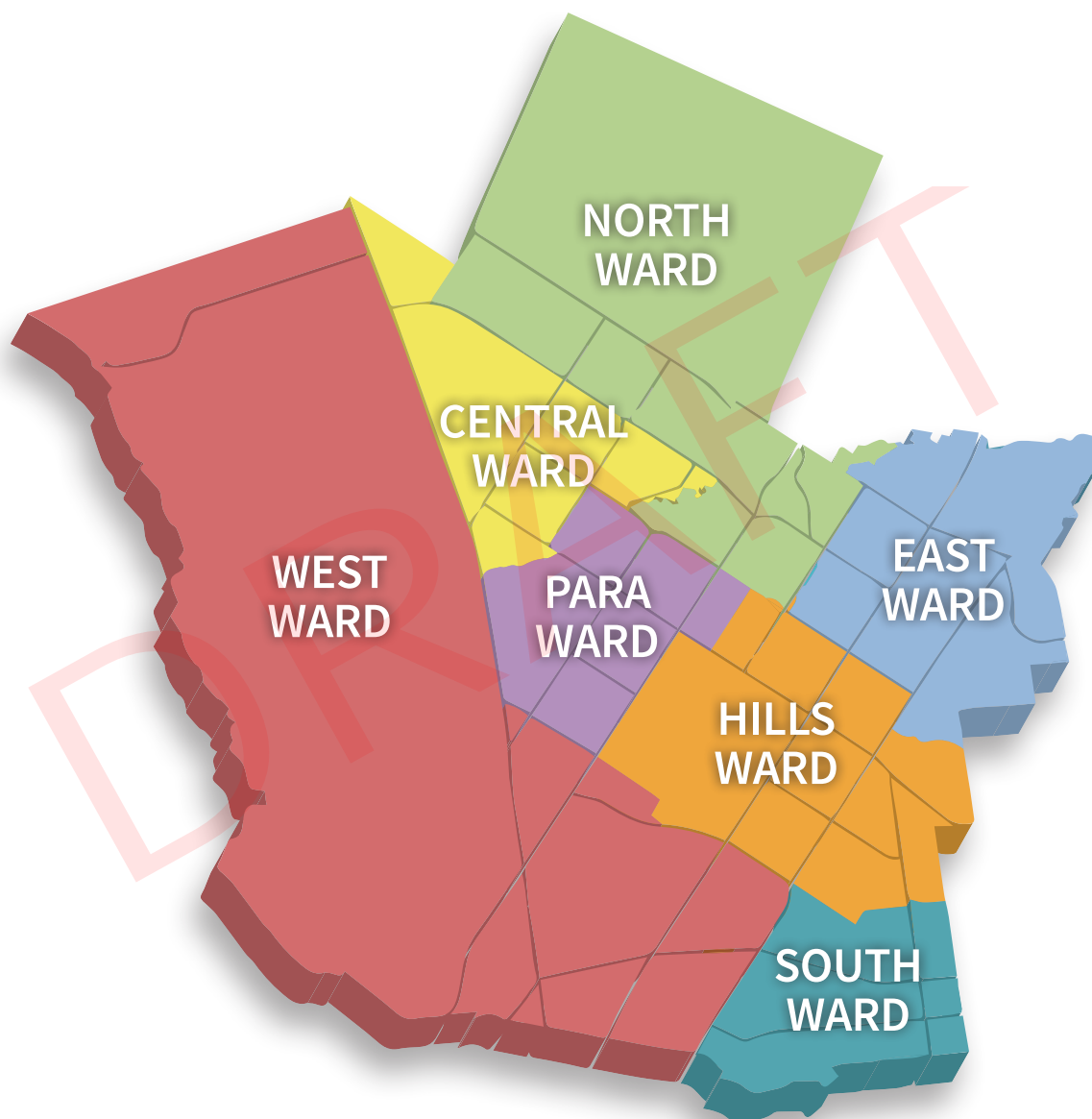
 <p><b>Mayor Gillian Aldridge OAM</b> 0411 703 706 galdridge@salisbury.sa.gov.au</p>	<b>MAYOR</b>	 <p><b>Deputy Mayor Chad Buchanan JP</b> 0403 677 807 cbuchanan@salisbury.sa.gov.au</p>	<b>CENTRAL WARD</b>
 <p><b>Cr Kylie Grenfell</b> 8406 8222 kgrenfell@salisbury.sa.gov.au</p>	<b>PARA WARD</b>	 <p><b>Cr David Hood JP</b> 0432 799 931 dhood@salisbury.sa.gov.au</p>	<b>NORTH WARD</b>
 <p><b>Cr Sarah Ouk JP</b> 0423 002 064 souk@salisbury.sa.gov.au</p>		 <p><b>Cr Johnny Chewparsad</b> 0439 877 671 jchewparsad@salisbury.sa.gov.au</p>	<b>EAST WARD</b>
 <p><b>Cr Beau Brug JP</b> 8406 8222 bbrug@salisbury.sa.gov.au</p>	<b>WEST WARD</b>	 <p><b>Cr Moni Mazzeo</b> 0419 814 709 mmazzeo@salisbury.sa.gov.au</p>	
 <p><b>Cr Sharon McKell</b> 8406 8222 smckell@salisbury.sa.gov.au</p>		 <p><b>Cr Lauren Brug</b> 8406 8222 lbrug@salisbury.sa.gov.au</p>	
 <p><b>Cr Peter Jensen JP</b> 0437 987 990 pjensen@salisbury.sa.gov.au</p>	<b>HILLS WARD</b>	 <p><b>Cr Alan Graham</b> 0433 647 670 agraham@salisbury.sa.gov.au</p>	
 <p><b>Cr Shiralee Reardon JP</b> 0427 095 566 sreardon@salisbury.sa.gov.au</p>			

\*CENTRAL WARD: Position vacant. Cr Severina Burner filled the position of Ward Councillor for Central Ward from November 2022 to 13 June 2023. Vacancy created due to the removal from office of Cr Severina Burner on 13 June 2023 pursuant to section 54(1)(d) of the Local Government Act 1999 on the basis of absence for 3 consecutive Council meetings without leave of absence.

\*\*NORTH WARD: Position vacant. Cr Grace Bawden filled the position of North Ward Councillor from November 2022 to 13 June 2023. Vacancy created due to the removal from office of Cr Grace Bawden on 13 June 2023 pursuant to section 54(1)(d) of the Local Government Act 1999 on the basis of absence for 3 consecutive Council meetings without leave of absence.

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# Ward Boundaries



# Council

## Elector Representation

The community of the City of Salisbury is currently represented on Council by a Mayor who is elected from the whole community, and 14 Elected Members representing seven wards with two Elected Members per ward. Elected Members 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 as prescribed by the Local Government (General) Regulations 2013 and published by notice in the South Australian Government Gazette.

The City of Salisbury conducted a Representation Review in 2016-2017, in readiness for the November 2018 Local Government Elections. The next review is scheduled for 2024 -2025.

The Act sets out the requirements and processes that councils are required to follow when undertaking and elector representation review. The Representation Review process requires Council to review all aspects of the composition of Council including ward boundaries. The process involves the public notification and opportunity for community submissions at key stages of the review.

The representation quota for the City of Salisbury, that is the number of electors represented by each Councillor, is shown in the table below<sup>1</sup>. The City of Salisbury has approximately 98,481 electors across seven wards, represented by 14 Elected Members plus the Mayor. Comparative data for other major metropolitan Councils in Adelaide has also been included in the table below. The representation quota has been determined by dividing the total number of electors for each council by the number of Elected Members.

Council	Elected Members <sup>2</sup>	Electors	Representation Quota <sup>3</sup>
Salisbury	15	98,481	6,565
Playford	16	69,426	4,339
West Torrens	15	43,195	2,879
Charles Sturt	17	903,56	5,315
Port Adelaide/Enfield	18	89,660	4,981
Marion	13	68,260	5,250
Onkaparinga	13	132,502	10,192
Tea Tree Gully	13	74,704	5,746

1 Data source: Electoral Commission SA 2023 (available from the LGA SA).  
2 Including the Mayor  
3 Representation quota for the purposes of Schedule 4 of the Local Government Act 1999.

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

# Council

## Elected Member Allowances

Each Elected Member receives an annual allowance, paid monthly in arrears. The Remuneration Tribunal is responsible for the determination of Elected Member Allowances to be applied.

For the period July 2022 through to October 2022, allowances were calculated based on Remuneration Tribunal Determination No. 6 of 2018 as follows:

<b>Mayor, Gillian Aldridge OAM:</b>	\$100,332 per annum
<b>Deputy Mayor, Cr Chad Buchanan:</b>	\$31,353.75 per annum
<b>Chair of Standing Committee</b> Cr Chad Buchanan	Nil (not cumulative as already incorporated in remuneration for position of Deputy Mayor)
Cr Donna Proleta	\$31,353.75 per annum
Cr Julie Woodman	\$31,353.75 per annum
Cr Lisa Braun	\$31,353.75 per annum
Cr Adam Duncan	\$31,353.75 per annum
Cr Kylie Grenfell	\$31,353.75 per annum
Cr Graham Reynolds	\$31,353.75 per annum
<b>Councillor</b> Cr Maria Blackmore Cr Peter Jensen Cr Shiralee Reardon Cr David Hood Cr Sarah Ouk Cr Julie Woodman Cr Natasha Henningsen Cr Beau Brug	\$25,083 per annum \$25,083 per annum \$25,083 per annum \$25,083 per annum \$25,083 per annum \$25,083 per annum \$25,083 per annum \$25,083 per annum
<b>Chair of Sub Committee</b> Cr Beau Brug Cr Chad Buchanan (ineligible due to holding position of Deputy Mayor) Cr Maria Blackmore Cr Shiralee Reardon	\$248 per meeting limited to an aggregate amount of \$1,483 per annum

Elected Member allowances were reviewed by the Remuneration Tribunal in Determination No. 2 of 2022, which resulted in an increase to allowances for City of Salisbury Elected Members as follows, effective November 2022:

<b>Mayor, Gillian Aldridge OAM:</b>	\$103,352 per annum
<b>Deputy Mayor, Cr Chad Buchanan:</b>	\$32,297.50 per annum
<b>Chair of Standing Committee</b> Cr Chad Buchanan	Nil (not cumulative as already incorporated in remuneration for position of Deputy Mayor)
Cr Beau Brug	\$32,297.50 per annum
Cr Peter Jensen	\$32,297.50 per annum
Cr Sarah Ouk	\$32,297.50 per annum
Cr David Hood	\$32,297.50 per annum
Cr Kylie Grenfell	\$32,297.50 per annum
Cr Shiralee Reardon	\$32,297.50 per annum
<b>Councillor</b> Cr Grace Bawden (removed from office 13 June 2023 after which remuneration ceased) Cr Lauren Brug Cr Severina Burner (removed from office 13 June 2023 after which remuneration ceased) Cr Johnny Chewparsad Cr Alan Graham Cr Moni Mazzeo Cr Sharon McKell	\$25,838 per annum \$25,838 per annum \$25,838 per annum \$25,838 per annum \$25,838 per annum \$25,838 per annum \$25,838 per annum
<b>Chair of Sub Committee</b> Cr Alan Graham Cr Lauren Brug Cr Johnny Chewparsad Cr Moni Mazzeo	\$255 per meeting limited to an aggregate amount of \$1,527 per annum

# Council

In accordance with section 76 of the Act, the allowances set out in Remuneration Tribunal Determination No. 2 of 2022 for Members of Local Government councils will be adjusted annually on the first, second and third anniversary of the 2022 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 the option to request an Apple iPad, laptop computer and printer, headset, internet access, stationery, business cards, name badges, Adelaide Now subscription and access to corporate attire. The Mayor has access to a personal assistant and is provided with a mobile phone and vehicle. The Elected Member Allowances and Benefits Policy provides full details of resources (including reimbursement of expenses) provided to Elected Members. The policy as well as a register that records all Elected Member allowances and support, is publicly available to view on the City of Salisbury website.

Independent members of the Audit and Risk Committee and the Council Assessment Panel are paid a sitting fee to attend meetings, as outlined below:

- Audit and Risk Committee
  - \$500 per meeting attended
- Council Assessment Panel
  - Presiding Member - \$500 per meeting attended
  - Independent members - \$400 per meeting attended
  - Elected Member attendance: currently Cr Beau Brug, receives \$320 per meeting attended in addition to his standard Councillor allowance listed above.

## Gifts and Benefits

Gifts and benefits are declared as provided to Council Members during the 2022/2023 financial year is provided on the Elected Member Gift and Benefits Register, available on the City of Salisbury Website.

# Council

## Council and Committee Structure

Council is supported in its decision-making process by 6 Committees and 4 Sub-Committees

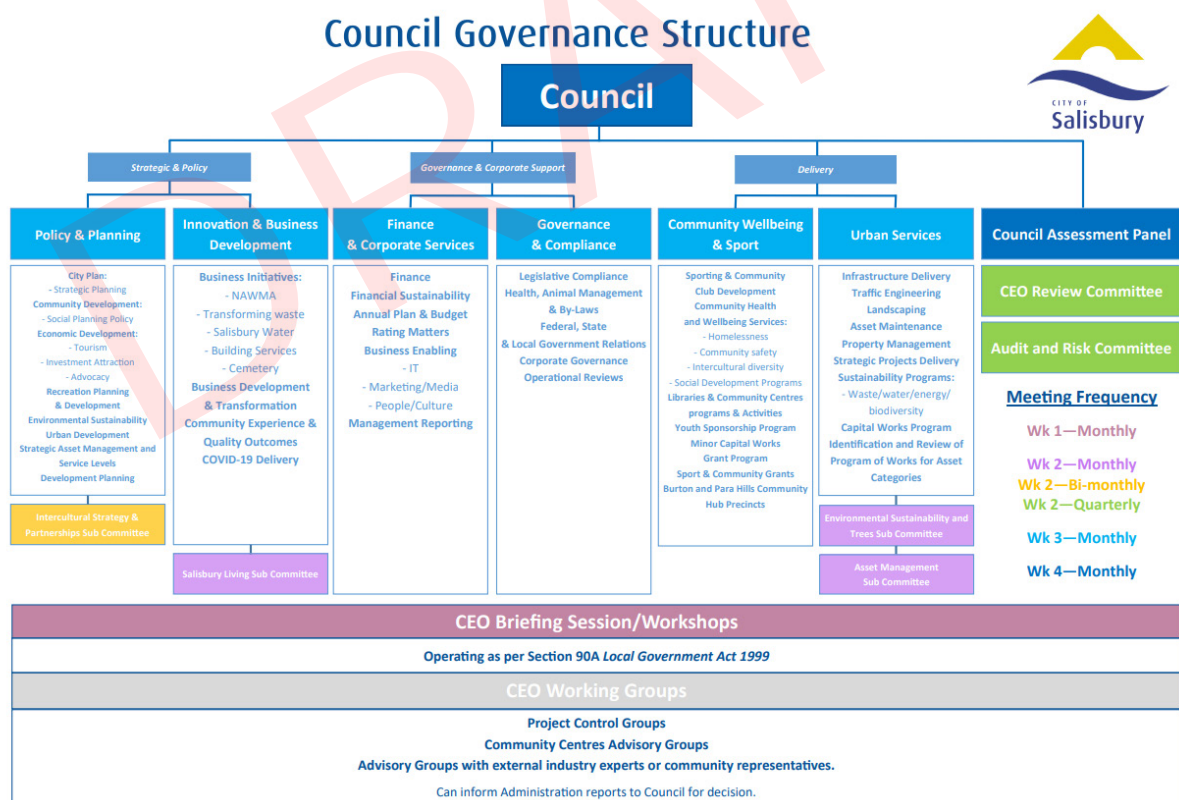
In addition, two other committees are established under legislation, the Audit and Risk Committee and the Council Assessment Panel (CAP), which are independent Committees comprising of experts external to Council as well as an Elected Member representation.

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

The Committee structure and membership is set out below. Terms of Reference for each Committee can be found on our website.

Council also maintains a Delegations Register on our website to support efficient and effective decision making.

Council and Committee meetings are open to the public and we encourage community members to attend. All meetings dates and times are available on our website.



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# Council

There were 18 Council meetings held between 1 July 2022 and 30 June 2023; of these, 12 were Ordinary Council meetings and 6 were Special Council meetings:

2018-2022 Council Term						2022-2026 Council																	
Members	26 Jul	23 Aug	27 Sep	25 Oct	Total Attended	Members	28 Nov	19 Dec	23 Jan	31 Jan	27 Feb	08 Mar	27 Mar	24 Apr	22 May	29 May	5 Jun	13 Jun	26 Jun	28 Jun	Meetings held	Total Attended	
Mayor G Aldridge (Chairman)	✓	✓	✓	✓	4	Mayor G Aldridge (Chairman)	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	Apo	✓	✓	14	13	
Councillor M Blackmore	✓	✓	✓	-	4	Councillor G Bawden	✓	✓	✓	✓	✓	Apo	Apo	Apo	Apo	Abs	Apo	Abs	*	*	14	5	
Councillor L Braun	✓	✓	✓	✓	4	Councillor B Brug	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	-	14	13	
Councillor B Brug	✓	✓	✓	✓	4	Councillor L Brug	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	-	14	13	
Councillor C Buchanan (Deputy Chairman)	✓	✓	✓	✓	4	Councillor C Buchanan (Deputy Mayor)	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	14	14	
Councillor A Duncan	✓	✓	✓	✓	4	Councillor S Burner	✓	✓	✓	✓	✓	Apo	Apo	Apo	Apo	Abs	Apo	Abs	**	**	14	5	
Councillor K Grenfell	✓	✓	✓	✓	4	Councillor J Chewparsad	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	14	14	
Councillor N Jennings	✓	-	✓	✓	3	Councillor A Graham	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	Apo	✓	✓	✓	14	13	
Councillor D Hood	✓	✓	✓	✓	4	Councillor K Grenfell	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	14	14	
Councillor P Jensen	✓	✓	✓	✓	3	Councillor D Hood	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	14	14	
Councillor S Ouk	✓	✓	✓	✓	4	Councillor P Jensen	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	14	14	
Councillor D Proleta	✓	✓	✓	✓	4	Councillor M Mazzeo	✓	✓	✓	✓	✓	✓	✓	✓	Apo	✓	Apo	✓	✓	✓	14	12	
Councillor S Reardon	✓	✓	✓	✓	4	Councillor S McKell	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	14	14	
Councillor G Reynolds	✓	✓	✓	✓	4	Councillor S Ouk	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	14	14	
Councillor J Woodman	✓	✓	✓	✓	4	Councillor S Reardon	✓	✓	✓	✓	***	***	***	✓	Apo	✓	✓	✓	✓	✓	14	10	

OA – Leave of Absence

bs – Absent

po – Apologies given

vacancy created due to the removal from office of Councillor Grace Bawden on 13 June 2023

\* vacancy created due to the removal from office of Councillor Severina Burner on 13 June 2023

\*\* vacancy by operation of Section 54 (1)(h) of the Local Government Act 1999, then retrospectively re-instated following the passing of the Local Government (Casual Vacancies) Amendment Bill 2023



# Council

## Committee and Sub Committees

NOTE: The Mayor is an ex officio member of some committees of Council (with the exception of the Audit and Risk Committee and the Council Assessment Panel). Some committees meet concurrently and as such in those instances the Mayor is unable to attend both meetings concurrently.

### Policy and Planning Committee

This Committee is formed under Section 41 of the Local Government Act 1999. The Committee meets on the third Monday of each month. The Committee operates in accordance with the provisions under the Local Government Act 1999, the Local Government (Procedures at Meetings) Regulations 2013 and its Terms of Reference. There were seven (7) Policy and Planning Committee meetings held between 1 July 2022 and 30 June 2023.

#### Composition:

2018 - 2022	2022 - 2026
Cr C Buchanan (Chairman)	Cr C Buchanan (Chairman)
Cr M Blackmore (Deputy Chairman)	Cr P Jensen (Deputy Chairman)
All members of Council	All members of Council

#### Attendance:

2018-2022 Council Term				2022-2026 Council							
Members	18 Jul	15 Aug	Total Attended	Members	23 Jan	20 Feb	20 Mar	17 Apr	19 Jun	Meetings held	Total Attended
Mayor G Aldridge (Chairman)	✓	✓	2	Mayor G Aldridge	✓	✓	Apo	✓	✓	5	4
Cr M Blackmore	✓	✓	2	Cr G Bawden	✓	Apo	✓	Apo	*	5	2
Cr L Braun	✓	✓	2	Cr B Brug	✓	✓	✓	✓	Apo	5	4
Cr B Brug	✓	✓	2	Cr L Brug	✓	✓	✓	Apo	Apo	5	3
Cr C Buchanan (Deputy Chairman)	✓	✓	2	Cr C Buchanan (Chairman)	✓	✓	✓	✓	✓	5	5
Cr A Duncan	✓	Apo	1	Cr S Burner	✓	✓	✓	Apo	**	5	3
Cr K Grenfell	✓	✓	2	Cr J Chewparsad	✓	✓	✓	✓	Apo	5	4
Cr N Henningsen	✓	✓	2	Cr A Graham	✓	✓	✓	✓	✓	5	5
Cr D Hood	Apo	✓	1	Cr K Grenfell	✓	✓	✓	✓	✓	5	5
Cr P Jensen	✓	✓	2	Cr D Hood	✓	Apo	✓	✓	✓	5	4
Cr S Ouk	✓	✓	2	Cr P Jensen (Deputy Chairman)	✓	✓	✓	✓	✓	5	5
Cr D Proleta	✓	✓	2	Cr M Mazzeo	✓	Apo	✓	✓	✓	5	4
Cr S Reardon	✓	✓	2	Cr S McKell	✓	✓	✓	✓	Apo	5	4
Cr G Reynolds	✓	✓	2	Cr S Ouk	✓	✓	✓	✓	✓	5	5
Cr J Woodman	✓	Apo	1	Cr S Reardon	✓	***	✓	✓	✓	5	4

LOA – Leave of Absence

Abs – Absent

Apo – Apologies given

\* Cr Grace Bawden removed from office on 13 June 2023

\*\* Cr Severina Burner removed from office on 13 June 2023

\*\*\* vacancy by operation of Section 54 (1)(h) of the Local Government Act 1999

# Council

## Urban Services Committee

This Committee is formed under Section 41 of the Local Government Act 1999. The Committee meets on the third Monday of each month. The Committee operates in accordance with the provisions under the Local Government Act 1999, the Local Government (Procedures at Meetings) Regulations 2013 and its Terms of Reference. The Urban Services Committee held nine (9) meetings between 1 July 2022 and 30 June 2023.

### Composition:

2018 - 2022	2022 - 2026
Cr L Braun (Chairman)	Cr S Ouk (Chairman)
Cr D Hood (Deputy Chairman)	Cr C Buchanan (Deputy Chairman)
Cr M Blackmore	Cr G Bawden
Cr C Buchanan	Cr B Brug
Cr N Henningsen	Cr A Graham
Cr P Jensen	Cr M Mazzeo
Cr S Ouk	Cr S Reardon

*\*\*The Mayor is, ex-officio, a member of this Committee*

### Attendance:

2018-2022 Council Term					2022-2026 Council									
Members	18 Jul	15 Aug	17 Oct	Total Attended	Members	23 Jan	20 Feb	20 Mar	17 Apr	15 May	19 Jun	Meetings held	Total Attended	
Mayor G Aldridge (ex officio)	✓	✓	✓	3	Mayor G Aldridge (ex officio)	✓	Apo	Apo	✓	✓	✓	6	4	
Cr M Blackmore	✓	✓	Apo	2	Cr G Bawden	Abs	Apo	Abs	Apo	Apo	*	6	0	
Cr L Braun (Chairman)	✓	✓	✓	3	Cr B Brug	✓	✓	✓	✓	✓	Apo	6	5	
Cr C Buchanan	✓	✓	✓	3	Cr C Buchanan (Deputy Chairman)	✓	✓	✓	✓	✓	✓	6	6	
Cr N Henningsen	✓	✓	Apo	2	Cr A Graham	✓	✓	✓	✓	✓	✓	6	6	
Cr D Hood (Deputy Chairman)	Apo	✓	✓	2	Cr M Mazzeo	✓	Apo	✓	✓	Apo	✓	6	4	
Cr P Jensen	✓	✓	Apo	2	Cr S Ouk (Chairman)	✓	✓	✓	✓	✓	✓	6	6	
Cr S Ouk	✓	✓	✓	3	Cr S Reardon	✓	***	✓	✓	✓	✓	6	5	

LOA – Leave of Absence

Abs – Absent

Apo – Apologies given

\* Cr Grace Bawden removed from office on 13 June 2023

\*\*\* vacancy by operation of Section 54 (1)(h) of the Local Government Act 1999

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# Council

## Governance and Compliance Committee

This Committee is formed under Section 41 of the Local Government Act 1999. The Committee meets on the third Monday of each month. The Committee operates in accordance with the provisions under the Local Government Act 1999, the Local Government (Procedures and Meetings) Regulations 2013 and its Terms of Reference. The Governance and Compliance Committee held eight (8) meetings between 1 July 2022 and 30 June 2023.

### Composition:

2018 - 2022	2022 - 2026
Cr J Woodman (Chairman)	Cr P Jensen (Chairman)
Cr S Reardon (Deputy Chairman)	Cr D Hood (Deputy Chairman)
Cr B Brug	Cr L Brug
Cr A Duncan	Cr S Burner
Cr K Grenfell	Cr J Chewparsad
Cr D Proleta	Cr K Grenfell
Cr G Reynolds	Cr S McKell

*\*\*The Mayor is, ex-officio, a member of this Committee*

### Attendance:

2018-2022 Council Term					2022-2026 Council							
Members	18 Jul	15 Aug	17 Oct	Total Attended	Members	23 Jan	20 Feb	20 Mar	17 Apr	15 May	Meetings held	Total Attended
Mayor G Aldridge (ex officio)	✓	✓	Apo	2	Mayor G Aldridge (ex officio)	✓	Apo	Apo	✓	✓	5	3
Cr B Brug	✓	✓	Apo	2	Cr L Brug	✓	✓	✓	Apo	✓	5	4
Cr A Duncan	✓	Apo	Apo	1	Cr S Burner	Abs	✓	Abs	Apo	Apo	5	1
Cr K Grenfell	✓	✓	✓	3	Cr J Chewparsad	✓	✓	✓	✓	✓	5	5
Cr D Proleta	✓	✓	✓	3	Cr K Grenfell	✓	✓	✓	✓	✓	5	5
Cr S Reardon (Deputy Chairman)	✓	✓	✓	3	Cr D Hood (Deputy Chairman)	✓	Apo	✓	✓	✓	5	4
Cr G Reynolds	✓	✓	✓	3	Cr P Jensen (Chairman)	✓	✓	✓	✓	✓	5	5
Cr J Woodman (Chairman)	✓	Apo	✓	2	Cr S McKell	✓	✓	✓	✓	✓	5	5

Note: June 2023 Governance and Compliance Committee cancelled due to lack of quorum.

Abs – Absent

Apo – Apologies given

# Council

## Finance and Corporate Services Committee

This Committee is formed under Section 41 of the Local Government Act 1999. The Committee meets on the third Monday of each month. The Committee operates in accordance with the provisions under the Local Government Act 1999, the Local Government (Procedures at Meetings) Regulations 2013 and its Terms of Reference. The Finance and Corporate Services Committee held nine (9) meetings between 1 July 2022 and 30 June 2023.

### Composition:

2018 - 2022	2022 - 2026
Cr D Proleta (Chairman) Cr P Jensen (Deputy Chairman) All members of Council	Cr B Brug (Chairman) Cr C Buchanan (Deputy Chairman) All members of Council

### Attendance:

Members	18 Jul	15 Aug	17 Oct	Total Attended	Members	23 Jan	20 Feb	20 Mar	17 Apr	15 May	19 Jun	Meetings held	Total Attended
Mayor G Aldridge (Chairman)	✓	✓	✓	3	Mayor G Aldridge	✓	✓	Apo	✓	✓	✓	6	5
Cr M Blackmore	✓	✓	Apo	2	Cr G Bawden	Abs	Apo	Abs	Apo	Apo	*	6	1
Cr L Braun	✓	✓	✓	3	Cr B Brug (Chairman)	✓	✓	✓	✓	✓	✓	6	6
Cr B Brug	✓	✓	Apo	2	Cr L Brug	✓	✓	✓	Apo	✓	✓	6	5
Cr C Buchanan (Deputy Chairman)	✓	✓	✓	3	Cr C Buchanan (Deputy Chairman)	✓	✓	✓	✓	✓	✓	6	6
Cr A Duncan	✓	Apo	Apo	1	Cr S Burner	Abs	✓	Abs	Apo	Apo	**	6	2
Cr K Grenfell	✓	✓	✓	2	Cr J Chewparsad	✓	✓	✓	✓	✓	✓	6	6
Cr N	✓	✓	Apo	2	Cr A Graham	✓	✓	✓	✓	✓	Apo	6	5
Cr D Hood	Apo	✓	✓	1	Cr K Grenfell	✓	✓	✓	✓	✓	✓	6	6
Cr P Jensen	✓	✓	Apo	2	Cr D Hood	✓	Apo	✓	✓	✓	✓	6	5
Cr S Ouk	✓	✓	✓	2	Cr P Jensen	✓	✓	✓	✓	✓	✓	6	6
Cr D Proleta	✓	✓	✓	2	Cr M Mazzeo	✓	Apo	✓	✓	Apo	Apo	6	3
Cr S Reardon	✓	✓	✓	2	Cr S McKell	✓	✓	✓	✓	✓	✓	6	6
Cr G Reynolds	✓	✓	✓	2	Cr S Ouk (Chairman)	✓	✓	✓	✓	✓	✓	6	6
Cr J Woodman	✓	Apo	✓	1	Cr S Reardon	✓	***	✓	✓	✓	✓	6	5

Abs – Absent

Apo – Apologies given

\* Cr Grace Bawden removed from office on 13 June 2023

\*\* Cr Severina Burner removed from office on 13 June 2023

\*\*\* vacancy by operation of Section 54 (1)(h) of the Local Government Act 1999

# Council

## Community Wellbeing and Sport Committee

This Committee is formed under Section 41 of the Local Government Act 1999. The Committee meets on the third Tuesday of each month. The Committee operates in accordance with the provisions under the Local Government Act 1999, the Local Government (Procedures at Meetings) Regulations 2013 and its Terms of Reference. The Committee has delegation to make decisions within its Council approved Terms of Reference. The Community Wellbeing and Sport Committee held eight (8) meetings between 1 July 2022 and 30 June 2023.

### Composition:

2018 - 2022	2022 - 2026
Cr A Duncan (Chairman)	Cr D Hood (Chairman)
Cr C Buchanan (Deputy Chairman)	Cr C Buchanan (Deputy Chairman)
Cr B Brug	Cr A Graham
Cr D Hood	Cr P Jensen
Cr P Jensen	Cr M Mazzeo
Cr S Ouk	Cr S McKell
Cr J Woodman	Cr S Ouk

*\*\*The Mayor is, ex-officio, a member of this Committee*

### Attendance:

2018-2022 Council Term				2022-2026 Council								
Members	19 Jul	16 Aug	Total Attended	Members	24 Jan	21 Feb	21 Mar	18 Apr	16 May	20 Jun	Meetings held	Total Attended
Mayor G Aldridge (ex officio)	✓	✓	2	Mayor G Aldridge (ex officio)	✓	✓	✓	✓	Apo	✓	6	5
Cr B Brug	✓	✓	2	Cr C Buchanan (Deputy Chairman)	✓	✓	✓	✓	✓	✓	6	6
Cr C Buchanan (Deputy Chairman)	✓	✓	2	Cr A Graham	✓	✓	Apo	✓	✓	Apo	6	4
Cr A Duncan (Chairman)	✓	Apo	1	Cr D Hood (Chairman)	✓	Apo	✓	✓	✓	✓	6	5
Cr D Hood	Apo	✓	1	Cr P Jensen	✓	✓	✓	✓	✓	✓	6	6
Cr P Jensen	✓	Apo	1	Cr M Mazzeo	Apo	Apo	Apo	✓	Apo	Apo	6	1
Cr S Ouk	✓	✓	2	Cr S McKell	✓	Apo	✓	✓	✓	✓	6	5
Cr J Woodman	✓	✓	2	Cr S Ouk	✓	✓	Apo	✓	✓	✓	6	5

*Apo – Apologies given*

# Council

## Innovation and Business Development Committee

This Committee is formed under Section 41 of the Local Government Act 1999. The Committee meets on the third Tuesday of each month. The Committee operates in accordance with the provisions under the Local Government Act 1999, the Local Government (Procedures at Meetings) Regulations 2013 and its Terms of Reference. The Innovation and Business Development Committee held eight (8) meetings between 1 July 2022 and 30 June 2023.

### Composition:

2018 - 2022	2022 - 2026
Cr K Grenfell (Chairman) Cr B Brug (Deputy Chairman) Cr M Blackmore Cr C Buchanan Cr P Jensen Cr G Reynolds Cr J Woodman	Cr S Reardon (Chairman) Cr K Grenfell (Deputy Chairman) Cr L Brug Cr C Buchanan Cr M Mazzeo Cr S McKell

*\*\*The Mayor is, ex-officio, a member of this Committee*

### Attendance:

2018-2022 Council Term					2022-2026 Council							
Members	19 Jul	16 Aug	17 Oct	Total Attended	Members	24 Jan	21 Feb	21 Mar	18 Apr	20 Jun	Meetings held	Total Attended
Mayor G Aldridge (ex officio)	✓	✓	✓	3	Mayor G Aldridge (ex officio)	✓	✓	✓	✓	✓	5	5
Cr M Blackmore	✓	✓	Apo	2	Cr L Brug	✓	✓	✓	✓	Apo	5	4
Cr B Brug (Deputy Chairman)	✓	Apo	Apo	1	Cr C Buchanan	✓	✓	Apo	✓	Apo	5	5
Cr C Buchanan	✓	✓	✓	3	Cr K Grenfell (Deputy Chairman)	✓	Apo	✓	✓	✓	5	5
Cr K Grenfell (Chairman)	✓	✓	✓	3	Cr M Mazzeo (Chairman to April)	Apo	Apo	Apo	✓	Apo	5	1
Cr P Jensen	✓	Apo	Apo	1	Cr S McKell	✓	Apo	✓	✓	✓	5	4
Cr G Reynolds	✓	✓	✓	3	Cr S Reardon (Chairman)	✓	***	✓	✓	Apo	5	3
Cr J Woodman	✓	✓	✓	3								

*Apo – Apologies given*

*\*\*\* vacancy by operation of Section 54 (1)(h) of the Local Government Act 1999*

# Council

## CEO Review Committee

This Committee is formed under Section 41 of the Local Government Act 1999. The Committee meets quarterly in the second week of the month. The Committee operates in accordance with the provisions under the Local Government Act 1999, the Local Government (Procedures at Meetings) Regulations 2013 and its Terms of Reference. The Committee has delegation to make decisions within its Council approved Terms of Reference. The CEO Review Committee held two (2) meetings between the 1 July 2022 and 30 June 2023.

### Composition:

2018 - 2022	2022 - 2026
Mayor G Aldridge (Chairman) Cr C Buchanan (Deputy Chairman) Cr D Proleta Cr S Reardon Cr J Woodman	Mayor G Aldridge (Chairman) Cr C Buchanan (Deputy Chairman) Cr D Hood Cr P Jensen Cr S Reardon

### Attendance:

2018-2022 Council Term			2022-2026 Council			
Members	12 Jul	Total Attended	Members	14 Feb	Meetings held	Total Attended
Mayor G Aldridge (Chairman)	✓	1	Mayor G Aldridge (Chairman)	✓	1	1
Cr C Buchanan (Deputy Chairman)	✓	1	Cr C Buchanan (Deputy Chairman)	✓	1	1
Cr D Proleta	Apo	0	Cr D Hood	Apo	1	0
Cr S Reardon	✓	1	Cr P Jensen	✓	1	1
Cr J Woodman	✓	1	Cr S Reardon	***	1	1

*Apo - Apologies given*

*\*\*\* vacancy by operation of Section 54 (1)(h) of the Local Government Act 1999*

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# Council

## Audit and Risk Committee

This Committee is formed under section 126 of the Local Government Act 1999. The Committee ordinarily meets on a quarterly basis. The Committee operates in accordance with the provisions under the Local Government Act 1999, the Local Government (Procedures at Meetings) Regulations 2013 and its Terms of Reference. The Audit and Risk Committee held five (5) meetings between 1 July 2022 and 30 June 2023.

### Composition:

2018 - 2022	2022 - 2026
Cr G Reynolds (Chairman) Cr K Grenfell (Deputy Chairman) Mr Neil Ediriweera (Independent Member) Mr Craig Johnson (Independent Member) Ms Paula Davies (Independent Member) (from February 2021)	Cr K Grenfell (Chairman) Cr B Brug (Deputy Chairman) Mr Neil Ediriweera (Independent Member) Mr Craig Johnson (Independent Member) Ms Paula Davies (Independent Member)

### Attendance:

2018-2022 Council Term					2022-2026 Council				
Members	12 Jul	11 Oct	8 Nov	Total Attended	Members	15 Feb	12 Apr	Meetings held	Total Attended
Cr G Reynolds (Chairman)	✓	✓	✓	3	Cr K Grenfell (Chairman)	✓	✓	2	2
Cr K Grenfell (Deputy Chairman)	✓	✓	✓	3	Cr B Brug (Deputy Chairman)	✓	✓	2	2

## Council Assessment Panel

Appointed as a relevant authority in accordance with the Planning Development and Infrastructure Act 2016 by Council resolution. The Committee meets on the fourth Tuesday of each month. The Committee operates in accordance with the Planning, Development and Infrastructure Act 2016, Planning, Development and Infrastructure General Regulations 2017 and its Terms of Reference. The Council Assessment Panel held 10 meetings between 1 July 2022 and 30 June 2023.

### Composition:

2018 - 2022	2022 - 2026
Mr Terry Mosel (Presiding Member) Mr Ross Bateup (Independent Member) Ms Cherie Gill (Independent Member) Mr Matt Atkinson (Independent Member) Cr B Brug	Mr Terry Mosel (Presiding Member) Mr Ross Bateup (Independent Member) Ms Cherie Gill (Independent Member) Mr Matt Atkinson (Independent Member) Cr B Brug

### Attendance:

CAP	26 Jul	23 Aug	27 Sep	25 Oct	20 Dec	28 Feb	28 Mar	26 Apr	23 May	27 Jun	Meetings held	Total Attended
Cr B Brug	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	10	10



# Council

## Sub Committees

The City of Salisbury has four (4) Sub-Committees in the 2022 Council term, each formed under Section 41 of the Local Government Act 1999. The Sub-Committees operate in accordance with the provisions under the Local Government Act 1999, the Local Government (Procedures at Meetings) Regulations 2013 and the individual Committee Terms of Reference.

### Asset Management Sub Committee

The membership of the Asset Management Sub Committee is determined by Council. The Asset Management Sub Committee is established under section 41 of the Local Government Act 1999 as a sub Committee reporting to the Urban Services Committee for the purpose of providing advice to Council on the plans and priority programs of work, related to Asset Management. The Committee meets on the second Monday of the month. The Asset Management

#### Composition:

2018 - 2022	2022 - 2026
Cr B Brug (Chairman) Cr L Braun Deputy Mayor, Cr C Buchanan Cr D Hood (Deputy Chairman) Cr S Ouk Cr S Reardon	Cr A Graham (Chairman) Cr S McKell (Deputy Chairman) Cr C Buchanan Cr D Hood Cr P Jensen

*\*\*The Mayor is, ex-officio, a member of this Committee*

#### Attendance:

2018-2022 Council Term				2022-2026 Council							
Members	19 Jul	Meetings Held	Total Attended	Members	21 Feb	21 Mar	18 Apr	20 Jun	Meetings held	Total Attended	
Mayor G Aldridge (ex officio)	✓	1	1	Mayor G Aldridge (ex Officio)	✓	✓	✓	Apo	5	3	
Cr L Braun	✓	1	1	Cr C Buchanan	✓	✓	✓	✓	5	4	
Cr B Brug (Chairman)	✓	1	1	Cr Alan Graham (Chairman)	✓	✓	✓	Apo	5	3	
Cr C Buchanan	✓	1	1	Cr D Hood	Apo	✓	✓	✓	5	3	
Cr D Hood (Deputy Chairman)	✓	1	1	Cr P Jensen	✓	✓	✓	✓	5	4	
Cr S Ouk	✓	1	1	Cr S Mckell	✓	✓	Apo	✓	5	3	
Cr S Reardon	✓	1	1								

*Apo – Apologies given*

# Council

## Environmental Sustainability and Trees Sub Committee (ESTSC)

The membership of the ESTSC comprises of six Elected Members as nominated by Council. The ESTSC is established under section 41 of the Local Government Act 1999 as a subcommittee reporting to the Urban Services Committee for the purposes of making providing advice to Council. The ESTSC has delegation to make decisions within its Council approved Terms of Reference. The ESTSC held five (5) meetings between 1 July 2022 and 30 June 2023.

### 2022 – 2026

Cr L Brug (Chairman)  
Cr S Mckell (Deputy Chairman)  
Cr C Buchanan  
Cr J Chewparsad  
Cr P Jensen  
Cr S Ouk

### Attendance:

TMASC	13 Feb	14 Mar	11 Apr	8 May	13 Jun	Meetings held	Total Attended
Mayor G Aldridge (ex officio)	✓	✓	✓	✓	Apo	5	4
Cr L Brug (Chairman)	✓	✓	✓	✓	✓	5	5
Cr C Buchanan	✓	✓	✓	✓	✓	5	5
Cr J Chewparsad	✓	✓	✓	✓	✓	5	5
Cr P Jensen	✓	✓	✓	✓	✓	5	5
Cr S Mckell (Deputy Chairman)	✓	✓	✓	Apo	✓	5	4
Cr S Ouk	✓	✓	✓	✓	✓	5	5

*Apo – Apologies given*

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# Council

## Tree Management Appeals Sub Committee (TMASC)

The membership of the TMASC comprises of four Elected Members as nominated by Council. The TMASC is established under section 41 of the Local Government Act 1999 as a subcommittee reporting to the Urban Services Committee for the purposes of making decisions under delegated authority and providing advice to Council. The TMASC meets as required to assess tree management appeals. The TMASC held one (1) meeting between 1 July 2022 and 30 June 2023.

2022 – 2026
Cr S Reardon (Chairman)
Cr P Jensen (Deputy Chairman)
Cr C Buchanan
Cr S Ouk

*\*\*The Mayor is, ex-officio, a member of this Committee*

### Attendance:

TMASC	13 Jun	Meetings held	Total Attended
Mayor G Aldridge (ex officio)	✓	1	1
Cr C Buchanan	✓	1	1
Cr P Jensen (Deputy Chairman)	✓	1	1
Cr S Ouk	✓	1	1
Cr S Reardon (Chairman)	✓	1	1

*The Tree Management Appeals Sub Committee did not continue in the 2022-2026 Council Term.*

# Council

## Intercultural Strategy and Partnerships Sub Committee

The Intercultural Strategy and Partnerships Sub Committee is established under section 41 of the Local Government Act 1999 as a subcommittee and an advisory committee to the Policy and Planning Committee for the purpose of providing advice to Council. The Intercultural Strategy and Partnerships Sub Committee holds meetings as required. The Intercultural Strategy and Partnerships Sub Committee held two (2) meetings between 1 July 2022 and 30 June 2023.

### Composition:

2018 - 2022	2022 - 2026
Cr M Blackmore (Chairman) Cr S Ouk (Deputy Chairman) Cr N Henningsen Cr D Proleta Cr J Woodman	Cr J Chewparsad (Chairman) Cr S Ouk (Deputy Chairman) Cr C Buchanan Cr S McKell Cr S Reardon

*\*\*The Mayor is, ex-officio, a member of this Committee*

### Attendance:

2018-2022 Council Term		2022-2026 Council				
Members	Meetings Held	Members	15 Feb	12 Apr	Meetings held	Total Attended
Mayor G Aldridge (ex officio)	0	Mayor G Aldridge (Ex Officio)	✓	Apo	2	1
Cr M Blackmore (Chairman)	0	Cr C Buchanan	✓	✓	2	2
Cr N Henningsen	0	Cr J Chewparsad (Chairman)	✓	✓	2	2
Cr S Ouk (Deputy Chairman)	0	Cr S McKell	✓	✓	2	2
Cr D Proleta	0	Cr S Ouk (Deputy Chairman)	✓	✓	2	2
Cr J Woodman	0	Cr S Reardon	✓	✓	2	2

*Apo – Apologies given*

# Council

## Salisbury Living Sub Committee 2022-2026

The Salisbury Living Sub Committee is established under section 41 of the Local Government Act 1999 as a subcommittee and an advisory committee to the Innovation and Business Development Committee and providing advice to Council. The Salisbury Living Sub Committee meets monthly on the second Monday or Tuesday of the month. The Salisbury Living Sub Committee held three (3) meetings between 1 July 2022 and 30 June 2023.

2022 – 2026
Cr M Mazzeo (Chairman)
Cr K Grenfell (Deputy Chairman)
Cr B Brug
Cr C Buchanan
Cr P Jensen

*\*\*The Mayor is, ex-officio, a member of this Committee*

### Attendance:

Members	16 Jan	14 Mar	11 Apr	Meetings held	Total Attended
Mayor G Aldridge (ex officio)	✓	✓	✓	3	3
Cr B Brug	✓	✓	✓	3	3
Cr C Buchanan	✓	✓	✓	3	3
Cr K Grenfell (Deputy Chairman)	✓	✓	✓	3	3
Cr P Jensen	✓	✓	✓	3	3
Cr M Mazzeo (Chairman)	Apo	✓	✓	3	2

*Apo – Apologies given*

# Council

## Strategic Property Development Sub Committee

The Strategic Property Development Sub Committee was established under section 41 of the Local Government Act 1999 as a subcommittee and an advisory committee to the Innovation and Business Development Committee and providing advice to Council. The Strategic Property Development Sub Committee met every three months or as required on the second Monday of the month. The Strategic Property Development Sub Committee held one (1) Meeting between 1 July 2022 and 30 June 2023.

The Strategic Property Development Sub Committee did not continue in the 2022-2026 Council Term.

### Composition:

2022 – 2026
Cr P Jensen (Chair)
Cr K Grenfell (Deputy Chair)
Cr D Proleta
Cr G Reynolds
Cr J Woodman

*\*\*The Mayor is, ex-officio, a member of this Committee*

### Attendance:

Members	11 Jul	Meetings held	Total Attended
Mayor G Aldridge (ex officio)	✓	1	1
Cr C Buchanan	✓	1	1
Cr K Grenfell (Deputy Chairman)	✓	1	1
Cr P Jensen (Chairman)	✓	1	1
Cr D Proleta	Apo	1	0
Cr G Reynolds	✓	1	1
Cr J Woodman	✓	1	1

*Apo – Apologies given*

# Council

## Youth Council Sub Committee

The Youth Council Sub Committee is established under section 41 of the Local Government Act 1999 as a subcommittee and an advisory committee to the Policy and Planning Committee and providing advice to Council. The Youth Council Sub Committee is structured to ensure maximum participation and inclusion of young people. The Youth Council meets six times per annum (February, April, June, August, October and December) Meetings are held on the second week of the month. The Youth Council Sub Committee held 6 Meetings between 1 July 2021 and 30 June 2022.

### Composition:

The membership of the Youth Council comprised:

18 young people (aged 14-25 years), 6 mentors, up to 3 Elected Members (Cr M Blackmore, Cr P Jensen, Cr G Reynolds and the Mayor (ex-officio).

### Attendance:

Members	9 Aug	11 Oct	Meetings held	Total Attended
Mayor G Aldridge (ex officio)	Apo	Apo	2	0
Cr M Blackmore	✓	✓	2	2
Cr P Jensen	Apo	Apo	2	0
Cr G Reynolds	✓	✓	2	2

The Youth Council Sub Committee did not continue in the 2022-2026 Council Term and an alternate approach to youth governance is being developed through a Youth Summit in late 2023.

*Apo – Apologies given*



# Council

## Para Hills Community Hub Precinct Sub Committee

The Para Hills Community Hub Precinct Sub Committee was established under section 41 of the Local Government Act 1999 as a subcommittee as an advisory committee to the Community Wellbeing and Sport Committee and providing advice to Council. The Para Hills Community Hub Precinct Sub Committee met quarterly on the second Monday or Tuesday of the month. The Para Hills Community Hub Precinct Sub Committee was scheduled to have one (1) meeting between 1 July 2022 and 30 June 2023 however the meeting was cancelled due to lack of Quorum.

### Composition:

Cr S Reardon (Chairman)

Cr P Jensen (Deputy Chairman)

Mr R Taylor (Independent Member)

Ms K Winter (Independent Member)

\*\*The Mayor was, ex-officio, a member of this Committee

*The Para Hills Community Hub Precinct Sub Committee did not continue in the 2022-2026 Council Term.*

## Burton Community Hub Precinct Sub Committee

The Burton Community Hub Precinct Sub Committee was established under section 41 of the Local Government Act 1999 as a subcommittee as an advisory committee to the Community Wellbeing and Sport Committee and providing advice to Council. The Burton Community Hub Precinct Sub Committee met quarterly on the second Monday or Tuesday of the month. The Burton Community Hub Precinct Sub Committee was scheduled to have 1 meeting between 1 July 2022 and 30 June 2023 however the meeting was cancelled due to lack of Quorum.

### Composition:

Cr C Buchanan (Chairman)

Cr D Proleta (Deputy Chairman)

Ms K Blandford (Independent Member)

Ms J Cook (Independent Member)

Mr T Dalwood (Independent Member)

\*\*The Mayor was, ex-officio, a member of this Committee

*The Burton Community Hub Precinct Sub Committee did not continue in the 2022-2026 Council Term.*

# Council

## Open and transparent decision-making

Council continues to ensure its commitment to open and transparent decision making, a commitment which recognises that on some occasions it may be necessary to exclude the public. On these occasions the principle of having the meeting open to the public is outweighed by the need to keep the information or discussion confidential for prescribed reasons set out in the Local Government Act 1999 and for example, include matters that concern personal affairs, legal issues or commercial in confidence matters.

During 2022/23 financial year, a total of 674 items were considered by Council and Committees. Of these, 69 items were considered in accordance with section 90(3) of the Local Government Act 1999, where it was necessary to exclude the public from the discussion of a particular matter.

	No. of items considered in confidence	Confidential items as a % of total no. of items considered
2018/19	31	5.64%
2019/20	43	7.06%
2020/21	63	8.7%
2021/22	48	7.92%
2022/23	69	10.23%

Of the 69 items where members of the public were excluded, all or part of the documents presented remained confidential after discussion in confidence had taken place.

The following table is a summary of the number of occasions that the provisions listed in Section 90(2) (excluding the public during proceedings) or Section 91 (7)(documents to be kept confidential for a period of time) of the Local Government Act 1999 were used during the 2022-2023 financial year.

47 confidentiality orders were revoked or expired in full during 2022/23, with 2 orders having partial release. Remaining orders will be reviewed internally twice per year and should it be deemed appropriate, the Chief Executive Officer can exercise delegation to revoke orders if granted by Council by resolution.

168 orders remained operative at the end of 2022/23.

# 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.
July 2022	SPDSC2	Lake Windemere Business Case	(b)(i) (b)(ii)	3	1
July 2022	1.4.1	Strategic Growth Framework Waterloo Corner and Bolivar Corridor	(a)	2	1
July 2022	4.4.1	NAWMA - Capital Upgrade Agreement - Pooraka Resource Recovery Centre - Research Road, Pooraka	(d)(i) (d)(ii)	2	1
July 2022	5.4.1	Transfer of Land & Buildings	(d)(i) (d)(ii)	2	1
July 2022	5.4.2	TreeClimb	(d)(i)	2	1
July 2022	7.4.1	Internal Audit Report on Cybersecurity Improvement Program Pre-Implementation Audit	(b)(i) (d)(i) (e)	2	1
August 2022	4.4.1	Verge Maintenance Update	(d)(i) + (d)(ii)	2	1
August 2022	4.4.2	Salisbury West Library	(b)(i) + (b)(ii)	2	1
August 2022	5.4.1	Recreation Assets – Future Management Model	(d)(i)	2	1
August 2022	5.4.2	Salisbury Memorial Park – Mausoleum	(d)(i)	2	1
August 2022	6.4.1	Ryans Road Land Disposal Revised Concept Masterplan	(b)(i) + (b)(ii)	2	1
August 2022	C1	Request for Extension of Confidentiality Orders	(b)(i) + (b)(ii)	1	1
October 2022	6.4.1	Enterprise Resource Planning and Customer Relationship Management Update	(k)	2	1
October 2022	C1	Request for Extension of Confidentiality Orders	(a)	1	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 Section 91(7)
December 2022	7.4.1	Cybersecurity Improvement program (CIP) Audit Actions and Project Status Update (from the 08/11/22 A&R Cmte Mtg)	(b)(i) + (b)(ii) (e)	2	1
December 2022	C1	Complaint from Member of the Public	(a)	1	1
January 2023	C1 – 23/01/23 Special Council	Request for Extension of Confidentiality Orders	(b)(i) + (b)(ii) (a)	1	1
January 2023	C2 – 23/01/23 Special Council	Council Business Practice	(e)	1	1
January 2023	5.4.1	Mausoleum – Expiration of Contract	(d)(i)	2	1
January 2023	6.4.1	Enterprise Resource Planning and Customer Relationship Management Update	(k)	2	1
February 2023	P&P-OB1	State Planning Commission Submission (Verbal Item – no report)	(j)	2	1
February 2023	5.4.1	TreeClimb Salisbury	(b)(i)+(ii) (d)(i)+(ii)	2	1
February 2023	5.4.2	Mausoleum – Contract Update	(b)(i)+(ii) (d)(i)+(ii)	2	1
February 2023	5.4.3	Little Para Gold Course – Future Management Model	(b)(i)+(ii)	2	1
February 2023	7.4.1	Quarterly Cybersecurity Report	(b)(i)+(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.
February 2023	7.4.2	Litigation Update	(h) (i)	2	1
February 2023	9.1.3	Contract Matter	(a)	2	1
February 2023	C1	Renascor Resources – Purified Spherical Graphite Manufacturing Plant – Robinson Road, Bolivar	(j) (ii)	1	1
February 2023	C2	Tenancy Matter	(d)(i)+(ii)	1	1
March 2023	1.4.1	Thematic Heritage Study – Stage 2 Item Identification	(b)(i) + (b)(ii) (d)(i)	2	1
March 2023	2.4.1	Budget Bid 2023/24 – Confidential Items	(b)(i)	2	1
March 2023	SLSC2	Strategic Property Matter – Confidential	(b)(i) + (b)(ii)	3	1
March 2023	C1	Elected Member Behavior – Complaint	(a)	1	1
March 2023	C2	Elected Member Behavior – Complaints	(a)	1	1
April 2023	2.4.1	Update on Action on Rates Assessment Outstanding under Section 184 of the Local Government Act 1999	(a)	2	1
April 2023	4.4.1	Acquisition of Surplus Land – Bolivar	(b)(i) + (b)(ii)	2	1
April 2023	4.4.2	Acquisition of Land – Direk	(b)(i) + (b)(ii)	2	1
April 2023	4.4.3	Disposal of Council Property – Council	(b)(i) + (b)(ii)	2	1
April 2023	5.4.1	Salisbury Memorial Park and Chapel of the Holy Family Mausoleum Review	(d)	2	1

# Council

Date	Item	Subject matter	Section 90(3) subsection reference	Number of occasions moved into confidence Section 90(2)	Number of occasions with retention order on reports, minutes and/or appendices.
April 2023	5.4.2	Autism SA Tenancy Proposal	(b)(i)	2	1
April 2023	5.4.3	Indoor Recreation Centres – Strategic Review and Management Contract	(b)(i)	2	1
April 2023	SLSC2	Salisbury City Centre Expression of Interest Outcome	(b)(i) + (b)(ii)	3	1
April 2023	7.4.1	Quarterly Cybersecurity Report October 2022-December 2022	(b)(i) + (e)	2	1
April 2023	7.4.2	ERP / Project Connect – Verbal Update	(b)(i) + (b)(ii)	2	1
April 2023	C1	Request for Extension of Confidentiality Orders	(b)(i) + (b)(ii)	1	1
April 2023	C2	Elected Member Behavior – Complaints	(a)	1	1
April 2023	C3	Elected Member Behavior – Complaints	(a)	1	1
May 2023	C1	Complaint 29 January 2023	(a)	1	1
May 2023	C4	Complaint 24 February 2023	(a)	1	1
May 2023	5.1.1 + Further Information Item 5.1.1	Minor Capital Works Grant Program – Para Hills Soccer Club Incorporated – Para Hills Knights	(d)(i)	2	1
May 2023	C1 29/05/23 Special Council	Consideration of Elected Members' Absence Pursuant to section 54(1)(d) of the Local Government Act 1999 – Cr Grace Bawden and Cr Severina Burner	(a)	1	1
May 2023	MWON2 29/05/23 Special Council	Motion without Motion – Further Motion	(a)	1	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 2023	C1 05/06/23 Special Council	Absenteeism Cr Severina Burner	(a)	1	1
June 2023	C2 05/06/23 Special Council	Absenteeism Cr Grace Bawden	(a)	1	1
June 2023	C1 13/06/23 Special Council	Absenteeism Cr Severina Burner	(a)	1	1
June 2023	C2 13/06/23 Special Council	Absenteeism Cr Grace Bawden	(a)	1	1
June 2023	1.4.1 + Further Information Item 1.4.1	Strategic Growth Framework Waterloo Corner and Bolivar Corridor Update	(b)(i) (d)(i) (j)(i)	2	1
June 2023	5.1.6	Salisbury Aquatic Centre Redevelopment – Project Budget and Progress Update	(b)(i)+(ii)	2	1
June 2023	6.4.1	Community Centers Governance Review	(a)(b)(i) (d)(i)+(ii)	1	1
June 2023	C1	Request for Extension of Confidentiality Orders	(a) (b)(i)+(ii) (d) (i)+(ii)	1	1
June 2023	C2	Chapel of the Holy Family Mausoleum – Expiry of Lease Arrangements	(d)(i) (h) (i)	1	1
June 2023	Cnl-OB1	Legal Proceedings Update (Verbal update by Manager Governance)	(h)	1	1
June 2023	C1 28/06/23 Special Council	Chapel of the Holy Family Mausoleum - Expiry of Lease Arrangements	(h) (i)	1	1
June 2023	C2 28/06/23 Special Council	Legal Proceedings Update	(h) (i)	1	1



# Council

## Management and Governance

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

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

### Registers

- Elected Member Register of Interests
- Elected Member Allowances and Benefits Register
- Register of Salaries
- Register of Interests (Officers)
- Register of Public Roads
- Register of By-laws
- Elected Member Gifts and Benefits Register
- Employee Gifts and Benefits Register
- Fees and Charges Register
- Register of Community Land
- Register of Buildings Upgrade Agreements
- Delegations Register
- Dog Registrations
- Confidential Orders Register
- Elected Member Training and Development Register

## Codes / Standards

- Code of Practice - Access to Meetings and Associated Documents
- Code of Practice for Meeting Procedures
- Code of Conduct for Volunteers
- Code of Conduct for Council Employees
- Elected Member Behavioural Standards

### The City of Salisbury has the following By-laws:

- By-law 1 Permits Penalties
- By-law 2 Movable Signs
- By-law 3 Roads
- By-law 4 Local Government Land
- By-law 5 Dogs
- By-law 6 Waste Management

### Policies

- City of Salisbury Council Policies are publicly accessible on our website. Policies are reviewed under our Policy Management Framework.

A comprehensive list of codes, documents, policies and registers are available for public inspection either at the Council offices, 34 Church Street, Salisbury or at [www.salisbury.sa.gov.au](http://www.salisbury.sa.gov.au)

Copies of most documents are available for purchase for a small fee. All of these documents are updated on a regular basis as required by the Act.

# Council

## Number of Requests for a Review of Council Decisions

During the 2022/23 Financial Year, the City of Salisbury received two (2) applications requesting a review of decisions made by the Council. These applications are outlined as follows:

- Council received an application to review a decision regarding the construction of a carpark at Treetop Court, Paralowie. The applicants had purchased property located on Treetop Court, adjacent to a natural landscape. The Council had resolved to use this area for the construction of a twelve-bay carpark to address parking overflow issues. The applicants contended that the Council's decision-making process did not take into account all relevant considerations, and that it was not acting as a representative, informed, and responsible decision maker in the interests of its community. The findings revealed that the Council did not have a statutory obligation to undertake consultation regarding the carpark proposal. However, the carpark would reasonably be expected to result in a reduction of amenity and outlook from the applicant's property, as well as an increase in traffic movements. The finding was that the applicants (as well as other impacted residents) should have been consulted before the Council considered and determined this matter. As a result, the Council determined that public consultation should be undertaken on a discretionary basis before proceeding with the carpark project.
- Council received an application to review a planning decision made by Council administration in relation to the assessment of a yoga home business activity located in Mawson Lakes. The applicant resided adjacent to the residence where the yoga home business activity was occurring. The applicant contended that the Council failed to assess the yoga business in accordance with Council's home-based

activity guidelines, as the criteria were not satisfied. The review findings identified that the relevant Council officer had adhered to the Home Activity definition in the relevant regulations. However, the applicant believed that the officer was required to make a decision in line with Council's guidelines, which contained additional criteria. The finding clarified that this interpretation was incorrect, and the officer was required to consider the statutory position and the regulations. Consequently, the Chief Executive Officer determined that the original decision would remain unchanged, but that Council should revise the guideline material on its website to eliminate any potential confusion.

# Council

## Local Nuisance and Litter Control Act 2016 Annual Report 2022/23

### Section 8 — Annual reports by councils

A 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 the council during that year of functions conferred on it under the Local Nuisance and Litter Control Act 2016 (the Act).

### Section 5 — Annual reports by councils

For the purposes of section 8 of the Act, a council's annual report should include details of—

- (a) the number of complaints of local nuisance or littering received by the 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 the council to the Court for orders for civil penalties under section 34 of the Act and the number of orders made by the Court on those applications; and
- (c) any other functions performed by the council under the Act

# Council

## 5 — Annual reports by councils

For the purposes of section 8 of the Act, a council's annual report should include details of—

(a) The number of complaints of local nuisance or littering received by the council	2022/23
General Litter - Development Pollution	59
General Litter - Discharge Liquid Waste	75
Litter Bill Posting	1
Litter Class A - Asbestos	1
Litter Class B - Glass/Syringe/lit cigarettes	2
Litter General - Litter dumped/thrown/deposited	703
Nuisance Animal - Offensive Odour	13
Nuisance Animal Mosquitoes Residential	17
Nuisance Animals (other)	152
Nuisance Animals Vermin/Rats/Mice	110
Nuisance Dust	30
Nuisance Insanitary Condition Offensive Material/Odour	24
Nuisance Insanitary Condition Rodents/Other Pests	15
Nuisance Noise	108
Nuisance Noise Environmental Health S17(1)(a) LNLC	26
Nuisance Odours/Fumes/Aerosols	41
Nuisance Projection Image onto Property	2
Nuisance Smoke	10
Nuisance Smoke Combustion Heaters	24
Nuisance Unsightly Condition Excessive Vegetation	19
Nuisance Unsightly Condition Graffiti	3
Nuisance Unsightly Disused/Derelict Items/Material	34
Nuisance Unsightly Excessive Vegetation/Vacant Land	19
Nuisance Unsightly Rubbish/Waste - Excessive/Unconstrained	121
Nuisance Vibration	0
<b>Totals</b>	<b>1609</b>

# Council

<b>(b) i - The number and nature of offences that were expiated</b>	<b>2022/23</b>
Causing a local nuisance	0
Disposing of 50L or more of litter	4
Disposing of up to 50L of General Litter	0
Failing to comply with abatement notice	1
Post a bill on property without the consent	1
<b>Totals</b>	<b>6</b>
<b>(b) ii -The number and nature of offences that were prosecuted</b>	<b>2022/23</b>
	0
<b>Totals</b>	<b>0</b>
<b>(b) iii - The number and nature of nuisance abatement notices or litter abatement notices</b>	<b>2022/23</b>
LNLC Act 2016 Nuisance Abatement Notice S30(1)(a) - Insanitary Condition	0
LNLC Act 2016 Nuisance Abatement Notice S30(1)(a) -Nuisance Animals	3
LNLC Act 2016 Nuisance Abatement Notice S30(1)(a) -Unsightly condition	8
LNLC Act 2016 Nuisance Abatement Notice S30(1)(a) - Noise Construction	0
LNLC Act 2016 Nuisance Abatement Notice S30(1)(a) -Noise, odour, smoke, fumes, aerosols or dust;	1
LNLC Act 2016 Litter Abatement Notice S30(1)(b) - littering / depositing materials	6
<b>Totals</b>	<b>12</b>
<b>(b) The number and nature of</b>	<b>2022/23</b>
iv - civil penalties negotiated under section 34 of the Act	0
v - 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;	0
<b>Totals</b>	<b>0</b>
<b>(c) any other functions performed by the council under the Act.</b>	<b>2022/23</b>
No other functions	0
<b>Totals</b>	<b>0</b>

# Council

## Audit and Risk Committee of Council

The Audit and Risk Committee reports to Council and is a critical component of the Council's governance framework. The Audit and Risk Committee is established in accordance with Section 126 of the Local Government Act 1999. Its functions as per the Act are as follows:

- reviewing annual financial statements to ensure that they present fairly the state of affairs of the council;
- proposing, and providing information relevant to, a review of the council's strategic management plans or annual business plan;
- proposing, and reviewing, the exercise of powers under section 130A;

- liaising with the council's auditor; and
- reviewing the adequacy of the accounting, internal control, reporting and other financial management systems and practices of the council on a regular basis.

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

The Audit and Risk 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 and Risk Committee (formerly Audit Committee) Membership July 2022 – June 2023

Name	Elected Member or Independent Member	Term and Period	Total Number of Meetings Attended
Cr Graham Reynolds	Elected Member	As Chair (Up to February 2023)	3 out of 3
Cr Kylie Grenfell	Elected Member	As Deputy Chair (Up to February 2023) As Chair (from February 2023 onwards)	5 out of 5
Cr Beau Brug	Elected Member	As Deputy Chair (from February 2023 onwards)	2 out of 2
Mr Craig Johnson Independent consultant	Independent Member	Continuing member for full Financial Year	5 out of 5
Mr Neil Ediriweera Partner, KPMG	Independent Member	Continuing member for full Financial Year	5 out of 5
Ms Paula Davies Professional Standards Director	Independent Member	Continuing member for full Financial Year	5 out of 5

## Financial Internal Controls Framework

The City of Salisbury applies the Local Government 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 control framework is provided by The Audit and Risk 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.

# Council

## Internal Controls

The City of Salisbury utilises a risk and control management application called Control Track, to monitor and review its internal financial controls. There are approximately 260 controls within Control Track 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).

All of the 260 controls in the Better Practice Model were assessed and reviewed in 2022/23. Three controls (1.15%) 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 three controls that are assessed as partially effective.

## 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. Internal audits are undertaken in line with the Institute of Internal Auditors International Standards for Professional Practice of Internal Auditing and their Code of Ethics, and relevant industry best practice standards. A summary of internal audit status at different stages of the internal audit activity life cycle is shown below:

Audit Engagement	Start Date	Report Date	Q1 (Jul-Sep 2022)	Q2 (Oct-Dec 2022)	Q3 (Jan-Mar 2023)	Q4 (Apr-Jun 2023)
Strategic Reporting Process Audit	May-23	In progress				10%
Desktop Audit on Strategic Alignment of Investments in ERP Solutions Audit	Jan-23	In progress				80%
Fleet, Heavy Vehicle, High Value & Portable Assets Audit	Nov-21	Nov-22				
Cybersecurity Improvement Program Pre-Implementation Audit	Sep-21	May-22				
Capital Works Project Audit		Mar-22				
Volunteers Management Audit	May-21	Sep-21				
Event Incident Management Framework	Mar-21	Jun-21				
Complaints Handling Process Audit	Feb-21	Mar-21				
Management of Contaminated Sites Audit	Jan-20	Aug-20				
Asset Management Audit	Jul-19	Dec-19				
LGASA 2019 Risk Evaluation	Jun-19	Nov-19				

### Internal Audit Key

1. Planning	2. Fieldwork	3. Management Reporting	4. Audit & Risk Committee Reporting	5. Follow up on actions from completed Internal Audits
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# Council

## Internal Audits cont'd

During the year, the Audit and Risk Committee reviewed the follow-up status of 23 actions from eight completed audits (shaded blue), out of which six actions were resolved and closed. A total 17 actions remained at the end of the year, with completion deadlines and action owners agreed. The Cybersecurity Improvement Program Pre-Implementation audit report and the Fleet, Heavy Vehicle, High Value & Portable Assets audit report were presented to the Audit and Risk Committee during the year.

## Risk Management

During the year, the Audit and Risk Committee reviewed COS's Enterprise Risk Management Framework, covering the Council's risk appetite, following the review of its Enterprise Risk Management Policy in the previous year. The Risk Management and Internal Controls Activities report was reviewed by the Audit and Risk Committee which captures the review of strategic risk register and other risk management and internal control activities on a quarterly basis.

## Freedom of Information

During the 2022/23 Financial Year, the City of Salisbury received 12 applications under the provision of the Freedom of Information Act 1991.

Of these 12, one application was granted full release:

- One was in relation to the identity of a dog owner and pet insurance. [414]

Of these 12, six applications were granted partial release:

- One was in relation to a request for all documents and correspondence regarding grants funded or committed to local sporting clubs by the Malinauskas Labour Government. [413]
- One was in relation to a request for a copy of all

building plans, specifications and council applications for property located in Ingle Farm. [415]

- One was a request for copies of any records related to the presence or use of asbestos at a property located at Ingle Farm and copies of all development applications, building plans and specification and detail of building work undertaken and materials used at the property. [419]
- One was a request for a copy of the audio recording from the General Council meeting held on 31st January 2023. [420]
- One was a request for all records relating to a residential smoke complaint [422]
- One was a request for a copy of the register of High Risk Manufactured Water Systems [424]

Of these 12, one application was denied release:

- One was in relation to the identity of a dog owner. [412]

Of these 12, two applications were closed as Council did not receive payment for fees and charges payable in accordance with Section 17 of the Freedom of Information Act 1991 and Subclause 1 of Schedule 1 of the Freedom of Information (Fees and Charges) Regulations 2018:

- One was a request to access the records of removal of disposed litter at a location in Parafield Gardens. [416]
- One was a request for all information relating to the applicant on Council's records within a set time period. [417]

Of these 12, two applications were refused:

- One was in relation to a request for extensive records regarding "Smart Cities", "LoRa alliances" and the "Internet of Things." The request was exceedingly broad such that it would substantially and unreasonably divert the Council's resources from



# Council

their use by Council in the exercise of its functions.  
[418]

- One was in relation to a request for information regarding the name of individual(s) who had made allegations or complaints against the applicant including details of the nature of the allegations or complaints. [421]

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# Council

## Overseas and Interstate Travel by Elected Members and Staff for 2022/2023

In accordance with Regulation 35(2) of the Local Government (General) Regulations 2013, Council is required to publish details of travel (overseas and interstate) for Elected Members and Staff.

The following table provides a summary of the details of interstate and international travel (excluding prescribed interstate travel) undertaken by members of the Council during the relevant financial year funded by the Council:

Date	Location of Travel	Purpose	Elected Member	Total Cost
31 May 2022– 1 June 2023	Sydney, New South Wales	Local Government Professionals Conference	Cr Chad Buchanan	\$2,676.42
31 May 2022– 1 June 2023	Sydney, New South Wales	Local Government Professionals Conference	Cr Alan Graham	\$2,780.22
31 May – 1 June 2023	Sydney, New South Wales	Local Government Professionals Conference	Cr Moni Mazzeo	\$2,459.99
31 May – 1 June 2023	Sydney, New South Wales	Local Government Professionals Conference	Cr Sara Ouk	\$2,632.00

*Note: Total Cost includes the cost of transport, accommodation, registration fees and incidentals.*

The following table provides a summary of the details of interstate and international travel (excluding prescribed interstate travel) undertaken by employees of the Council during the relevant financial year funded by the Council:

Date	Location of Travel	Purpose	Elected Member	Total Cost
20 – 22 July 2022	Sydney, New South Wales	Australian Institute of Traffic Planning and Management National Conference	Team Leader Civil and Transport Assets	\$3,001.57
8 – 9 February 2023	Melbourne, Victoria	Smart Cities Conference	General Manager, City Infrastructure	\$587.19 *Registration and accommodation paid for by conference organiser as General Manager, City Infrastructure was a presenter at this conference.
27 – 29 March 2023	Brisbane, Queensland	Institute of Public Works Engineering Australasia Fleet Conference	Manager Field Services, Coordinator Fleet	\$2,017.42
16 – 19 May 2023	Darwin, Northern Territory	National Housing and Homelessness Conference	General Manager, Community Development	\$3,298.90
5 – 6 June 2023	Dandenong, Victoria	Brightly Illuminate Roadshow	Team Leader Asset Systems & Support, Senior Asset Management Officer	\$840.92
14 – 15 June 2023	Gold Coast, Queensland	Institute of Public Works Engineering Australasia Conference	General Manager, City Infrastructure	\$2,164.41

*Note: Total Cost includes the cost of transport, accommodation, registration fees and incidentals.*

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# Council

## Employee Gifts by Council:

In accordance with Regulation 35(2) of the Local Government (General) Regulations 2013, the following Employee Gifts funded by Council are reported:

### Years of Service Awards Recognition:

Award Date	Years of Service	Amount
19 January 2023	40	\$ 400
21 March 2023	35	\$ 350
31 March 2023	20	\$ 200
5 April 2023	35	\$ 350
11 April 2023	35	\$ 350
6 June 2023	35	\$ 350
14 June 2023	35	\$ 350

# Council

## Elected Member Training and Development

The City of Salisbury is committed to providing training and development activities for the Elected Members in accordance with the Elected Member Training and Development Policy.

The Local Government Act 1999 and Local Government (General) Regulations 2013 set out the legal requirements for training and development for Elected Members. Members must comply with the prescribed mandatory requirements, which includes training standards under the following key competencies:

- Behaviour
- Civic
- Legal
- Strategy and Finance

During the 2022/2023 financial year the training and development program for Elected Members included the following mandatory training sessions:

### General Induction

- 21 November 2022
- 5 December 2022

### Behaviour

- 7 December 2022
- 4 July 2023

### Civic

- 14 December 2022
- 22 February 2023

### Legal

- 18 January 2023

### Strategy and Finance

- 8 February 2023

### Behaviour and Civic (Mayor only)

- 17 and 18 February 2023

# Council

In addition to mandatory training, the table below indicates additional training and development activities attended by Elected Members during the 2022/23 financial year, noting this period covers two Council terms:

## 2018-2022 Council Term - Nil

## 2022-2026 Council Term

Cr Beau Brug	Council Assessment Panel Training
Cr Chad Buchanan	Local Government Professionals Conference, Sydney
Cr Sarah Ouk	Local Government Professionals Conference, Sydney
*Cr Alan Graham	Local Government Professionals Conference, Sydney Online Mental Health First Aider Training
*Cr Moni Mazzeo	Local Government Professionals Conference, Sydney

\*Elected to Council in November 2022.

# Council

## Elected Members Representation on External and Community Organisations

2018-2022 Council Term	
Cr Lisa Braun	Local Government Finance Authority (Deputy Voting Delegate) until November 2022
Cr Adam Duncan	Salisbury East High School Governing Council (Chair) until November 2022
Cr Natasha Henningsen	Local Government Finance Authority of SA (Voting Representative) until November 2022
Cr Graham Reynolds	Salisbury Business Association (Member) until November 2022 Northern Adelaide Waste Management Authority Board (Member) until November 2022 Salisbury High School Governing Council (until November 2022)
Cr Julie Woodman	Australian Local Government Women's Association (SA Representative) Australian Local Government Women's Association SA Branch (President) Northern Adelaide Waste Management Authority Board (Member) until November 2022 Salisbury Suicide Prevention Network (Every Life Matters) Valley View Secondary High School Governing Council (until November 2022)
2022-2026 Council Term	
Mayor Gillian Aldridge	Local Government Association of SA (Deputy Voting Representative) until November 2022 -Local Government Association Board of Directors Greater Adelaide Regional Organization of Councils (Voting Member)
Cr Beau Brug	Adelaide Coastal Councils Network
Cr Chad Buchanan	Local Government Association of SA (Voting Representative) Northern Adelaide Waste Management Authority (NAWMA) Board (Member) from November 2022 Salisbury Business Association (Deputy Member) from November 2022 Paralowie R-12 School Governing Council
Cr Kylie Grenfell	Northern Adelaide Waste Management Authority Board (Deputy Member until November 2022 and then Member from November 2022) Northern Adelaide Waste Management Authority Board Audit Committee (from December 2022) Local Government Finance Authority of SA (Deputy Voting Representative) from November 2022
Cr David Hood	Salisbury Business Association (Deputy Member until November 2022 and then Member from November 2022) Lake Windemere B-7 School Governing Council Salisbury High School Governing Council

# Council

## Elected Members Representation on External and Community Organisations Cont'd

2022-2026 Council Term Cont'd	
Cr Peter Jensen	Local Government Association of SA (Deputy Voting Representative) from November 2022 Local Government Finance Authority of SA (Voting Representative) from November 2022 Salisbury East High School Governing Council (from November 2022) Para Hills High School Governing Council (from November 2022) Parafield Airport Consultative Committee (until November 2022)
Cr Shiralee Reardon	Northern Adelaide Waste Management Authority Board (Deputy Member) -Para Hills High School Governing Council (Member until November 2022 and then Proxy Member from November 2022) -Parafield Airport Consultative Committee (from November 2022) -Salisbury and Districts Historical Society
*Cr Lauren Brug	Valley View Secondary School Governing Council (from November 2022)
*Cr Johnny Chewparsad	Salisbury Business Association (Deputy Member) from November 2022
*Cr Moni Mazzeo	Northern Adelaide Waste Management Authority (NAWMA) Board (Deputy Member) from November 2022 Salisbury Business Association (Member) from November 2022
*Cr Moni Mazzeo	Northern Adelaide Waste Management Authority (NAWMA) Board (Deputy Member) from November 2022 Salisbury Business Association (Member) from November 2022

\*Elected to Council in November 2022.

# Council

## Member Behaviour

The following table provides a report on the contraventions of Chapter 5, Part 4, Division 2 of the Local Government Act 1999 by members of the Council during the 2022/23 financial year.

Councillor	Breach	Action	Meeting Date
Cr Severina Burner	Clauses 1.2, 1.3, 1.4, 1.5, 2.2, 2.3 and 2.5 of the Behavioural Management Standards	Council acted as per section 262(C)(2) of the Local Government Act 1999.	27 March 2023
Cr Grace Bawden	Clauses 1.2, 1.4 and 2.3 of the Behavioural Management Standards	Council acted as per section 262(C)(2) of the Local Government Act 1999.	27 March 2023
Cr Severina Burner	Clauses 1.2, 1.4, 1.5 and 3.1 of the Behavioural Standards	Council acted as per section 262(C)(2) of the Local Government Act 1999.	24 April 2023
Cr Grace Bawden	Clauses 1.2, 1.3, 1.4, 1.5, 2.2, 2.3 and 2.5 of the Behavioural Management Standards	Council acted as per section 262(C)(2) of the Local Government Act 1999.	24 April 2023
Cr Grace Bawden	Clauses 1.2, 1.3, 1.5, 2.2, 2.3 and 2.5 of the Behavioural Standards (Item C1, Attachment 1, Council, 22 May 2023).	Council acted as per section 262(C)(2) of the Local Government Act 1999.	22 May 2023
Cr Grace Bawden	Clauses 1.2, 1.3, 1.5, 2.2 and 2.3 of the Behavioural Standards (Item C2, Attachment 1, Council, 22 May 2023).	Council acted as per section 262(C)(2) of the Local Government Act 1999.	22 May 2023
Cr Severina Burner	Clause 1.4 of the Behavioural Standards (Item C4, Attachment 1, Council, 22 May 2023)	Council acted as per section 262(C)(2) of the Local Government Act 1999.	22 May 2023

Total costs incurred by Council on Behavioural Management complaints:

Cr Severina Burner: \$47,125.50 excl GST

Cr Grace Bawden: \$26,836.89 excl GST



# Council

## Member Behaviour Cont'd

There were six (6) complaints in relation to Elected Member behaviour referred to the Behaviour Standards Panel during the 2022/23 financial year.

The following details matters that were referred to the Behavioural Standards Panel during the 2022/23 financial year.

1. Council resolved on 24 April 2023 to refer a matter to the Behavioural Management Panel for non-compliance with requirement of the Council under section 262C(1) of the Local Government Act 1999 by Cr Grace Bawden to the Behavioural Management Panel in accordance with the Model Behavioural Management Policy.
2. Council resolved on 24 April 2023 to refer a matter to the Behavioural Management Panel for non-compliance with requirement of the Council under section 262C(1) of the Local Government Act 1999 by Cr Severina Burner to the Behavioural Management Panel in accordance with the Model Behavioural Management Policy.
3. Council resolved on 22 May 2023 to refer a matter to the Behavioural Management Panel for non-compliance with requirement of the Council under section 262C(1) of the Local Government Act 1999 by Cr Grace Bawden to the Behavioural Management Panel in accordance with the Model Behavioural Management Policy.
4. Council resolved on 22 May 2023 to refer a matter to the Behavioural Management Panel for non-compliance with requirement of the Council under section 262c(1) of the Local Government Act 1999 by Cr Severina Burner to the Behavioural Management Panel in accordance with the Model Behavioural Management Policy.
5. The Mayor forwarded a complaint to the Behaviour Management Panel on 2 March 2023 for non-compliance with requirements of the Council under section 75(g) of the Local Government Act 1999 by Cr Severina Burner in accordance with the Model Behavioural Management Policy.
6. The Mayor forwarded a complaint to the Behaviour Management Panel on 11 May 2023 for non-compliance with requirements of the Council under section 2C2(E) of the Local Government Act 1999 by Cr Severina Burner in accordance with the Model Behavioural Management Policy.
7. The Mayor forwarded a complaint to the Behaviour Management Panel on 31 May 2023 for non-compliance with requirements of the Council under section 2C2(E) of the Local Government Act 1999 by Cr Severina Burner in accordance with the Model Behavioural Management Policy.

Alleged contraventions of section 75G of the Local Government Act 1999 during the 2022/2023 Financial Year were referred the Behavioural Standards Panel.

An interim report was provided by the Behavioural Standards Panel on 22 September 2023:

[www.bsp.sa.gov.au/publications](http://www.bsp.sa.gov.au/publications)

# 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.

# Community Champions 2023 Recipients

## Citizen of the Year: Georgi Thomas

Mr. Georgi Thomas is a very giving person. As a matter of fact, he's given back to the City of Salisbury community in many generous ways. For over 6 years Georgi's been serving the homeless and promoting recycling through projects such as The Mustard Seed Family Project, Paid 4 U Café, Foodbanks and Latte 4 U.

Arriving in Australia in 2016, Georgi, his wife Minu and children Evangeline and Evan became permanent residents in 2019. Whilst on his work one day that year he noticed a homeless man eating food out of a bin. After a chat, Georgi felt he needed to do something to give back to the homeless. So the family began collecting bottles and cans from local beaches and community bins.

Later that year, the not-for-profit Mustard Seed Family Project was established where funds received from recycling those bottles and cans funded produce to be "paid forward" at the Paid 4 U Café. The name of this unique café which supports struggling families says it all. Since opening in June 2021, more than 100 meals have been paid forward and a Foodbank has recently opened at the café.

During the 2019 Bushfires and Covid-19 pandemic, Georgi was able to support over 3,000 families with food kits, blankets, sleeping bags and Christmas gifts. Paid 4 U Café also offers Barista skill development training. In October 2022 the café launched a coffee van, Latte 4 U offering free hot coffee for those sleeping rough. The van has proved to be very popular at local community events and can be booked for private, social and community functions.



In 2022, Georgi won The Andamooka Community Project Award where the Paid 4 U Café was recognised as a community project with a significant benefit. All of Georgi's projects are supported by Local, State and Federal Governments as well as local community businesses.



# Community Champions 2023 Recipients

## Young Citizen of the Year: Madeline Prince

Madeline Prince is passionate about her community and making a difference in our society with a selfless attitude to improving the quality of life for others and the environment around her.

An outstanding young active citizen, Madeline takes pride in her work and volunteering with the City of Salisbury. Since joining the Youth Council Committee she has been involved in many events, projects, workshops and exhibitions promoting opportunities for young people. She donates and raises money for charities that include supporting young people and nations in poverty. But older people haven't been forgotten. Madeline assists a number of Senior Citizens in her community with tech and documentation support.

One of her biggest contributions is to the Biggest Morning Tea which assists the Cancer Council with research and support. A cause that is dear to her heart, each year she raises over \$2,500 by hosting events. She also provides support for events such as R U OK Day and Harmony Days which promote awareness of mental health and inclusiveness, respect and belonging for all Australians regardless of culture or language.

A long-standing member of the Adelaide Zoo, Madeline is a very active volunteer for environmental causes. Her work on the Youth Council resulted in advocating for trial disposable mask bins for the City of Salisbury, due to the impact of COVID and the consequences mandatory masks had on our environment. The successful motion has since been rolled out across several City of Salisbury sites. Madeline is recipient of the Muriel Matters Award, a Catholic cause promoting Women's Rights through selfless acts, strong faith and community connections.



And these are just some of her many achievements. The generous contributions Madeline has made to the City of Salisbury Community have proven to show leadership, creativity and initiative. She has enhanced our community vision improving our quality of life in the City of Salisbury through learning and education, volunteering and community safety and awareness.

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# Community Champions 2023 Recipients

## Senior Citizen of the Year: Geoff Meikle

Musician, mentor, conductor, teacher, volunteer - Geoff Meikle has lived in Salisbury most of his adult life. He has been an active citizen throughout this time and is highly regarded in the wider Salisbury community. He contributed to his community for many years with his entertaining involvement in the Salisbury Brass Band as a player, conductor and MC at community events. He brought the joy of music to many people who wouldn't otherwise get an opportunity to hear a band.

Geoff dedicated 20 years' of service to the Salisbury East High School running the music program for a number of years. He was responsible for many student performances at local schools and community events with the SEHS Concert Band. As a school teacher he positively influenced the lives of hundreds of students in the world of music, a number of whom were disengaged with the schooling experience. He went above and beyond to improve student outcomes and create long lasting community connections.

Today Geoff is a volunteer driver on a regular basis for the City of Salisbury going above and beyond caring for the people he transports by being very thoughtful and attentive. Waiting in the courtyard for his passengers while they finish off Bingo for example is important to them as they enjoy social interaction with others.

Geoff formed the 'Itty Bitty Band' which started as a street band a few years ago, playing at various venues around Salisbury such as the Old Spot Markets, the Parabanks Shopping Centre and recently for the Port Adelaide Football Club supporters. He is regularly asked to perform on Trumpet at ANZAC and Remembrance Day ceremonies and does so with utmost commitment and professionalism.



Geoff plays occasionally at the Jack Young Centre where he entertains seniors, adding to their quality of life, promoting overall mental and physical health and putting a smile on their faces. Geoff's contribution to his community and his thoughts about building community capacity, make him a truly worthy Citizen of the Year.

# Community Champions 2023 Recipients

## Active Citizenship: Qasem Bahmanzadah

Qasem Bahmanzadah was born in Ghazni Afghanistan and lived in Pakistan for a few years before arriving in Australia as a refugee in 2008. Without knowing a word of English, he not only went on to complete a Bachelor of Aviation at Uni-SA, he also became a great mentor, team leader and friend of the Salisbury community. He is an active citizen and outstanding role model volunteering with the City of Salisbury using his skills and experience to empower youth and help those in need.

Qasem's focus has been on youth leadership and development programs, educating the young disadvantaged about everything from leadership, teamwork, communication, conflict resolution and management, public speaking and interpersonal skills. But it doesn't end there. Qasem has even shared the importance of knowing basic first aid and CPR and assisted in providing different events for students throughout the semester while easing their distress during exam times.

As a Peer Leader and Youth Ambassador for the Australian Refugee Association (ARA) Qasem has had the opportunity to share his story to the wider community and raise awareness for asylum seekers and refugees. Qasem hopes that one day he can set up a program to empower disadvantaged women and youths in Australia and developing countries. It really says a lot about Qasem's great heart and compassion for the future of mankind.

Qasem is equally as passionate about Indigenous employment, having been a mentor for the Australian Indigenous Mentoring Experience (AIME), assisting year 8-12 students with their schoolwork, learning more about the first nations people, and sharing his own story.



Qasem's community involvement and leadership has been recognised with the prestigious Minister of Education's Award of Leadership in Languages and Cultures; the Governor's Multicultural Award in Youth Category and Finalist for Rotaractor of the Year Award for his work with the Rotary; the People Choice Award for Young Achiever Awards and a Finalist for the Young Achiever Awards. Qasem doesn't look for recognition but he is happy when his work is celebrated in the community.

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# Community Champions 2023 Recipients

## Community Event of the Year: Dog's Day Out

The highly successful Dogs Day Out at Mawson Lakes run by the Lions Club of Salisbury, attracted thousands of local people and their dogs, as well as many others from near and far. It was a welcome return to a dog friendly based event for dog lovers everywhere!

It was the perfect setting for all breeds of leashed friendly dogs and their owners to mingle in a safe and organised environment. After the restrictions of COVID 19 it filled a gap especially given the loss of community events. Everyone enjoyed the day and spent money at surrounding businesses, making economic impact. The Lions Club is receiving calls to hold Dog's Day Out more than annually. The good news is, it's back on track. Being a free public event no doubt added to its huge success.

The event highlighted the need for appropriate dog and cat management and welcomed the City of Salisbury team, including holding an education stall. It also provided a significant opportunity for community building and connection. Held in Mowbarra Park and the Denison Centre, there were loads of stalls with everything to delight man's best friend, from pup-cakes to coats, toys and treats.

To add to the appeal of the day, there were also dog trainers, behaviour advisors, breeders and therapists on site to give advice and assistance. Several dog rescue organisations were there with some lovely dogs looking for their 'forever homes'.

A local vet was also available for advice and vet checks, along with discounted microchipping at the Paws & Claws stall. But humans weren't forgotten – there were food stalls for them too!



Well deserving of The Community Event of the Year Award, Dogs Day Out, staged by the Lions Club of Salisbury attracted visitors from as far away as Barossa Valley, and generated plenty of social media. It is anticipated that this event will become a regular feature in all dog lover's calendars.



# Community Champions 2023 Recipients

## Mayor's Commendation: Nomiki Thomas

13 year old Nomiki has achieved quite a lot for her age: The 'Dame Roma Mitchell Award for Academic Excellence' (when aged 9); two academic scholarships; The 'Sylvia Ann Bedford' Handbell Prize; '2019 Perfect Score Trophy'; Walkerville Council's 2022 Young Volunteer Award; 2022 Children's Week Awards and the Inspiring SA Women's Awards nominations.

A budding author, Nomiki's short story 'Golden Handkerchief', was shortlisted and published by Write 4 Fun in 2020.

In 2021, as part of Nomiki's Year 7 curriculum at St. Andrews School, she was required to complete a personal project. With her passion for writing she decided hers would be to write and publish a book and donate part of the proceeds of the small number of copies printed, to the Indigenous Literacy Foundation. Nomiki received full marks for her project and very positive feedback for her book entitled 'Goodbye'. The story is of Anna, a young girl who after being told that her father had died, opens a letter and what she uncovers changes her life.

This has encouraged her to continue with her fundraising efforts for this wonderful cause, create awareness and hopefully inspire other young people to follow their dreams, as well as helping others. To date Nomiki has donated \$1,000 to the Indigenous Literacy Foundation, from the sale of her book and she aims to keep building on that in 2023.



She also hopes that her donations will help to address the educational disadvantages faced by Indigenous Australian children and young people by providing access to books and literacy programs. Nomiki's dream is to become a doctor when she grows up, to help people in need. She hopes to encourage other kids to follow their dreams, despite any social or economic limitations.

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# 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, we should be proud of our strengths, achievements and cultural diversity.

## Strategic Projects

Council has worked on several strategic projects aimed at enhancing Salisbury's appeal and reputation as a progressive, friendly, people-centred community. These include:

- Planning and design for the \$30 million Salisbury Aquatic Centre, which has progressed well, with the project scheduled for completion in mid-2024. Buildings are formed, pools are dug and water slides are soon to be erected.
- Bridgestone Athletics Centre's involvement with youth athletics in the community. The centre saw more than 100,000 school participants utilising the site for sports carnivals over the 2022/23 financial year and an increase in membership for the three athletics Clubs licensing the site.
- Exciting activations and services in the City's community hubs. Salisbury Community Hub celebrated it's one millionth visitor through the doors in July 2023 and Burton Community Hub celebrated its first birthday with a well-attended open day. The Burton Community Hub's community garden has grown in participation and vegetation across the year and is a key feature of the site.
- Continued implementation of the Ability Inclusion Strategic Plan, which saw the City of Salisbury developing and implementing the first Universal Design Guidelines in Local Government in SA.
- The Place Activation Strategy, which was endorsed by Council and continues to provide a starting point for the review of levels of service and functionality at formal recreational facilities and playspaces.
- Playground renewal, which delivered improvements at a number of spaces including: Camelot Drive Reserve, Stanley Avenue Reserve, Yalumba Drive Reserve, Peppercorn Reserve, Carney Reserve, Fairbanks Reserve, Kingswood Avenue Reserve, and RM Williams Drive Reserve.

# A welcoming and liveable City Cont'd

- Improved accessibility to Fairbanks Drive Playspace, Paddocks new Playspace, and Burton Hub Community Garden.
- Investment in the City Wide Trails Program, expanding and improving the use of the City's high use pedestrian corridors, including bituminising the path and installing new lighting along the Little Para Trail in Salisbury Heights from Stanford Road to Main North Road.
- Continuous delivery of The Paddocks masterplan, with the last 12 months seeing the completion of a new playground, a viewing mound, re-establishment of a water body as a permanent pond with boardwalk, parkland picnic area, new fitness loop, small dog park, improved landscaping next to housing, new public toilets and wayfinding signage.

## Operational Focus

Community participation in health and recreation programs was boosted through the provision of a range of programs designed to attract attendees and enhance their health, fitness and connectedness. Highlights this year included hosting performances of the Adelaide Symphony Orchestra and Windmill Theatre's production of Grug at the Salisbury Community Hub.

More than 97,000 attendees joined programs connected to Council's network of community centres, hubs, libraries and senior and youth centres. In addition, Council's senior centres served nearly 16,000 meals to 699 customers and staged more than 70,000 hours of wellbeing and active ageing programs.

Harmony Week and Refugee Week events and other activities supported by the Welcoming and Intercultural Cities Networks and other organisations contributed to Council's Intercultural Strategic Plan objectives to build connections and increase collaboration and understanding within the region's multicultural community.

Council also promoted participation in local sports clubs and other not-for-profit organisations by awarding 54 community grants for equipment, funds to undertake community projects as well as multicultural events.

The provision of safe and clean areas in which to live, work and play was a major focus of City of Salisbury's operations this year at key strategic locations.

Council paid close attention to clearing rubbish, including illegally dumped rubbish from public spaces and expanded its use of CCTV to address undesirable behaviour- such as dumping, graffiti and dangerous driving.



# A welcoming and liveable City Cont'd

## Future Planning

The City of Salisbury have collaborated and engaged with various government agencies to consider the needs and opportunities of continued population growth in the north and the future social infrastructure needs.

Developing a draft City Thrive Strategy (formerly the City Pride Strategy) has progressed, with the plan set to be completed and considered by Council early next year.

## Advocacy Priorities

In 2022/23 Council worked with Good Shepherd and other organisations to support the Northern Adelaide Financial Inclusion Action Plan through actions designed to build awareness and responses to financial vulnerability, hardship and inclusion, and minimise their impacts on residents.

Council sought support from partners such as SAPOL, SA Housing Authority, schools and transport departments to help city residents and visitors access a range of services. Regular meetings with SAPOL, industry/businesses and community leaders engendered a shared approach to reducing crime and anti-social behaviour. Due in part to the City of Salisbury's collaborative approach to advocacy an outreach service for people experiencing homelessness will be reinstated in the north by the end of the year.

The community bus continues to operate to provide free public transport options for residents living in the western suburbs of the City. The bus will have a new and improved route in the new year that will look to support more residents.

Council has continued to advocate for improved public transport options to ensure the connection of residents with destinations throughout the City. In particular, there has been focus on the Salisbury Interchange, Mawson Lakes Interchange access and egress, and parking.

Council's internal design review process continues to be offered to developers – including those proposing infill development – at no charge. The design review process seeks to encourage good design principles so that new development improves the general amenity of the location in which it is built.

# A sustainable City



# A sustainable City

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

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

## Strategic projects

City of Salisbury's commitment to sustainability, carbon footprint reduction, and providing a natural environment for biodiversity to thrive has continued this year. These efforts include:

- Implementation of a stream flow monitoring network, consisting of a number of sensors measuring various water quality parameters within the City. This data is used to plan the Asset Management Plans for City of Salisbury's water bodies and also inform proactive and reactive maintenance requirements.
- Biodiversity plantings to deliver enhanced corridors. This past 12 months saw 4 public planting events where approximately 15,000 native species were planted.
- Continued work with NAWMA in considering markets for the use of recycled materials collected from across the City.
- Identified priorities and development of the scope of works to be implemented through the Capital Program for 2023/24. This will include new solar systems, analytics, monitoring and control systems being implemented across many renewal and upgrade projects. These initiatives improve.



# A sustainable City Cont'd

## Operational Focus

Council has implemented new solutions to better monitor creek lines for the benefit of the broader community and ecosystem. It is hoped that these new solutions will provide consistent data which will allow more informed management outcomes for the City's biodiversity.

Recycled materials are incorporated readily into civil construction projects and 30% recycled asphalt is included into all new roads.

This year some focused work was undertaken on stabilisation, where road material was reused for the reconstruction of Whites Road, Globe Derby, undertaking in-situ stabilisation which allowed for the reuse of the existing material by introducing lime and cement into the base.

The City of Salisbury continues to promote the services offered by NAWMA for recycling, green waste and hard rubbish collections. The roll out of Food Organics and Green Organics (FOGO) kitchen caddies during 2022/23 has seen a positive reduction in waste to landfill.

Delivery continues on the upgrade of irrigated open space, and are pleased to note that in the last 12 months the following reserves have received irrigation upgrades: Delamere Reserve, Salisbury Downs Oval, Fairbanks Reserve, Salisbury Community Hub, Mawson Lakes Dry Creek Linear Park, Dutton Avenue Entry Reserve, and Beechwood Avenue Reserve.

Council's integrated design process continues to include consideration of sustainability principles in all asset design work. In particular, road and stormwater asset management have had climate change considerations embedded in design algorithms and specifications.

Council has hosted a Green Adelaide Nature Education Team that have attended schools within the City, promoting behaviours that positively impact the environment at home and within City of Salisbury.

## Future Planning

The Dry Creek Stormwater Management Plan is being developed, with up to date flood mapping having been completed. A number of improvements have been identified to reduce flooding and improve water quality runoff. These improvements have been scoped and preliminary cost estimates prepared to allow the optimum best value solution to be developed.

Conversations have also been held with the City of Tea Tree Gully to help ensure a consistent approach is being adopted from top of catchment to bottom.

# A sustainable City Cont'd

## Advocacy Priorities

Council still continues to identify and implement opportunities to enhance its waterways and receiving water bodies. There has been a strong emphasis on areas located in the Strategic Growth zones and lower Dry Creek at Globe Derby.

The Dry Creek Stormwater Management plan is nearing completion. Flood maps for current, 2050 and 2090 catchment development scenarios have completed. Flood mitigation options have been identified, and when implemented, will ensure the level of service is maintained to protect the majority of the Council's community in a 1 in a 100-year event. Flood maps for the Cobbler Creek, Little Para and Adams Creek catchments have also been updated.

Development of an Ornamental and Natural Lake Management Program has been initiated. The objective of this new program is to better manage the City's lakes.

Council have been successful at securing funding from Green Adelaide for a trial to assess the feasibility of integrating options to enhance greening of road verges, including the use of local and recycled stormwater.

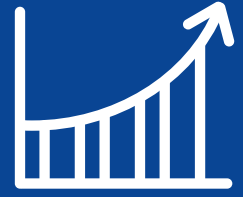
Downscaled (higher resolution) climate change predictions have been developed for each of the catchments. The new data will improve understanding in identifying implications of climate changes on Council's integrated urban water planning.

Council has engaged with the Government of South Australia's recent integrated urban water initiatives, announced in 2022/23. These initiatives include the State Urban Water Directions Statement and SA Water's Resilient Water Futures. Council's involvement will ensure outcomes for its community are enhanced.

With funding from the Australian Government's Preparing Australian Communities funding program, Council has commenced the development of a Flood Emergency Management Plan for all of the city.

Council is working in collaboration with the Department for Environment and Water to develop a Flash Flood Forecasting Tool to help better identify and prepare for significant rainfall events in the Dry Creek Catchment.

# 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

The City of Salisbury welcomes and promotes businesses and other ventures that contribute to a bright, vibrant and prosperous community now and that support its plans for growth.

It is committed to providing the safe and appealing commercial, residential and recreational areas that will attract business and new residents, including with urban design, technology and other features supporting innovation and growth.

Council's Economic Development team worked to support existing and new businesses in the City of Salisbury. The Polaris Business Development Centre hosted the Minister for Small and Family Business in August 2022 and took her on a tour of Innovation House and showcased a number of Salisbury businesses.

During the 2022/23 financial year, Polaris Business Development Centre supported economic growth in the council area. Some highlights include:

- More than 23 new businesses launched.
- Over 40 businesses participating in mentoring programs offered by the Polaris Business Development Centre.
- New business contacts exceeding 350.
- Over 1,600 businesses assisted, with over 600 of those located within the City of Salisbury.
- Five businesses were provided support to secure funding.
- Sixteen informative networking events, workshops and seminars offered to businesses.

# A growing City that creates new opportunities Cont'd

The Polaris Business Development Centre was successful in obtaining a \$250,000 grant from the Government of South Australia to deliver its Business Fundamentals Program over the coming two years in partnership with the Office for Small and Family Business.

The importance of Technology Park in South Australia's defence and other future-focused sectors was reinforced by Council's Economic Development team maintaining and expanding links with innovation precincts throughout the year. For example, the team engaged with 17 key stakeholders to understand their views on the future potential of Technology Park and its role in the innovation ecosystem. To support entrepreneurial outcomes, the Economic Development team worked collaboratively with the Office of the Chief Entrepreneur and Stone and Chalk to improve links between Technology Park and other innovation precincts, including Lot 14, Tonsley and BioMed City.

Council delivered award-winning residential development projects under the Salisbury Living brand, including at Salisbury North (The Reserve), Paralowie (Greentree Walk and Boardwalk at Greentree), Parafield Gardens (Emerald Green) and Irving Place at Para Hills.

Work continues on new projects at Lake Windemere, in Salisbury North and Walkleys Road

Corridor at Ingle Farm, with community engagement a key component of each project and a focus on delivering affordable and sustainable communities.

Council is also driving a large-scale renewal of the Salisbury City Centre to support the future growth of the community and will reinforce Salisbury as an attractive place to live, work, play and invest. The Church and John Streets Revitalisation Project realised almost 10 years of planning, delivering a revolutionised urban design outcome. An Expression of Interest was released on four strategic and large-scale City Centre land holdings.

These sites are considered to have broad potential to support a diverse range of medium-density land uses. Proponents are encouraged to nominate transformative development outcomes for these sites that will drive greater renewal outcomes for the City.

## Operational Focus

Council's development and infrastructure teams led activity within the organisation to ensure progress in its objectives to support growth and create opportunities, and to assist those looking to capitalise on the region's business-friendly environment.

The recognition of the significance of parking to businesses and residents was demonstrated in Council's attention to parking in the Salisbury City Centre and in its announcement that a study of parking in Mawson Lakes will be conducted in 2022-23.

# A growing City that creates new opportunities Cont'd

Council continued to improve the streetscape of commercial and industrial precincts, introducing or upgrading suitable verges, tree plantings, footpaths, roads, and directional signage.

The Polaris Business Development Centre undertook a review of its business advisory services and updated its program offering to reflect emerging trends and the new state government's Small Business Strategy.

Council delivered services to support the many small businesses in the region, working with the Small Business Friendly Council charter championed by the South Australian Small Business Commissioner. Procurement processes and internal services were reviewed to ensure they suit and can offer maximum assistance to local small businesses.

## Future Planning

Council will undertake a number of projects to ensure it is best-placed to capitalise on existing work and to identify other opportunities for business attraction regional growth.

Reviews of Council's economic growth strategy and Growth Action Plan will inform a new economic development strategy and other updated plans for presentation in 2023-24.

Following the delivery of the Strategic Growth Framework - Waterloo Corner and Bolivar Corridor in 2022, Council has established the Northern Economic Corridor Steering Group in collaboration with the City of Playford and the state government to coordinate land use and infrastructure planning in the northern Adelaide region.

## Advocacy Priorities

In August 2022, Council was invited by the Local Government Association of South Australia and the state government's Planning and Land Use Services to present its Strategic Growth Framework - Waterloo Corner and Bolivar Corridor to the local government Chief Executives as a best practice example of strategic land use planning.

The City of Salisbury, in conjunction with the City of Playford, met with the Deputy Premier to present on the opportunities afforded by the economic transformation of northern Adelaide.

Council is working with the state government to appropriately develop the Dry Creek Salt Fields and was invited to participate in the Salt Pans Steering Group and Working Group.



# 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 has commenced the upgrade to its technology platform to ensure systems and processes are aligned to delivering exceptional community experience. Through this technology the community will be able to better access Council services.

A change management plan has also been developed to support the successful delivery of the new technology which will provide an enhanced community experience.

The project will progress into 2024/25 with an initial focus on enhancing City of Salisbury's Community Relationship Management system. Supporting this major change in technology is a robust change management plan to ensure a successful outcome.

In line with the broader upgrade of Council's facilities, the Operations Centre upgrade was completed this year.

## Operational Focus

The City of Salisbury continues to improve the use of data to better inform decision making, and there has been a strong focus on delivering the commitments in the annual plan.

Council continues to meaningfully engage with the community to better anticipate and respond to needs and opportunities, and improve communication with community members to increase awareness of Council initiatives and projects.

Council have been buying locally and sustainably with an emphasis on reuse and recycled materials. An emphasis has also been placed on working with related parties such as the Northern Adelaide Waste Management Authority (NAWMA), in reuse of recycled materials in infrastructure programs. Examples include the use of glass particles in pathways.

# Innovation and Business Development Cont'd

Council have been making efforts to acknowledge and celebrate the achievements of staff and the community.

A strong emphasis has been placed on ensuring proactive and relevant engagement with the community and broader stakeholders in the delivery of Council infrastructure, such as Salisbury Aquatic Centre and Community focused strategies like the Thrive Strategy and the Sustainability Strategy. The bi-annual Community Perception Survey has been aligned to be delivered in the 2023/24 financial year.

## Future Planning

Council are developing a Digital Salisbury strategy and framework to implement technology-based initiatives to improve the management of the City. There will be a review of the community engagement strategy so the needs of diverse groups in the community are recognised at an early stage of planning and the engagement process is enhanced.

A set of principles were endorsed and objects to guide the development of the Digital Salisbury Strategy. The aim of the strategy is to transform Council's technology and business processes to better align with community expectation, including the community having a choice on how they would like to engage with Council.

Council finalised the review of its Strategic Asset Management Plan, which will enable the community to monitor the progress in implementing this plan and compare performance with that of other Councils.

Enhancements on how Council measures its performance in delivering the City Plan is being addressed as part of the City Plan refresh, planned for 2023/24.

## Advocacy Priorities

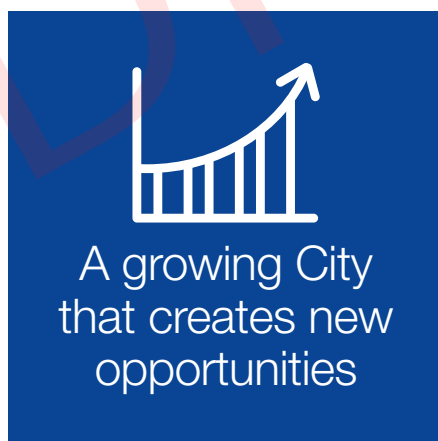
To develop deeper and more effective relationships with government agencies and other organisations to progress the priorities identified in the City Plan and its supporting strategies.

Council continues to, when appropriate, advocate for key infrastructure and services to both state and federal governments.

Further, City of Salisbury engages with key agencies to influence and drive better services to the community. An example is the work undertaken to influence the state government in addressing homelessness in the north.

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# City Dashboard and Corporate Indicators



## A welcoming and liveable City

# City Dashboard



Population	147,932 people ●
Community perception of quality of life	6.8/10 ●
Proportion of people born overseas	34.1% ●
Reported crime per 10,000 people	568.23 incidents ●
Housing Affordability	17.7% ●
SEIFA Index of Advantage and Disadvantage	904 ●
Proportion of Salisbury's working population with Certificate 3 and above qualifications	60.2% ●

## Foundations

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



### DASHBOARD LEGEND

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

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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	81% of residential areas
Timeframe for resolving customer requests to remove dumped rubbish	9.78 Days
How much open space is irrigated with harvested stormwater	121 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	510,000 visits to our 5 branches; 26,000 Salisbury Library members; 492,000 loans and 41,000 Public PC bookings
Satisfaction with recreational areas	Parks and reserves were identified in the top 3 perceived strengthes for the City (48%, increasing from 8% in 2016).
Social support group attendance	SOG - 83,944 (CHSP 53,190 - STD 22,145 - NDIS 8,609)

City Plan Foundation: People are valued and they feel safe, included and connected	
Community perception of safety	McGregor Tan Survey data 20/21: 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	Bus: 4.5% Train: 1.3%  (Statistics retrieved from ABS, 2021)
Number of playgrounds with inclusive equipment	62
Number of people participating in Council organised activities in our centres	85,000 instances of participation across 7 Community Centres, Hubs and Youth Centre; 24,500 JP bookings
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	Estimated 230 programs are delivered that support intercultural partnerships and participation
Council of Europe Intercultural Cities Index	77
Welcoming Cities indicator (tbd)	Accreditation submitted & currently being assessed by Welcoming Cities
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 housing providers and investigating future opportunities to facilitate innovative affordable housing outcomes. All Strategic Development Projects include a minimum of 15% affordable housing. Over six projects delivered to date 39% of housing delivered was at or below the State Government's affordability price points.
Co-investment in projects supported through Council grants	FY22/23 - Minor Capital Works Grants - \$100,000 awarded.  54 Community Development grants were awarded to small community groups, clubs, churches and other organisations



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## A sustainable City

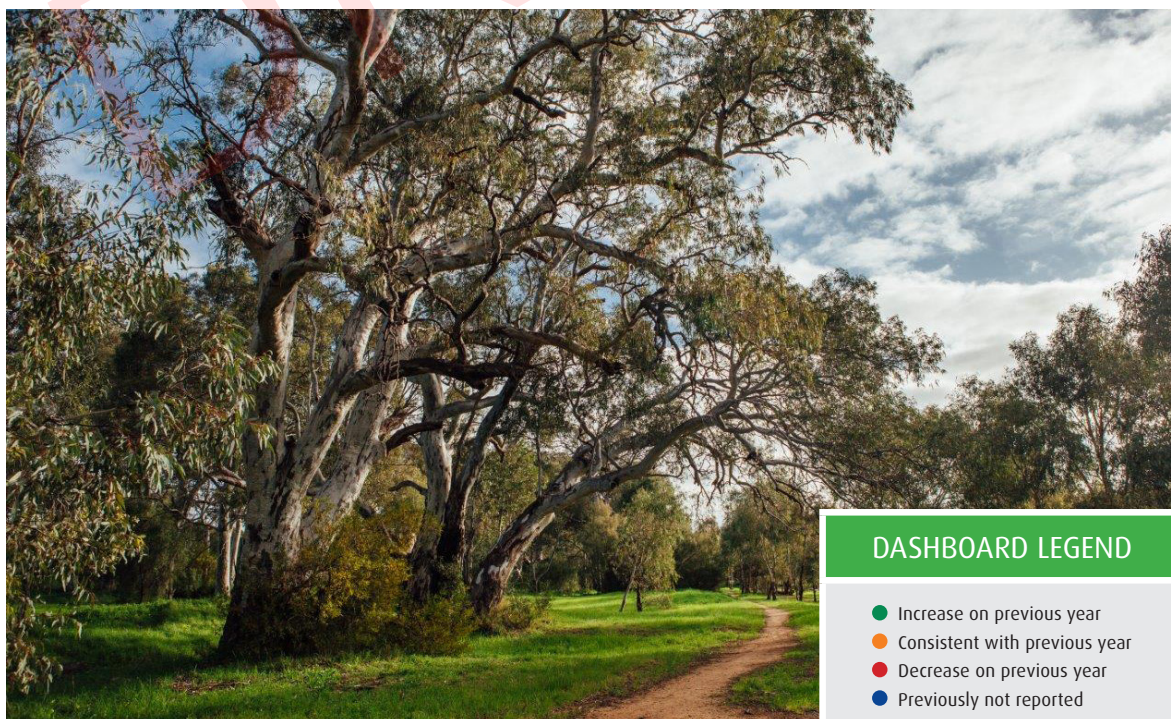
# City Dashboard



Tree Canopy Coverage	18% ●
Number of severe heat days in previous year	2 days in 2022 ●
Average daily Water use per household in SA	Information no longer sourced
Domestic waste generated	59,366 tonnes ●
Proportion of dwellings with solar panels	59.7% ●
Area covered by mangroves and samphire	13.2km <sup>2</sup> ●

## 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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### DASHBOARD LEGEND

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



## Corporate Indicators

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

Indicator for creek health (to be developed)	N/A at this time
Length of creek bank stabilised	20 metres
Community perceptions of open space	McGregor Tan Survey Data 22/23: Satisfaction with services, parks and reserves maintenance 64%

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

Reduction in CO2 emissions from Council-owned street lights	The LED roll out as resulted in a reduction in consumption of 969,775 kWh which is an 18% reduction to our previous years' consumption.
Percentage of total spend on recycled materials used in Council's capital projects	10%
Proportion of waste diverted from landfill	45%
Volume of stormwater collected	3,793 million litres

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

Proportion of houses in residential areas exhibiting heat island effects	Information not mapped
Energy consumption by Council facilities	Natural gas distributed in a pipeline - 1,211,178 MJ Electricity consumption (SA) - 5,504,253 kWh

## A growing City that creates new opportunities

# City Dashboard



Gross Regional Product	\$8.65 billion ●
Local jobs	61,994 ●
Actively trading businesses	8,769 ●
Value of development approvals	\$296 million ●
Unemployment rate	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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### DASHBOARD LEGEND

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



## Corporate Indicators

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

Number of individual businesses receiving advice and information through the Polaris Centre	600
---	-----

### 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	\$2.9 million
--	---------------

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

Value of major projects	TBD
-------------------------	-----

Development assessment timeframes	7.58 days (average)
-----------------------------------	---------------------

### City Plan Foundation: Infrastructure supports investment and business activity

Average travel time on arterial east-west roads	N/A
---	-----

Vacancy rates in key industrial and commercial precincts	Salisbury Region 0%
--	---------------------

Value of development activity in Edinburgh Parks and Technology Park	Edinburgh - \$32.2 million Tech Park - \$14.8 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	During the 2022/23 year \$2,639,225 was the value of development on surplus land parcels released by Council.
--	---



## Innovation and Business Development

# Corporate Dashboard



Financial sustainability

Operating Surplus Ratio – 8.3% ●  
 Net Financial Liabilities Ratio – 16.6% ●  
 Asset Sustainability Ratio – 103% ●

Safety (lost time injury frequency rate) TBD ●

Values – staff perception survey TBD ●

Community experience TBD ●  
 TBD ●

## 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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### DASHBOARD LEGEND

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



## Corporate Indicators

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

Net Promoter Score	TBD
CRMs responded to within 10 days	TBD
Customer satisfaction with services delivered by Council	TBD

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

Proportion of procurement made locally	TBD
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	TBD
Staff satisfaction (TBD)	TBD
Proportion of jobs filled in first approach to market	TBD

**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	TBD
Proportion of Council income received from non-rates revenue	22.2%
Financial ratios in City Scorecard	Operating Surplus Ratio - 8.3% Net Financial Liabilities Ratio - 16.6% Asset Sustainability Ratio - 103%

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

Social media Followers	Council owned social media pages combined: 68.29K followers Facebook pages: City of Salisbury ,SA (17.7K), Discover Salisbury (10.2K), St Kilda Adventure Playground (20.39K), Youth in Salisbury (3.94K) and Salisbury Library Service (3.62K) Instagram pages: City of Salisbury (2.73K), Discover Salisbury (745) Twitter X page: City of Salisbury SA (4.01K)
Visits to Council website	TBD
Number of people attending council run events	22.346k (12 events hosted by the City of Salisbury - increase from 14.67k attendees in the previous year)

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## City of Salisbury

GENERAL PURPOSE FINANCIAL STATEMENTS  
for the year ended 30 June 2023

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*A progressive, sustainable and connected community*



## City of Salisbury

### General Purpose Financial Statements for the year ended 30 June 2023

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## City of Salisbury

### General Purpose Financial Statements for the year ended 30 June 2023

#### Certification of Financial Statements

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

**In our opinion:**

- the accompanying financial statements comply with the *Local Government Act 1999*, *Local Government (Financial Management) Regulations 2011* and Australian Accounting Standards,
- the financial statements present a true and fair view of the Council's financial position at 30 June 2023 and the results of its operations and cash flows for the financial year,
- internal controls implemented by the Council provide a reasonable assurance that the Council's financial records are complete, accurate and reliable and were effective throughout the financial year,
- the financial statements accurately reflect the Council's accounting and other records.

  
John Harry  
Chief Executive Officer  
11 October 2023

  
Gillian Aldridge  
Mayor  
11 October 2023

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## City of Salisbury

### General Purpose Financial Statements

for the year ended 30 June 2023

### Understanding Council's Financial Statements

#### Introduction

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

#### About the Certification of Financial Statements

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

#### What you will find in the Statements

The Financial Statements set out the financial performance, financial position and cash flows of Council for the financial year ended 30 June 2023.

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

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

#### About the Notes to the Financial Statements

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

#### About the Auditor's Reports

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

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

#### About the Independence Certificates

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

#### Who uses the Financial Statements?

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

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

## City of Salisbury

## Statement of Comprehensive Income

for the year ended 30 June 2023

\$ '000	Notes	2023	2022
<b>Income</b>			
Rates	2a	112,253	106,593
Statutory charges	2b	3,933	3,656
User charges	2c	5,385	5,193
Grants, subsidies and contributions - operating	2g	20,258	18,650
Investment income	2d	291	111
Reimbursements	2e	536	421
Other income	2f	1,276	1,034
Net gain - equity accounted council businesses	19(a)	340	1,225
<b>Total income</b>		<b>144,272</b>	<b>136,883</b>
<b>Expenses</b>			
Employee costs	3a	40,404	38,303
Materials, contracts and other expenses	3b	59,093	54,974
Depreciation, amortisation and impairment	3c	32,106	29,746
Finance costs	3d	394	491
Net loss - equity accounted council businesses	19(a)	321	—
<b>Total expenses</b>		<b>132,318</b>	<b>123,514</b>
<b>Operating surplus / (deficit)</b>		<b>11,954</b>	<b>13,369</b>
Physical resources received free of charge	2i	1,955	2,865
Asset Disposal and Fair Value Adjustments	4	310	(5,388)
Amounts received specifically for new or upgraded assets	2g	6,799	2,895
<b>Net surplus / (deficit)</b>		<b>21,018</b>	<b>13,741</b>
<b>Other comprehensive income</b>			
<b>Amounts which will not be reclassified subsequently to operating result</b>			
Changes in revaluation surplus - I,PP&E	9a	297,472	166,371
Share of other comprehensive income - equity accounted council businesses	19	222	—
<b>Total amounts which will not be reclassified subsequently to operating result</b>		<b>297,694</b>	<b>166,371</b>
<b>Total other comprehensive income</b>		<b>297,694</b>	<b>166,371</b>
<b>Total comprehensive income</b>		<b>318,712</b>	<b>180,112</b>

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

## City of Salisbury

## Statement of Financial Position

as at 30 June 2023

\$ '000	Notes	2023	2022
<b>ASSETS</b>			
<b>Current assets</b>			
Cash and Cash Equivalent Assets	5a	10,970	9,485
Trade and Other Receivables	5b	8,074	6,955
Inventories	5c	910	1,597
<b>Total current assets</b>		<b>19,954</b>	<b>18,037</b>
<b>Non-current assets</b>			
Trade and other receivables	6a	662	1,008
Equity accounted investments in council businesses	6b	6,290	6,049
Other non-current assets	6c	33,997	31,423
Infrastructure, Property, Plant and Equipment	7	2,046,434	1,725,408
<b>Total non-current assets</b>		<b>2,087,383</b>	<b>1,763,888</b>
<b>TOTAL ASSETS</b>		<b>2,107,337</b>	<b>1,781,925</b>
<b>LIABILITIES</b>			
<b>Current liabilities</b>			
Trade and Other Payables	8a	28,354	20,066
Borrowings	8b	1,840	1,727
Provisions	8c	8,065	7,904
<b>Total current liabilities</b>		<b>38,259</b>	<b>29,697</b>
<b>Non-current liabilities</b>			
Borrowings	8b	3,485	5,349
Provisions	8c	1,909	1,907
<b>Total non-current liabilities</b>		<b>5,394</b>	<b>7,256</b>
<b>TOTAL LIABILITIES</b>		<b>43,653</b>	<b>36,953</b>
<b>Net assets</b>		<b>2,063,684</b>	<b>1,744,972</b>
<b>EQUITY</b>			
Accumulated surplus		403,343	385,015
Asset revaluation reserves	9a	1,610,577	1,313,105
Other reserves	9b	49,764	46,852
<b>Total council equity</b>		<b>2,063,684</b>	<b>1,744,972</b>
<b>Total equity</b>		<b>2,063,684</b>	<b>1,744,972</b>

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



## City of Salisbury

Statement of Changes in Equity  
for the year ended 30 June 2023

\$ '000	Notes	Accumulated surplus	Asset revaluation reserve	Other reserves	Total equity
<b>2023</b>					
Balance at the end of previous reporting period		385,015	1,313,105	46,852	1,744,972
Net surplus / (deficit) for year		21,018	—	—	21,018
<b>Other comprehensive income</b>					
- Gain (Loss) on Revaluation of I, PP&E	7a	—	297,472	—	297,472
Share of OCI - equity accounted council businesses		222	—	—	222
<b>Other comprehensive income</b>		<u>222</u>	<u>297,472</u>	<u>—</u>	<u>297,694</u>
<b>Total comprehensive income</b>		<u>21,240</u>	<u>297,472</u>	<u>—</u>	<u>318,712</u>
Transfers between reserves		(2,912)	—	2,912	—
<b>Balance at the end of period</b>		<u>403,343</u>	<u>1,610,577</u>	<u>49,764</u>	<u>2,063,684</u>
<b>2022</b>					
Balance at the end of previous reporting period		380,558	1,146,734	37,568	1,564,860
Net surplus / (deficit) for year		13,741	—	—	13,741
<b>Other comprehensive income</b>					
- Gain (Loss) on Revaluation of I, PP&E	7a	—	166,371	—	166,371
<b>Other comprehensive income</b>		<u>—</u>	<u>166,371</u>	<u>—</u>	<u>166,371</u>
<b>Total comprehensive income</b>		<u>13,741</u>	<u>166,371</u>	<u>—</u>	<u>180,112</u>
Transfers between reserves		(9,284)	—	9,284	—
<b>Balance at the end of period</b>		<u>385,015</u>	<u>1,313,105</u>	<u>46,852</u>	<u>1,744,972</u>

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

## City of Salisbury

Statement of Cash Flows  
for the year ended 30 June 2023

\$ '000	Notes	2023	2022
<b>Cash flows from operating activities</b>			
<u>Receipts</u>			
Rates		112,177	105,223
Statutory charges		4,076	3,783
User charges		5,213	5,710
Grants, Subsidies and Contributions (operating purpose)		20,543	18,915
Investment receipts		272	111
Reimbursements		536	421
Other receipts		14,827	15,609
<u>Payments</u>			
Payments to employees		(40,269)	(38,233)
Payments for Materials, Contracts and Other Expenses		(67,614)	(63,444)
Finance payments		(394)	(491)
<b>Net cash provided by (or used in) operating activities</b>	11b	<b>49,367</b>	<b>47,604</b>
<b>Cash flows from investing activities</b>			
<u>Receipts</u>			
Net disposal of investment securities		—	—
Sale of real estate developments		296	79
Amounts received specifically for new or upgraded assets		6,799	2,895
Sale of replaced assets		434	547
Sale of surplus assets		5,110	243
Repayments of loans by community groups		367	32
Distributions Received from Equity Accounted Council Businesses		340	(73)
<u>Payments</u>			
Expenditure on renewal/replacement of assets		(21,043)	(18,297)
Expenditure on new/upgraded assets		(39,574)	(31,251)
Development of real estate for sale		883	58
Capital contributed to equity accounted Council businesses		(340)	73
<b>Net cash provided (or used in) investing activities</b>		<b>(46,728)</b>	<b>(45,694)</b>
<b>Cash flows from financing activities</b>			
<u>Receipts</u>			
Proceeds from bonds and deposits		196	315
<u>Payments</u>			
Repayments of Borrowings		(1,321)	(1,735)
Repayment of lease liabilities		(29)	(806)
<b>Net cash provided by (or used in) financing activities</b>		<b>(1,154)</b>	<b>(2,226)</b>
<b>Net increase (decrease) in cash held</b>		<b>1,485</b>	<b>(316)</b>
plus: Cash and Cash Equivalents at beginning of period		9,485	9,801
<b>Cash and cash equivalents held at end of period</b>	11a	<b>10,970</b>	<b>9,485</b>
Additional information:			
plus: investments on hand – end of year	6b	615	615
<b>Total Cash, Cash Equivalents and Investments</b>		<b>11,585</b>	<b>10,100</b>

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

## City of Salisbury

### Notes to and forming part of the Financial Statements for the year ended 30 June 2023

#### Contents of the Notes accompanying the General Purpose Financial Statements

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## City of Salisbury

### Notes to and forming part of the Financial Statements for the year ended 30 June 2023

#### Note 1. Summary of Significant Accounting Policies

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

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

##### (1) Basis of preparation

###### 1.1 Compliance with Australian Accounting Standards

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

The financial report was authorised for issue by certificate under regulation 14 of the *Local Government (Financial Management) Regulations 2011* dated 11 October 2023.

###### 1.2 Historical cost convention

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

###### 1.2 Critical accounting estimates

The preparation of financial statements in conformity with Australian Accounting Standards requires the use of certain critical accounting estimates and requires management to exercise its judgement in applying Council's accounting policies.

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

###### 1.3 Rounding

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

##### (2) The local government reporting entity

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

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

##### (3) Income recognition

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

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

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

continued on next page

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## City of Salisbury

### Notes to and forming part of the Financial Statements for the year ended 30 June 2023

#### Note 1. Summary of Significant Accounting Policies (continued)

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

Financial Year	Payment Received In Advance \$'000	Comments
2020/21	4,737	Relates to 2021/22
2021/22	6,706	Relates to 2022/23
2022/23	10,502	Relates to 2023/24

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

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

#### (4) Cash, cash equivalents and other financial instruments

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

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

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

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

#### (5) Inventories

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

#### 5.1 Real estate assets developments

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

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

#### 5.2 Other real estate held for resale

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

continued on next page

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## City of Salisbury

### Notes to and forming part of the Financial Statements for the year ended 30 June 2023

#### Note 1. Summary of Significant Accounting Policies (continued)

##### (6) Infrastructure, Property, Plant and Equipment

###### 6.1 Initial recognition

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

All non-current assets purchased or constructed are capitalised as the expenditure is incurred and depreciated as soon as the asset is held 'ready for use'. Cost is determined as the fair value of the assets given as consideration plus costs incidental to the acquisition, including architects' fees and engineering design fees and all other costs incurred. The cost of non-current assets constructed by the Council includes the cost of all materials used in construction, direct labour on the project and an appropriate proportion of variable and fixed overhead.

Capital works still in progress at balance date are recognised as other non-current assets and transferred to infrastructure, property, plant and equipment when completed ready for use.

###### 6.2 Materiality

Assets with an economic life in excess of one year are only capitalised where the cost of acquisition exceeds materiality thresholds established by Council for each type of asset. In determining (and in annually reviewing) such thresholds, regard is had to the nature of the asset and its estimated service life.

Examples of capitalisation thresholds applied during the year are disclosed in Note 7. No capitalisation threshold is applied to the acquisition of land or interests in land.

###### 6.3 Subsequent recognition

All material asset classes are revalued on a regular basis such that the carrying values are not materially different from fair value. Significant uncertainties exist in the estimation of fair value of a number of asset classes including land, buildings and associated structures and infrastructure. Further detail of these uncertainties and of existing valuations, methods and valuers are provided at Note 7.

###### 6.4 Depreciation of non-current assets

Other than land, all infrastructure, property, plant and equipment assets recognised are systematically depreciated over their useful lives on a straight-line basis which, in the opinion of Council, best reflects the consumption of the service potential embodied in those assets.

Depreciation methods, useful lives and residual values of classes of assets are reviewed annually; these reviews are conducted either internally or externally through the completion of asset audits and valuations.

Major depreciation periods for each class of asset are detailed in Note 7. Depreciation periods for infrastructure assets have been estimated based on the best information available to Council, but appropriate records covering the entire life cycle of these assets are not available, and extreme care should be used in interpreting financial information based on these estimates.

###### 6.5 Intangible Assets

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

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

continued on next page

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## City of Salisbury

### Notes to and forming part of the Financial Statements for the year ended 30 June 2023

#### Note 1. Summary of Significant Accounting Policies (continued)

##### 6.6 Impairment

Assets whose future economic benefits are not dependent on the ability to generate cash flows, and where the future economic benefits would be replaced if Council were deprived thereof, are not subject to impairment testing.

Other assets that are subject to depreciation are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount (which is higher of the present value of future cash inflows or value in use).

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

##### (7) Payables

###### 7.1 Goods and Services

Creditors are amounts due to external parties for the supply of goods and services and are recognised as liabilities when the goods and services are received. Creditors are normally paid 30 days after the month of invoice. No interest is payable on these amounts.

###### 7.2 Payments Received in Advance and Deposits

Amounts received from external parties in advance of service delivery, and security deposits held against possible damage to Council assets, are recognised as liabilities until the service is delivered or damage reinstated, or the amount is refunded as the case may be. In accordance with *AASB 1058 Income for Not-For-Profit Entities*, grant revenue received to construct assets has been recognised as payments received in advance in 2023 financial year.

##### (8) Borrowings

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

##### (9) Employee benefits

###### 9.1 Salaries, Wages and Compensated Absences

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

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

No accrual is made for sick leave as Council experience indicates that, on average, sick leave taken in each reporting period is less than the entitlement accruing in that period, and this experience is expected to recur in future reporting periods. Council does not make payment for untaken sick leave.

###### 9.2 Superannuation

The Council makes employer superannuation contributions in respect of its employees to the HostPlus Superannuation Scheme. The Scheme has two types of membership, each of which is funded differently. No changes in accounting policy have occurred during either the current or previous reporting periods. Details of the accounting policies applied and Council's involvement with the schemes are reported in Note 18.

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## City of Salisbury

### Notes to and forming part of the Financial Statements for the year ended 30 June 2023

#### Note 1. Summary of Significant Accounting Policies (continued)

##### (10) Leases

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

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

##### 10.1 Council as a lessee

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

##### i) Right of Use Assets

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

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

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

##### ii) Lease Liabilities

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

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

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

##### (11) Equity accounted Council businesses

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

##### (12) GST implications

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

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

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## City of Salisbury

### Notes to and forming part of the Financial Statements for the year ended 30 June 2023

#### Note 1. Summary of Significant Accounting Policies (continued)

##### (13) New accounting standards and UIG interpretations

The Council applied for the first-time certain standards and amendments, which are effective for annual periods beginning on or after 1 January 2022. New standards and amendments relevant to the Council are listed below. The Council has not early adopted any other standard, interpretation or amendment that has been issued but is not yet effective.

##### Standards issued by the AASB not yet effective

The AASB has issued Australian Accounting Standards and Interpretations which are not effective at 30 June 2023, these standards have not been adopted by Council and will be included in the financial statements on their effective date. Where the standard is expected to have a significant impact for Council then further information has been provided in this note.

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

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

- *AASB 2020-1 Amendments to Australian Accounting Standards - Classification of Liabilities as Current or Non-Current* (amended by *AASB 2020-6 Amendments to Australian Accounting Standards - Classification of Liabilities as Current or Non-Current - Deferral of Effective Date*, *AASB 2022-6 Amendments to Australian Accounting Standards - Non-current Liabilities with Covenants*)
- *AASB 2021-6 Amendments to Australian Accounting Standards - Disclosure of Accounting Policies: Tier 2 and Other Australian Accounting Standards*. (This Standard makes amendments to *AASB 1053 Application of Tiers of Australian Accounting Standards*, June 2010 and *AASB 1060 General Purpose Financial Statements – Simplified Disclosures for For-Profit and Not-for Profit Tier 2 Entities*, March 2020)
- *AASB 2021-2 Amendments to Australian Accounting Standards - Disclosure of Accounting Policies and Definition of Accounting Estimates* (This standard amends a number of Standards as follows: *AASB 7 Financial Instruments: Disclosures* – to clarify that information about measurement bases for financial instruments is expected to be material to an entity's financial statements, *AASB 101 Presentation of Financial Statements* - to require entities to disclose their material accounting policy information rather than their significant accounting policies, *AASB 108 Accounting Policies, Changes in Accounting Estimates and Errors* - to clarify how entities should distinguish changes in accounting policies and changes in accounting estimates, *AASB 134 Interim Financial Reporting* - to identify material accounting policy information as a component of a complete set of financial statements, *AASB Practice Statement 2: Making Materiality Judgements* - to provide guidance on how to apply the concept of materiality to accounting policy disclosures)

##### Effective for NFP annual reporting periods beginning on or after 1 January 2024

- *AASB 2022-5 Amendments to Australian Accounting Standards - Lease Liability in a Sale and Leaseback*. (This Standard makes amendments to *AASB 16 Leases*, February 2016. These amendments arise from the issuance of International Financial Reporting Standard Lease Liability in a Sale and Leaseback (Amendments to IFRS 16) by the International Accounting Standards Board (IASB) in September 2022)
- *AASB 2022-10 Amendments to Australian Accounting Standards - Fair Value Measurement of Non-Financial Assets of Not-for-Profit Public Sector Entities* (This Standard makes amendments to *AASB 13 Fair Value Measurement*, August 2015 for application by not-for profit public sector)

##### (14) Comparative figures

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

##### (15) Disclaimer

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

## City of Salisbury

Notes to and forming part of the Financial Statements  
for the year ended 30 June 2023

## Note 2. Income

\$ '000	2023	2022
<b>(a) Rates</b>		
<b>General rates</b>		
General rates	111,231	106,199
Less: mandatory rebates	(1,306)	(1,267)
Less: Discretionary Rebates, Remissions and Write Offs	(401)	(869)
<b>Total general rates</b>	<b>109,524</b>	<b>104,063</b>
<b>Other rates (including service charges)</b>		
Green Adelaide Board Regional Landscape Levy	2,251	2,110
Salisbury Business Association Separate Rate	163	127
Globe Derby Community Club Separate Rate	9	7
<b>Total other rates (including service charges)</b>	<b>2,423</b>	<b>2,244</b>
<b>Other charges</b>		
Penalties for late payment	306	286
<b>Total other charges</b>	<b>306</b>	<b>286</b>
<b>Total rates</b>	<b>112,253</b>	<b>106,593</b>
<b>(b) Statutory charges</b>		
Development Act fees	1,391	1,232
Town planning fees	1,052	892
Animal Registration Fees and Fines	834	879
Parking fines / expiation fees	240	224
Other Licences, Fees and Fines	416	429
<b>Total statutory charges</b>	<b>3,933</b>	<b>3,656</b>
<b>(c) User charges</b>		
Water Supply	1,966	2,257
Property Lease	1,028	926
Cemetery Fees	769	648
Aged and Disability Services	783	619
Waste Disposal Fees	63	78
Sundry	776	665
<b>Total user charges</b>	<b>5,385</b>	<b>5,193</b>
<b>(d) Investment income</b>		
Interest on investments		
- Local Government Finance Authority	200	25
- Banks and Other	91	70
- Loans to community groups	-	16
<b>Total investment income</b>	<b>291</b>	<b>111</b>

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## City of Salisbury

Notes to and forming part of the Financial Statements  
for the year ended 30 June 2023

## Note 2. Income (continued)

\$ '000	2023	2022
<b>(e) Reimbursements</b>		
Other	427	293
Contract Maintenance	109	128
<b>Total reimbursements</b>	<b>536</b>	<b>421</b>
<b>(f) Other income</b>		
Rebates received	762	726
Sundry	514	308
<b>Total other income</b>	<b>1,276</b>	<b>1,034</b>
<b>(g) Grants, subsidies and contributions</b>		
Amounts received specifically for new or upgraded assets	6,799	2,895
<b>Total</b>	<b>6,799</b>	<b>2,895</b>
<b>Other grants, subsidies and contributions</b>		
Other grants, subsidies and contributions	5,974	7,116
Untied Financial Assistance Grant	3,782	4,828
Individually Significant Item - Additional Financial Assistance Grant (refer below)	10,502	6,706
<b>Total other grants, subsidies and contributions</b>	<b>20,258</b>	<b>18,650</b>
<b>Total grants, subsidies and contributions</b>	<b>27,057</b>	<b>21,545</b>
The functions to which these grants, subsidies and contributions relate are disclosed in Note 12, with the exception of Amounts Received Specifically for New or Upgraded Assets.		
<b>(i) Sources of grants</b>		
Commonwealth Government	5,609	2,946
State Government	21,011	16,677
Other	437	1,922
<b>Total</b>	<b>27,057</b>	<b>21,545</b>
<b>(ii) Individually significant items</b>		
Advanced Financial Assistance Grant Recognised as Income	10,502	6,706

On 29 June 2023, Council received advance payment of 100% of the 2024/2025 Financial Assistance Grant, totalling \$10,502k (comprising \$8,442k in general purpose funding and \$2,060k in untied local road funding) compared to the 75% received in advance in the prior year. This has materially increased Council's operating results in the current year, as these amounts are recognised as income upon receipt, as detailed in Note 1. Potential material effects will be experienced when the timing of these grant payments are once again restored to a normal schedule.

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## City of Salisbury

Notes to and forming part of the Financial Statements  
for the year ended 30 June 2023

## Note 2. Income (continued)

\$ '000	2023	2022
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## (h) Conditions over Grants and Contributions

Grants and contributions which were obtained on the condition that they be expended for specified purposes or in a future period, but which are not yet expended in accordance with those conditions, are as follows:

<b>Unexpended at the close of the previous reporting period</b>	<b>4,661</b>	<b>4,602</b>
<b>Less:</b>		
<i>Expended during the current period from revenues recognised in previous reporting periods</i>		
Verge Development	—	(341)
Newlyn Terrace Parafield Gardens - Tree Screen Renew	—	(284)
Animal Pound Pooraka	(489)	—
Burton Community Hub - Shed and Community Garden	—	(250)
Whites Rd Emu Crossing - School Zone and Pedestrian Crossing	—	(250)
Strowan Park Picnic and Open Space	—	(174)
Tea Tree Gully Business Advisory Services	—	(164)
Morella Community Centre Outdoor Kitchen	—	(144)
Twelve25 Entry Upgrade and Landscaping	—	(143)
Twelve 25 Special Projects	—	(80)
OH&S - Special Distribution Fund	—	(30)
Risk and Governance - Special Distribution Fund	—	(6)
Mindset for Life Program	—	(3)
Mawson Lakes School - Kiss and Drop	(54)	(100)
Redhill Road Ingle Farm - Traffic Improvement	(64)	—
Waterwatch	(152)	(71)
Salisbury Oval Indoor Community Cricket and Recreation Facility	(200)	(111)
Other	(233)	(205)
Little Para River Capital Works	(255)	—
Fairbanks Drive Reserve Toilets and Sports Facility	(305)	—
Yalumba Drive Reserve	(400)	—
Technology Drive Mawson Lakes - Dual Traffic	(450)	(479)
<b>Subtotal</b>	<b>(2,602)</b>	<b>(2,835)</b>

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## City of Salisbury

Notes to and forming part of the Financial Statements  
for the year ended 30 June 2023

## Note 2. Income (continued)

\$ '000	2023	2022
<b>Plus:</b>		
<i>Amounts recognised as revenues in this reporting period but not yet expended in accordance with the conditions</i>		
Salisbury Aquatic Centre	639	—
Salisbury Recreation Precinct Entry Carpark	280	—
Domestic Hard waste	230	273
Other	193	190
Waterwatch General	139	152
Little Para River Capital Works	62	317
CCTV Henderson Square	53	—
Animal Pound - Pooraka	—	489
Technology Drive Mawson Lakes - Dual Traffic	—	450
Yalumba Drive Reserve	—	400
Fairbanks Drive Toilets and Sports Facility	—	305
Salisbury Oval Indoor Community Cricket Facility	—	200
Redhill Road Ingle Farm - Traffic Improvements	—	64
Mawson Lakes School - Kiss and Drop	—	54
<b>Subtotal</b>	<b>1,596</b>	<b>2,894</b>
<b>Unexpended at the close of this reporting period</b>	<b>3,655</b>	<b>4,661</b>
<b>Net increase (decrease) in assets subject to conditions in the current reporting period</b>	<b>(1,006)</b>	<b>59</b>
 <b>(i) Physical resources received free of charge</b>		
Land and Improvements	11	—
Roads, Bridges and Footpaths	859	725
Stormwater drainage	1,085	2,140
<b>Total physical resources received free of charge</b>	<b>1,955</b>	<b>2,865</b>

## City of Salisbury

Notes to and forming part of the Financial Statements  
for the year ended 30 June 2023

## Note 3. Expenses

\$ '000	Notes	2023	2022
<b>(a) Employee costs</b>			
Salaries and wages		33,261	32,198
Employee leave expense		5,582	5,233
Superannuation - defined contribution plan contributions	18	524	587
Superannuation - defined benefit plan contributions	18	3,453	3,075
Workers' compensation insurance		1,699	1,667
Less: capitalised and distributed costs		(4,115)	(4,457)
<b>Total operating employee costs</b>		<b>40,404</b>	<b>38,303</b>
Total number of employees (full time equivalent at end of reporting period)		432	418
<b>(b) Materials, contracts and other expenses</b>			
<b>(i) Prescribed expenses</b>			
Auditor's remuneration			
- Auditing the financial reports		35	33
- Other auditors		9	-
Bad and doubtful debts		11	2
Elected members' expenses		503	489
Election expenses		728	44
Lease expense - low value assets / short term leases		134	123
<b>Subtotal - prescribed expenses</b>		<b>1,420</b>	<b>691</b>
<b>(ii) Other materials, contracts and expenses</b>			
Contractors		39,722	37,271
Energy		4,081	4,375
Legal expenses		538	211
Levies Paid to Government - Regional Landscape Levy		2,140	2,112
Levies - other		306	275
Parts, Accessories and Consumables		3,164	3,223
Insurance		1,321	1,161
Water Rates		703	849
Sundry		5,698	4,806
<b>Subtotal - Other Material, Contracts and Expenses</b>		<b>57,673</b>	<b>54,283</b>
<b>Total materials, contracts and other expenses</b>		<b>59,093</b>	<b>54,974</b>

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## City of Salisbury

Notes to and forming part of the Financial Statements  
for the year ended 30 June 2023

## Note 3. Expenses (continued)

\$ '000	2023	2022
<b>(c) Depreciation, amortisation and impairment</b>		
<b>(i) Depreciation and amortisation</b>		
Infrastructure	16,348	15,677
Land improvements	6,958	6,093
Buildings and Other Structures	4,950	4,337
Plant and Equipment	3,241	3,070
Right-of-use assets	420	420
Library books	189	149
<b>Subtotal</b>	<b>32,106</b>	<b>29,746</b>
<b>Total depreciation, amortisation and impairment</b>	<b>32,106</b>	<b>29,746</b>
<b>(d) Finance costs</b>		
Interest on loans	339	413
Interest on leases	55	78
<b>Total finance costs</b>	<b>394</b>	<b>491</b>

## Note 4. Asset Disposal and Fair Value Adjustments

\$ '000	2023	2022
<b>Infrastructure, Property, Plant and Equipment</b>		
<b>(i) Assets renewed or directly replaced</b>		
Proceeds from disposal	434	547
Less: carrying amount of assets sold	(4,415)	(5,684)
<b>Gain (loss) on disposal</b>	<b>(3,981)</b>	<b>(5,137)</b>
<b>(ii) Assets surplus to requirements</b>		
Proceeds from disposal	5,110	243
Less: carrying amount of assets sold	(1,115)	(573)
<b>Gain (loss) on disposal</b>	<b>3,995</b>	<b>(330)</b>
<b>Real estate development assets</b>		
Proceeds from disposal	1,230	179
Less: carrying amount of assets sold	(934)	(100)
<b>Gain (loss) on disposal</b>	<b>296</b>	<b>79</b>
<b>Net gain (loss) on disposal or revaluation of assets</b>	<b>310</b>	<b>(5,388)</b>

## City of Salisbury

Notes to and forming part of the Financial Statements  
for the year ended 30 June 2023

## Note 5. Current assets

\$ '000	Notes	2023	2022
<b>(a) Cash and Cash Equivalent Assets</b>			
Cash on hand and at bank		10,970	1,312
Short Term Deposits		–	8,173
<b>Total Cash and Cash Equivalent Assets</b>		<b>10,970</b>	<b>9,485</b>
<b>(b) Trade and Other Receivables</b>			
Rates - General and Other		3,550	3,462
Accrued revenues		19	1
Debtors - general		2,169	1,741
GST recoupment		1,462	1,317
Prepayments		874	401
Loans to community organisations		–	33
<b>Subtotal</b>		<b>8,074</b>	<b>6,955</b>
<b>Total Trade and Other Receivables</b>		<b>8,074</b>	<b>6,955</b>
<b>(c) Inventories</b>			
Stores and Materials		235	244
Real estate developments	6	640	1,309
Cemetery Plinths, Vaults and Inurnments		35	44
<b>Total inventories</b>		<b>910</b>	<b>1,597</b>

## Note 6. Non-current assets

\$ '000	2023	2022
<b>(a) Trade and other receivables</b>		
<b>Receivables</b>		
Council rates postponement scheme	47	59
Loans to community organisations	–	334
<b>Subtotal</b>	<b>47</b>	<b>393</b>
<b>Total receivables</b>	<b>47</b>	<b>393</b>
<b>Other financial assets (investments)</b>		
Mortgages over Property - Affordable Housing Scheme	615	615
<b>Total other financial assets (investments)</b>	<b>615</b>	<b>615</b>
<b>Total financial assets</b>	<b>662</b>	<b>1,008</b>

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## City of Salisbury

Notes to and forming part of the Financial Statements  
for the year ended 30 June 2023

## Note 6. Non-current assets (continued)

\$ '000	Notes	2023	2022
<b>(b) Equity accounted investments in council businesses</b>			
Northern Adelaide Waste Management Authority	19	6,290	6,049
<b><u>Total equity accounted investments in Council businesses</u></b>		<b><u>6,290</u></b>	<b><u>6,049</u></b>
<b>(c) Other non-current assets</b>			
<b>Inventories</b>			
Real estate developments		1,153	1,367
<b><u>Total inventories</u></b>		<b><u>1,153</u></b>	<b><u>1,367</u></b>
<b>Other</b>			
Capital work in progress		32,634	29,846
Intangible Assets - Water Licenses		210	210
<b><u>Total other</u></b>		<b><u>32,844</u></b>	<b><u>30,056</u></b>
<b><u>Total other non-current assets</u></b>		<b><u>33,997</u></b>	<b><u>31,423</u></b>
<b>Other disclosures</b>			
<b>Real Estate Developments - Current and Non-Current</b>			
(Valued at the lower of cost and net realisable value)			
Residential		1,793	2,676
<b><u>Total real estate for resale</u></b>		<b><u>1,793</u></b>	<b><u>2,676</u></b>
<b>Represented by:</b>			
Acquisition costs		1,266	1,367
Development costs		527	1,309
<b><u>Subtotal</u></b>		<b><u>1,793</u></b>	<b><u>2,676</u></b>
<b>Apportionment of real estate developments</b>			
Current assets		640	1,309
Non-current assets		1,153	1,367

## City of Salisbury

Notes to and forming part of the Financial Statements  
for the year ended 30 June 2023

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

## Infrastructure, Property, Plant and Equipment

\$ '000	Fair Value Level	as at 30/06/22				Asset movements during the reporting period				F Inc Ec
		At Fair Value	At Cost	Accumulated Depreciation	Carrying amount	Asset Additions New / Upgrade	Asset Additions Renewals	WDV of Asset Disposals	Depreciation Expense (Note 3c)	
Land - other	2	554,666	–	–	554,666	11	–	(600)	–	
Land improvements	3	223,418	–	(87,506)	135,912	11,749	3,698	(355)	(6,958)	
Buildings and Other Structures	3	156,547	–	(51,626)	104,921	12,344	7,637	(2,342)	(4,950)	
Infrastructure	3	1,414,755	–	(500,240)	914,515	12,718	9,913	(1,876)	(16,348)	
Right-of-use assets		–	3,201	(1,313)	1,888	–	–	–	(420)	
Plant and Equipment		–	34,598	(22,194)	12,404	1,645	1,240	(274)	(3,241)	
Library books		–	2,154	(1,052)	1,102	153	–	–	(189)	
<b>Total infrastructure, property, plant and equipment</b>		<b>2,349,386</b>	<b>39,953</b>	<b>(663,931)</b>	<b>1,725,408</b>	<b>38,620</b>	<b>22,488</b>	<b>(5,447)</b>	<b>(32,106)</b>	
Comparatives		2,127,336	38,034	(614,694)	1,550,676	24,981	15,673	(5,030)	(29,746)	

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## City of Salisbury

### Notes to and forming part of the Financial Statements for the year ended 30 June 2023

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

##### Valuation of infrastructure, property, plant and equipment and investment property

###### Valuation of assets

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

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

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

###### a) Fair Value Hierarchy

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

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

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

###### b) Valuation Techniques

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

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

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

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

###### c) Capitalisation Thresholds

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## City of Salisbury

### Notes to and forming part of the Financial Statements for the year ended 30 June 2023

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

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

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

#### d) Estimated Useful Lives

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

<i>Plant, Furniture and Equipment</i>	
Office Equipment	3 to 10 years
Office Furniture	3 to 10 years
Vehicles and Road-making Equipment	2 to 20 years
Other Plant and Equipment	3 to 20 years
<i>Building and Other Structures</i>	
Building Components	10 to 120 years
Playground Equipment	10 to 25 years
Benches, Seats, etc	10 to 15 years
<i>Infrastructure</i>	
Roads - Seal	20 to 35 years
Roads - Base	60 to 105 years
Roads - Sub-Base	180 to 315 years
Unsealed Roads	5 to 10 years
Bridge Components	20 to 100 years
Footpaths	8 to 80 years
Kerb, Gutter and Medians	50 to 315 years
Drainage Pipes	80 to 150 years
Culverts, Headwalls and Junction Boxes	80 to 100 years
Dams and Reservoirs	200 to 400 years
Bores	75 years
Reticulation Pipes - PVC	50 to 80 years
Pumps and Telemetry	10 to 50 years
<i>Other Assets</i>	
Library Books	3 to 7 years
Artworks/Local History	Indefinite
Street Trees	50 years
Right of Use Assets	3 to 5 years

#### e) Table of Fair Values 2022/23

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## City of Salisbury

Notes to and forming part of the Financial Statements  
for the year ended 30 June 2023

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

	Level 1 \$'000s	Level 2 \$'000s	Level 3 \$'000s	Total \$'000s
Land	-	726,574	-	726,574
Land Improvements	-	-	163,575	163,575
Buildings and Other Structures	-	4,315	121,176	125,491
Infrastructure	-	-	1,016,485	1,016,485
<b>Total</b>	-	<b>730,889</b>	<b>1,301,236</b>	<b>2,032,125</b>

## f) Disclosed Fair Value Measurements

Asset Category	Fair Value Hierarchy Level	Valuation Technique	Fair Value \$'000s
Land	2	Market Value	726,574

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

Asset Category	Fair Value Hierarchy Level	Valuation Technique	Fair Value \$'000s
Land Improvements	3	Cost Approach	163,575

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

a. Independent valuations are provided by Tonkin Consulting using a methodology that utilises observable Council specific contract rates or industry construction guides to derive a unit rate used to calculate a current replacement cost for each asset. Assets valued via this method include Footpaths, Kerbing and Carpark Pavement/Seals all situated on Council Reserves. In 2022/23 a 3 year average of these unit rates have been utilised.

b. Revalued using a 3 year average of the Local Government Pricing Index (LGPI) in both 2021/22 and 2022/23. Assets include Fencing, Irrigation Equipment, Playgrounds, Sports Courts/Facilities, Reserve Furniture, Landscaping and Other Structures all situated on Council Reserves.

c. Independent valuations provided by Tonkin Consulting in 2019/20 using a methodology that utilises observable Council cost information as well as their knowledge of the water industry and references to various construction guides (such as Rawlinsons Australian Construction Handbook) to derive an index for each asset component associated with Councils Recycled Stormwater Business Unit, which includes assets such as Pipework, Pumps, Bores, Valves, Electrical and Computer Equipment. In 2020/21, an independent valuation of the current replacement cost for these assets was undertaken using an ASR Asset Price Index provided by Tonkin Consulting, derived from references to various construction guides (such as Rawlinsons Australian Construction Handbook). In 2022/23, an independent valuation of the current replacement cost for these assets was undertaken using a 3 year average of an ASR Asset Price Index provided by Tonkin Consulting, derived from references to various construction guides (such as Rawlinsons Australian Construction Handbook).

d. Independent valuations initially provided by JLL in 2017/18 using a methodology that utilises observable rates and cost information from their research across the Playground and Fitness Equipment industries. Assets valued via this method included Playgrounds and Fitness Equipment. These assets have been revalued from 2018/19 to 2020/21 utilising the Local Government Pricing Index (LGPI) and in both 2021/22 and 2022/23 utilising a 3 year average of the Local Government Pricing Index (LGPI).

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## City of Salisbury

### Notes to and forming part of the Financial Statements for the year ended 30 June 2023

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

Asset Category	Fair Value Hierarchy Level	Valuation Technique	Fair Value \$'000s
Building and Other Structures	2	Market Value	4,315
Building and Other Structures	3	Cost Approach	121,176
<b>Total</b>			<b>125,491</b>

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

a. Independent market valuations were provided by Public Private Property for the 2020/21, 2021/22 and 2022/23 Financial Year using a methodology that utilises observable, comparable market sales data in the City of Salisbury area.

b. Independent valuations of the current replacement cost for buildings at a component level was undertaken by Sproutt - Professional Engineering Services and Public Private Property as at 1 July 2020 using a methodology that utilises observable rates and cost information from their extensive knowledge across Building Infrastructure. For the 2021/22 and 2022/23 financial years, an independent valuation of the current replacement cost for these assets was undertaken using a 3 year average of Building Component Indexes provided by Tonkin Consulting, derived from references to the Rawlinsons Australian Construction Handbook.

Asset Category	Fair Value Hierarchy Level	Valuation Technique	Fair Value \$'000s
Infrastructure	3	Cost Approach	1,016,485

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

a. Independent valuations are provided by Tonkin Consulting using a methodology that utilises observable Council specific contract rates or industry construction guides to derive a unit rate used to calculate a current replacement cost for each asset. Assets valued via this method include Footpaths, Kerbing, Carpark Pavements/Seals and Drainage Pipes/Pits all situated on or under Council Roads. In 2021/22 and 2022/23 a 3 year average of these unit rates have been utilised.

b. Independent valuations initially provided by SMEC in 2016/17 using a methodology that utilises observable rates and cost information from their extensive knowledge of water retention related infrastructure. Assets valued via this method include Major Drainage Dams. In the financial years from 2017/18 to 2020/21 these assets were revalued using the Local Government Pricing Index (LGPI) and subsequently in 2021/22 and 2022/23, a 3 year average of the LGPI has been utilised.

c. Independent valuations provided by Infrastructure Management Group and Counterpart Solutions as at 30 June 2022 utilising a methodology that utilises their extensive knowledge across Road Infrastructure as well as a 3 year average of unit rates derived from references to the Rawlinsons Australian Construction Handbook. Assets valued under this method include Road Seals/Pavements. In 2022/23 a 3 year average of these unit rates have been utilised.

d. Revalued using a 3 year average in 2021/22 and 2022/23 of the Local Government Pricing Index (LGPI). Assets valued via this method include Bridges, Irrigation Equipment on Roads, Road Furniture, Landscaping on Roads, Open Drainage Systems and Minor Drainage Dams.

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

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## City of Salisbury

### Notes to and forming part of the Financial Statements for the year ended 30 June 2023

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

##### Highest and best use

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

##### Land Under Roads

Council being of the opinion that it is not possible to attribute a value sufficiently reliably to qualify for recognition; land under roads has not been recognised in these reports. Land acquired for road purposes during the year is initially recognised at cost, but transferred to fair value at reporting date, effectively writing off the expenditure.

##### Land

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

##### Infrastructure, Buildings and Land Improvements

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

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

##### Observable Inputs:

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

##### Unobservable Inputs/Estimates:

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

##### Intangible Assets

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

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

## City of Salisbury

### Notes to and forming part of the Financial Statements for the year ended 30 June 2023

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

##### Street Trees

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

##### Plant, Furniture and Fittings

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

##### Library Books

Library books are accounted for under the replacement method. Library stock at 30 June 2023 is valued using nominal values recommended by the Public Library Service (PLS). All new purchases are treated as replacement items and the expense is classified as depreciation. This expense is then adjusted by the movement in the calculated value of the library stock.

##### Right of Use Assets

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

## City of Salisbury

Notes to and forming part of the Financial Statements  
for the year ended 30 June 2023

## Note 8. Liabilities

\$ '000	Notes	2023 Current	2023 Non Current	2022 Current	2022 Non Current
<b>(a) Trade and other payables</b>					
Goods and Services		17,845	–	13,397	–
Payments received in advance		9,284	–	5,822	–
Accrued expenses - employee entitlements		658	–	506	–
Accrued expenses - other		56	–	26	–
Deposits, Retentions and Bonds		511	–	315	–
<b>Total trade and other payables</b>		<b>28,354</b>	<b>–</b>	<b>20,066</b>	<b>–</b>

**(b) Borrowings**

Loans		1,410	2,359	1,321	3,769
Lease liabilities	17b	430	1,126	406	1,580
<b>Total Borrowings</b>		<b>1,840</b>	<b>3,485</b>	<b>1,727</b>	<b>5,349</b>

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

**(c) Provisions**

Salisbury Memorial Park Maintenance Provision		–	120	–	110
Mortgage Loss Provision		–	16	–	16
Employee entitlements (including oncosts)		8,065	1,773	7,904	1,781
<b>Total provisions</b>		<b>8,065</b>	<b>1,909</b>	<b>7,904</b>	<b>1,907</b>

**Movements in provisions**

2023 (current and non-current) \$ '000	Salisbury Memorial Park Maintenance Provision 2023	Mortgage Loss Provision 2023
<b>Opening balance</b>	110	16
Add: additional amounts recognised	10	–
<b>Closing balance</b>	<b>120</b>	<b>16</b>

## City of Salisbury

Notes to and forming part of the Financial Statements  
for the year ended 30 June 2023

## Note 9. Reserves

	as at 30/06/22		as at 30/06/23
\$ '000	Opening Balance	Increments (Decrements)	Closing Balance
<b>(a) Asset revaluation reserve</b>			
Land - other	453,756	172,497	626,253
Land improvements	33,351	19,529	52,880
Buildings and Other Structures	20,328	7,881	28,209
Infrastructure	803,332	97,565	900,897
Library books	2,338	—	2,338
<b>Total asset revaluation reserve</b>	<b>1,313,105</b>	<b>297,472</b>	<b>1,610,577</b>
Comparatives	1,146,734	166,371	1,313,105

	as at 30/06/22			as at 30/06/23
\$ '000	Opening Balance	Tfrs to Reserve	Tfrs from Reserve	Closing Balance
<b>(b) Other reserves</b>				
Development and Public Infrastructure Reserve	2,015	843	(400)	2,458
Open Space Reserve	1,519	388	—	1,907
Car Parking Reserve	955	31	—	986
Property Disposal Reserve	2,635	5,304	—	7,939
Mausoleum Perpetual Care Reserve	931	52	—	983
Salisbury Memorial Park Reserve	918	30	—	948
Carried Forward Funds Reserve	32,075	28,183	(32,075)	28,183
Salisbury Water Business Unit Reserve	3,534	—	(1,183)	2,351
Northern Futures Fund Reserve	265	8	—	273
Business Transformation Future Fund Reserve	2,005	3,925	(2,194)	3,736
<b>Total other reserves</b>	<b>46,852</b>	<b>38,764</b>	<b>(35,852)</b>	<b>49,764</b>
Comparatives	37,568	35,797	(26,513)	46,852

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## City of Salisbury

### Notes to and forming part of the Financial Statements for the year ended 30 June 2023

#### Note 9. Reserves (continued)

##### Purposes of reserves

###### Asset revaluation reserves

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

###### Development and Public Infrastructure Reserve

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

###### Open Space Reserve

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

###### Carpark Reserve

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

###### Property Disposal Reserve

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

###### Mausoleum Perpetual Care Fund Reserve

To provide maintenance for the Mausoleum situated at Salisbury Memorial Park.

###### Salisbury Memorial Park Reserve

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

###### Carried Forward Funds Reserve

Used for unspent budget funds at the end of financial year that are to be carried forward for use in the following year.

###### Salisbury Water Business Unit Reserve

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

###### Northern Futures Fund Reserve

Funds held to be utilised to support local communities, particularly those in priority groups, to engage in lifelong learning leading to employment and provide accessible, quality services and resources relating to schools to work transition, workforce development, employment programs, career transitioning and capacity building. A reference group including three industry representatives, two education representatives and a representative from both the SA Government and City of Salisbury have oversight of the fund and how monies will be disbursed.

###### Business Transformation Reserve

Generated by the allocation of identified expenditure savings and income gains as stated within the Business Transformation Future Fund Policy and to be utilised to fund future costs associated with projects that align with the City of Salisbury's three success factors being Exceptional Community Experience, Quality Outcomes and Great Place to Work, without unnecessarily burdening the community with the costs of these initiatives in the year of expenditure.

## City of Salisbury

Notes to and forming part of the Financial Statements  
for the year ended 30 June 2023

## Note 10. Assets subject to restrictions

\$ '000	2023	2022
The uses of the following assets are restricted, wholly or partially, by legislation or other externally imposed requirements. The assets are required to be utilised for the purposes for which control was transferred to Council, or for which the revenues were originally obtained.		
<b>Cash and Financial Assets</b>		
Open space contributions	1,907	1,519
Developer contributions	3,444	2,970
Unexpended Grants and Subsidy Funds	3,655	4,661
<b>Total Cash and Financial Assets</b>	<b>9,006</b>	<b>9,150</b>
<b>Total assets subject to externally imposed restrictions</b>	<b>9,006</b>	<b>9,150</b>

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



## City of Salisbury

Notes to and forming part of the Financial Statements  
for the year ended 30 June 2023

## Note 11. Reconciliation to Statement of Cash Flows

\$ '000	Notes	2023	2022
<b>(a) Reconciliation of cash</b>			
Cash assets comprise highly liquid investments with short periods to maturity subject to insignificant risk of changes of value. Cash at the end of the reporting period as shown in the Statement of Cash Flows is reconciled to the related items in the Statement of Financial Position as follows:			
Total Cash and Equivalent Assets	5	10,970	9,485
<b>Balances per Statement of Cash Flows</b>		<b>10,970</b>	<b>9,485</b>
<b>(b) Reconciliation of change in net assets to cash from operating activities</b>			
<b>Net surplus/(deficit)</b>		<b>21,018</b>	<b>13,741</b>
<b>Non-cash items in income statements</b>			
Depreciation, Amortisation and Impairment		32,106	29,746
Equity movements in equity accounted investments (increase)/decrease		(19)	(1,225)
Non-cash asset acquisitions		(1,955)	(2,865)
Grants for capital acquisitions treated as investing activity		(6,799)	(2,895)
Net (gain)/loss on disposals		(310)	5,388
		<b>44,041</b>	<b>41,890</b>
<b>Add (less): changes in net current assets</b>			
Net (increase)/decrease in receivables		(1,541)	1,688
Net (increase)/decrease in inventories		18	(19)
Net increase/(decrease) in trade and other payables		6,686	3,940
Net increase/(decrease) in unpaid employee benefits		153	95
Net increase/(decrease) in other provisions		10	10
<b>Net cash provided by (or used in) operations</b>		<b>49,367</b>	<b>47,604</b>
<b>(c) Financing arrangements</b>			
<b>Unrestricted access was available at balance date to the following lines of credit:</b>			
Bank overdrafts		500	500
Corporate credit cards		500	500
LGFA cash advance debenture facility		47,467	50,317

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

## City of Salisbury

Notes to and forming part of the Financial Statements  
for the year ended 30 June 2023

## Note 12(a). Functions

Income, Expenses and Assets have been directly attributed to the fol  
Details of these Functions/Activities are provided in

\$ '000	INCOME		EXPENSES		OPERATING SURPLUS (DEFICIT)	
	2023	2022	2023	2022	2023	2022
<b>Functions/Activities</b>						
Health	191	159	315	271	(124)	(112)
Social Security and Welfare	4,059	3,544	9,428	9,017	(5,369)	(5,473)
Housing and Community Services	3,273	3,845	38,324	35,870	(35,051)	(32,025)
Recreation and Culture	1,366	1,188	44,040	41,842	(42,674)	(40,654)
Transport and Communication	4,747	5,162	18,374	17,249	(13,627)	(12,087)
Economic Affairs	74	106	9,171	8,566	(9,097)	(8,460)
Other, Not Attributed and Admin	126,081	117,798	7,921	6,567	118,160	111,231
Public Order and Safety	4,141	3,856	4,424	4,110	(283)	(254)
<b>Total Functions/Activities</b>	<b>143,932</b>	<b>135,658</b>	<b>131,997</b>	<b>123,492</b>	<b>11,935</b>	<b>12,166</b>

Revenues and expenses exclude net gain (loss) on disposal or revaluation of assets, net gain (loss) from joint ventures and associated entities, amounts received specific of charge.

## City of Salisbury

### Notes to and forming part of the Financial Statements for the year ended 30 June 2023

#### Note 12(b). Components of functions

The activities relating to Council functions are as follows:

##### **Public Order and Safety**

Supervision of various laws, fire prevention, crime prevention and repair, road safety and dog control.

##### **Health**

Health Act administration, immunisation services and pest and pest plant control.

##### **Social Security and Welfare**

Operation of a senior leisure centre, aged care services, youth services and community information.

##### **Housing and Community Services**

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

##### **Recreation and Culture**

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

##### **Transport and Communication**

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

##### **Economic Affairs**

Building Act administration, economic initiatives, tourism.

##### **Other, Not Attributed and Administration**

Rates, public debt transactions, administration costs, capital works in progress and costs which relate to multiple functions but cannot accurately be split between these functions.

## City of Salisbury

### Notes to and forming part of the Financial Statements for the year ended 30 June 2023

#### Note 13. Financial instruments

##### Recognised financial instruments

##### Bank, deposits at call, short term deposits

###### Accounting Policy:

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

###### Terms and Conditions:

Deposits are returning fixed interest rates between 4.10% and 4.30% (2022: 1.05% and 2.05%). Short term deposits have an average maturity of 30 days and an average interest rate of 4.30% (2022: 30 days and 1.92%).

###### Carrying Amount:

Approximates fair value due to the short term to maturity.

##### Receivables - Rates and Associated Charges

###### Accounting Policy:

Carried at nominal values less any allowance for doubtful debts. An allowance for doubtful debts is recognised (and re-assessed annually) when collection in full is no longer probable.

###### Terms and Conditions:

Secured over the subject land, arrears attract interest of 2.0% (2022: 2.0%). Council is not materially exposed to any individual debtor, credit risk exposure is concentrated within the Council's boundaries in the State.

###### Carrying Amount:

Approximates fair value (after deduction of any allowance).

##### Receivables - Fees and Other Charges

###### Accounting Policy:

Carried at nominal values less any allowance for doubtful debts. An allowance for doubtful debts is recognised (and re-assessed annually) when collection in full is no longer probable.

###### Terms and Conditions:

Unsecured, and do not bear interest. Council is not materially exposed to any individual debtor, credit risk exposure is concentrated within the Council's boundaries.

###### Carrying Amount:

Approximates fair value (after deduction of any allowance).

##### Receivables - other levels of government

###### Accounting Policy:

Carried at nominal value.

###### Terms and Conditions:

Amounts due have been calculated in accordance with the terms and conditions of the respective programs following advice of approvals, and do not bear interest. All amounts are due by Departments and Agencies of State and Federal Governments.

###### Carrying Amount:

Approximates fair value.

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## City of Salisbury

### Notes to and forming part of the Financial Statements for the year ended 30 June 2023

#### Note 13. Financial instruments (continued)

##### Liabilities - creditors and accruals

**Accounting Policy:**

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

**Terms and Conditions:**

Liabilities are normally settled on 30 day terms.

**Carrying Amount:**

Approximates fair value.

##### Liabilities - interest bearing borrowings

**Accounting Policy:**

Carried at the principal amounts. Interest is charged as an expense as it accrues.

**Terms and Conditions:**

Secured over future revenues, borrowings are repayable biannually; interest is charged at fixed rates between 4.00% and 6.80% (2022: 4.00% and 6.80%).

**Carrying Amount:**

Approximates fair value.

##### Liabilities - leases

**Accounting Policy:**

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

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## City of Salisbury

Notes to and forming part of the Financial Statements  
for the year ended 30 June 2023

## Note 13. Financial instruments (continued)

\$ '000	Due < 1 year	Due > 1 year and ≤ 5 years	Due > 5 years	Total Contractual Cash Flows	Carrying Values
<b>Financial assets and liabilities</b>					
<b>2023</b>					
<b>Financial assets</b>					
Cash and Cash Equivalents	10,970	–	–	10,970	10,970
Receivables	5,738	47	–	5,785	5,785
Other financial assets	–	–	615	615	615
<b>Total financial assets</b>	<b>16,708</b>	<b>47</b>	<b>615</b>	<b>17,370</b>	<b>17,370</b>
<b>Financial liabilities</b>					
Payables	19,070	–	–	19,070	19,070
Current borrowings	1,410	–	–	1,410	1,410
Non-current borrowings	–	2,254	105	2,359	2,359
Lease liabilities	430	1,126	–	1,556	1,556
<b>Total financial liabilities</b>	<b>20,910</b>	<b>3,380</b>	<b>105</b>	<b>24,395</b>	<b>24,395</b>
<b>Total financial assets and liabilities</b>	<b>37,618</b>	<b>3,427</b>	<b>720</b>	<b>41,765</b>	<b>41,765</b>
<b>2022</b>					
<b>Financial assets</b>					
Cash and Cash Equivalents	9,485	–	–	9,485	9,485
Receivables	5,237	393	–	5,630	5,630
Other financial assets	–	–	615	615	615
<b>Total financial assets</b>	<b>14,722</b>	<b>393</b>	<b>615</b>	<b>15,730</b>	<b>15,730</b>
<b>Financial liabilities</b>					
Payables	14,211	–	–	14,211	14,244
Current borrowings	1,321	–	–	1,321	1,321
Non-current borrowings	–	3,624	145	3,769	3,769
Lease liabilities	406	1,580	–	1,986	1,986
<b>Total financial liabilities</b>	<b>15,938</b>	<b>5,204</b>	<b>145</b>	<b>21,287</b>	<b>21,320</b>
<b>Total financial assets and liabilities</b>	<b>30,660</b>	<b>5,597</b>	<b>760</b>	<b>37,017</b>	<b>37,050</b>

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

\$ '000	2023		2022	
	Weighted Avg Interest Rate	Carrying Value	Weighted Avg Interest Rate	Carrying Value
Overdraft	10.47%	–	8.22%	–
Fixed interest rates	5.10%	3,715	6.08%	5,090
		<b>3,715</b>		<b>5,090</b>

**Net fair value**

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

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## City of Salisbury

### Notes to and forming part of the Financial Statements

for the year ended 30 June 2023

#### Note 13. Financial instruments (continued)

##### Risk exposures

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

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

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

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

Set out below is the movement in the allowance for expected credit losses:

#### Note 14. Capital expenditure and investment property commitments

\$ '000	2023	2022
---------	------	------

##### Capital commitments

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

Buildings	2,493	9,769
Infrastructure	24,374	18,728
Plant and Equipment	1,763	1,343
	<u>28,630</u>	<u>29,840</u>

**These expenditures are payable:**

Not later than one year	28,630	29,840
	<u>28,630</u>	<u>29,840</u>



## City of Salisbury

### Notes to and forming part of the Financial Statements for the year ended 30 June 2023

#### Note 15. Financial indicators

\$ '000	Amounts 2023	Indicator 2023	Indicators 2022	Indicators 2021
Financial Indicators overview				
<i>These Financial Indicators have been calculated in accordance with Information paper 9 - Local Government Financial Indicators prepared as part of the LGA Financial Sustainability Program for the Local Government Association of South Australia.</i>				
<b>1. Operating Surplus Ratio</b>				
Operating surplus	11,954	8.3%	9.8%	7.8%
Total operating income	144,272			
<i>This ratio expresses the operating surplus as a percentage of total operating revenue.</i>				
<b>2. Net Financial Liabilities Ratio</b>				
Net financial liabilities	23,947	16.6%	14.2%	11.3%
Total operating income	144,272			
<i>Net Financial Liabilities are defined as total liabilities less financial assets (excluding equity accounted investments in Council businesses). These are expressed as a percentage of total operating revenue.</i>				
<b>Adjusted Operating Surplus Ratio</b>				
Operating surplus	8,158	5.8%	8.4%	7.5%
Total operating income	140,476			
<b>Adjustments to Ratios</b>				
In recent years the Federal Government has made advance payments prior to 30 June from future year allocations of financial assistance and supplementary local roads grants, as explained in Note 1. The Adjusted Operating Surplus Ratio adjusts for the resulting distortion in the disclosed operating result for each year.				
<b>3. Asset Renewal Funding Ratio</b>				
Asset renewals	20,609			
Infrastructure and Asset Management Plan required expenditure	20,012	103.0%	88.6%	76.0%
<i>Asset renewals expenditure is defined as capital expenditure on the renewal and replacement of existing assets relative to the optimal level planned, and excludes new capital expenditure on the acquisition of additional assets.</i>				

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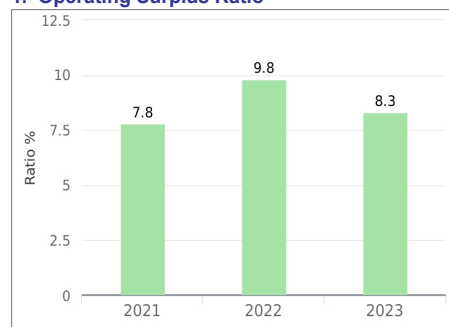
## City of Salisbury

Notes to and forming part of the Financial Statements  
for the year ended 30 June 2023

## Note 15. Financial indicators (continued)

## Financial indicators - graphs

## 1. Operating Surplus Ratio



## Purpose of operating surplus ratio

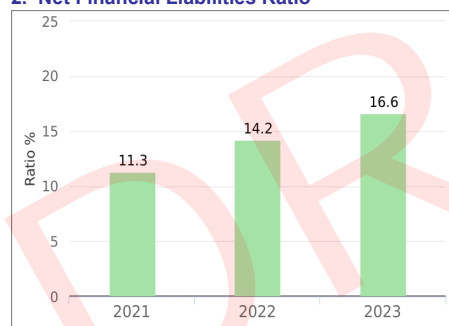
This indicator is to determine the percentage the operating revenue varies from operating expenditure

## Commentary on 2022/23 result

2022/23 ratio 8.3%

The target for the operating surplus ratio as per the 2022/23 Long Term Financial Plan and Annual Business Plan (LTFP & ABP) was 0.5% to 5.0% with the actual results sitting above the upper limit. This is primarily the result of delays in the capital program resulting in lower interest costs with borrowing levels remaining lower than expected and the 100% advanced payment of the Financial Assistance and Untied Local Roads Grant.

## 2. Net Financial Liabilities Ratio



## Purpose of net financial liabilities ratio

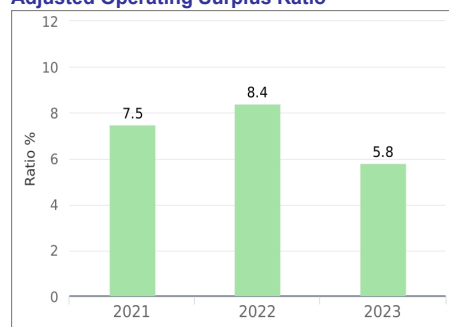
This indicator shows the significance of the net amount owed to others, compared to operating revenue

## Commentary on 2022/23 result

2022/23 ratio 16.6%

The target for the net financial liabilities ratio as per the 2022/23 LTFFP & ABP was <70%, with the actual result remaining lower than target. This is the result of low levels of debt and the impacts of the advanced payment of the Financial Assistance Grant and Untied Local Roads Grant being received in late June 2023. Further contributing is the timing of the delivery of the capital program with significant carry forward into the 2023/24 financial year.

## Adjusted Operating Surplus Ratio



## Purpose of adjusted operating surplus ratio

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

## Commentary on 2022/23 result

2022/23 ratio 5.8%

The target for the operating surplus ratio as per the 2022/23 LTFFP & ABP was 0.5% to 5.0% with the actual results adjusted for the timing differences of the Financial Assistance Grant sitting above the upper limit. This is primarily the result of delays in the capital program resulting in lower interest costs with borrowing levels remaining lower than expected.

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## City of Salisbury

Notes to and forming part of the Financial Statements  
for the year ended 30 June 2023

## Note 15. Financial indicators (continued)

## 3. Asset Renewal Funding Ratio

Purpose of asset  
renewal funding ratio

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

## Commentary on 2022/23 result

2022/23 ratio 103.0%

The target for the asset renewal funding ratio as per the 2022/23 LTFP & ABP was 100%, with the actual results just above this target.

## City of Salisbury

Notes to and forming part of the Financial Statements  
for the year ended 30 June 2023

## Note 16. Uniform presentation of finances

\$ '000	2023	2022
<p>The following is a high level summary of both operating and capital investment activities of the Council prepared on a simplified Uniform Presentation Framework basis.</p> <p>All Councils in South Australia have agreed to summarise annual budgets and long-term financial plans on the same basis.</p> <p>The arrangements ensure that all Councils provide a common 'core' of financial information, which enables meaningful comparisons of each Council's finances.</p>		
<b>Income</b>		
Rates	112,253	106,593
Statutory charges	3,933	3,656
User charges	5,385	5,193
Grants, subsidies and contributions - operating	20,258	18,650
Investment income	291	111
Reimbursements	536	421
Other income	1,276	1,034
Net gain - equity accounted council businesses	340	1,225
<b>Total Income</b>	<b>144,272</b>	<b>136,883</b>
<b>Expenses</b>		
Employee costs	40,404	38,303
Materials, contracts and other expenses	59,093	54,974
Depreciation, amortisation and impairment	32,106	29,746
Finance costs	394	491
Net loss - equity accounted council businesses	321	-
<b>Total Expenses</b>	<b>132,318</b>	<b>123,514</b>
<b>Operating surplus / (deficit)</b>	<b>11,954</b>	<b>13,369</b>
<b>Adjusted Operating surplus / (deficit)</b>	<b>11,954</b>	<b>13,369</b>
<b>Net outlays on existing assets</b>		
Capital expenditure on renewal and replacement of existing assets	(21,043)	(18,297)
Add back depreciation, amortisation and impairment	32,106	29,746
Add back proceeds from sale of replaced assets	434	547
	<b>11,497</b>	<b>11,996</b>
<b>Net outlays on new and upgraded assets</b>		
Capital Expenditure on New and Upgraded Assets (including Investment Property and Real Estate Developments)	(39,921)	(31,372)
Add back amounts received specifically for new and upgraded assets	6,799	2,895
Add back proceeds from sale of surplus assets (including investment property, real estate developments and non-current assets held for resale)	5,406	322
	<b>(27,716)</b>	<b>(28,155)</b>
<b>Annual net impact to financing activities (surplus/(deficit))</b>	<b>(4,265)</b>	<b>(2,790)</b>

## City of Salisbury

Notes to and forming part of the Financial Statements  
for the year ended 30 June 2023

## Note 17. Leases

## (i) Council as a lessee

## Terms and conditions of leases

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

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

## (a) Right of use assets

\$ '000	Information Technology Assets	Land	Total
<b>2023</b>			
Opening balance	810	1,078	1,888
Additions to right-of-use assets	—	—	—
Adjustments to right-of-use assets due to re-measurement of lease liability	—	—	—
Depreciation charge	(378)	(42)	(420)
<b>Balance at 30 June</b>	<b>432</b>	<b>1,036</b>	<b>1,468</b>
<b>2022</b>			
Opening balance	1,136	1,119	2,255
Additions to right-of-use assets	53	—	53
Adjustments to right-of-use assets due to re-measurement of lease liability	—	—	—
Depreciation charge	(379)	(41)	(420)
<b>Balance at 30 June</b>	<b>810</b>	<b>1,078</b>	<b>1,888</b>

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## City of Salisbury

Notes to and forming part of the Financial Statements  
for the year ended 30 June 2023

## Note 17. Leases (continued)

## (b) Lease liabilities

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

\$ '000	2023	2022
Balance at 1 July	1,985	2,338
Additions	–	53
Accretion of interest	56	78
Payments	(485)	(484)
Other	–	–
<b>Balance at 30 June</b>	<b>1,556</b>	<b>1,985</b>

**Classified as:**

Current	429	405
Non-current	1,127	1,580

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

The Group had total cash outflows for leases of \$543k.  
The following are the amounts recognised in profit or loss:

Depreciation expense of right-of-use assets	420	420
Interest expense on lease liabilities	55	78
Expense relating to short term leases	134	123
<b>Total amount recognised in profit or loss</b>	<b>609</b>	<b>621</b>

## (ii) Council as a lessor

## Leases Providing Revenue to the Council

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

**Investment property**

Rentals received, and outgoings reimbursed, in relation to Investment Property are also disclosed in Note 2. These lease agreements, all of which are classified as operating leases, are made on a non-cancellable basis wherever practicable.

\$ '000	2023	2022
<b>Future minimum rentals receivable under non-cancellable operating leases as at 30 June, are as follows:</b>		
Not later than one year	1,011	1,011
Later than one year and not later than 5 years	2,063	2,219
Later than 5 years	1,611	2,133
	<b>4,685</b>	<b>5,363</b>

## City of Salisbury

### Notes to and forming part of the Financial Statements for the year ended 30 June 2023

#### Note 18. Superannuation

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

##### **Accumulation only members**

Accumulation only members receive both employer and employee contributions on a progressive basis. Employer contributions are based on a fixed percentage of ordinary time earnings in accordance with superannuation guarantee legislation (10.50% in 2022/23; 10.00% in 2021/22). No further liability accrues to the Council as the superannuation benefits accruing to employees are represented by their share of the net assets of the Fund.

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

Salarylink is a defined benefit scheme where the benefit payable is based on a formula determined by the member's contribution rate, number of years and level of contribution and final average salary. Council makes employer contributions to Salarylink as determined by the Fund's Trustee based on advice from the appointed Actuary. The rate is currently 6.3% (6.3% in 2020/21) of "superannuation" salary.

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

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

The most recent actuarial investigation was conducted by the Fund's actuary, Louise Campbell, FIAA, of Willie Towers Watson as at 30 June 2021. The Trustee has determined that the current funding arrangements are adequate for the expected Salarylink liabilities. However, future financial and economic circumstances may require changes to Council's contribution rates at some future time.

##### **Contributions to other superannuation schemes**

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



## City of Salisbury

### Notes to and forming part of the Financial Statements

for the year ended 30 June 2023

#### Note 19. Interests in other entities

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

\$ '000	Council's Share of Net Income		Council's Share of Net Assets	
	2023	2022	2023	2022
Joint Ventures - in profit	340	1,225	6,290	6,049
Joint Ventures - in loss	(321)	—	—	—
<b>Council's share of net income</b>				
Joint ventures	19	1,225	6,290	6,049
<b>Total Council's share of net income</b>	<b>19</b>	<b>1,225</b>	<b>6,290</b>	<b>6,049</b>

#### ((a)i) Joint ventures, associates and joint operations

##### (a) Carrying amounts

\$ '000	Principal Activity	2023	2022
Northern Adelaide Waste Management Authority	Waste Management	6,290	6,049
<b>Total Carrying Amounts - Joint Ventures and Associates</b>		<b>6,290</b>	<b>6,049</b>

##### **Northern Adelaide Waste Management Authority**

Manages the waste collection, recycling and waste disposal for the Cities of Salisbury and Playford and the Town of Gawler.

Whilst the City of Salisbury has a 57.11% share of equity in NAWMA for the 2023 financial year, Council is of the opinion that it does not have control over NAWMA's operations. The rationale being that all three Constituent Councils hold equal voting power at 33.33% and NAWMA's Chairperson and CEO are independent from the constituent Councils. Therefore the ability for Council to control NAWMA's operations is limited to Council's voting power at 33.33%, not its share of equity at 57.11%. Accordingly Council has utilised the equity accounting method to recognise its share of equity in NAWMA for the 2023 financial year.

##### (b) Relevant interests

	Interest in Operating Result		Ownership Share of Equity		Proportion of Voting Power	
	2023	2022	2023	2022	2023	2022
Northern Adelaide Waste Management Authority	57.11%	54.07%	57.11%	54.07%	33.33%	33.33%

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## City of Salisbury

Notes to and forming part of the Financial Statements  
for the year ended 30 June 2023

## Note 19. Interests in other entities (continued)

## (c) Movement in investment in joint venture or associate

\$ '000	Northern Adelaide Waste Management Authority	
	2023	2022
Opening Balance	6,049	4,824
Share in Operating Result	(321)	1,225
Share in Other Comprehensive Income	222	–
Adjustments to Equity	340	–
<b>Council's equity share in the joint venture or associate</b>	<b>6,290</b>	<b>6,049</b>

## (d) Summarised financial information of the equity accounted business

## Statement of Financial Position

Cash and Cash Equivalents	9,842	9,802
Other Current Assets	4,593	5,193
Non-Current Assets	19,337	20,679
<b>Total assets</b>	<b>33,772</b>	<b>35,674</b>
Current Trade and Other Payables	5,876	7,117
Current Financial Liabilities	2,503	2,243
Current Provisions	516	327
Non-Current Financial Liabilities	6,479	8,310
Non-Current Provisions	7,383	6,489
<b>Total liabilities</b>	<b>22,757</b>	<b>24,486</b>
<b>Net Assets</b>	<b>11,015</b>	<b>11,188</b>

## Statement of Comprehensive Income

Other Income	45,277	48,155
Management Fees	–	–
Interest Income	556	262
<b>Total income</b>	<b>45,833</b>	<b>48,417</b>
Employee Costs	4,767	4,147
Materials, Contracts and Other Expenses	37,482	38,174
Depreciation, Amortisation and Impairment	3,566	3,315
Finance Costs	576	467
<b>Total expenses</b>	<b>46,391</b>	<b>46,103</b>
<b>Operating Result</b>	<b>(558)</b>	<b>2,314</b>

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## City of Salisbury

### Notes to and forming part of the Financial Statements for the year ended 30 June 2023

#### Note 19. Interests in other entities (continued)

##### (e) Share of joint operations expenditure commitments

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

\$ '000	2023	2022
<b>(i) Capital expenditures payable</b>		
Not later than one year	16,730	17,128
Later than one year and not later than 5 years	6,522	19,032
	<u>23,252</u>	<u>36,160</u>

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

##### (ii) Lease Payments Commitments Payable

Not later than one year	1,313	1,100
Later than one year and not later than 5 years	2,364	3,005
	<u>3,677</u>	<u>4,105</u>

Council did not have any individually immaterial businesses

##### ((a)iii) Unconsolidated structured entities

Council has no unconsolidated structured entities

## City of Salisbury

### Notes to and forming part of the Financial Statements

for the year ended 30 June 2023

#### Note 20. Contingencies and Assets/Liabilities Not Recognised in the Balance Sheet

The following assets and liabilities do not qualify for recognition in the Statement of Financial Position, but knowledge is considered relevant to the users of the financial report in making and evaluating decisions about the allocation of scarce resources.

##### 1. Land under roads

As reported in the Financial Statements, Council is of the opinion that it is not possible to attribute a value sufficiently reliably for these assets to qualify for recognition, and accordingly land under roads has not been recognised in the reports. Land acquired for road purposes during the year is initially recognised at cost, but transferred to fair value at reporting date, effectively writing off the expenditure.

##### 2. Potential insurance losses

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

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

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

##### 3. Legal matters

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

##### 4. Cemetery

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

#### Note 21. Events after the Statement of Financial Position Date

Events that occur after the reporting date of 30 June 2023, up to and including the date when the financial statements are "authorised for issue" have been taken into account in preparing these statements.

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

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

## City of Salisbury

### Notes to and forming part of the Financial Statements for the year ended 30 June 2023

#### Note 22. Related party transactions

##### Key management personnel

###### Transactions with key management personnel

The Key Management Personnel (KMP) of the Council include the Mayor, Councillors, CEO, General Managers and certain prescribed officers under section 112 of the *Local Government Act 1999*, as well as other personnel that satisfy the criteria of KMP as contained within *AASB 124 Related Party Transactions*. In some circumstances members of the KMP have left Council during the financial year, however their compensation has still been included. In all, 53 persons were paid the following total compensation:

\$ '000	2023	2022
<b>The compensation paid to key management personnel comprises:</b>		
Short-term employee benefits	5,567	5,537
Post-employment benefits	485	485
Long-term benefits	953	750
<b>Total</b>	<b>7,005</b>	<b>6,772</b>

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

###### Receipts from key management personnel comprise:

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

###### Transactions with Regional Subsidiaries:

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

	Payments	Outstanding
Northern Adelaide Waste Management Authority (NAWMA)	16,333	1,293
<b>Total</b>	<b>16,333</b>	<b>1,293</b>

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

Northern Adelaide Waste Management Authority	14,694
<b>Total</b>	<b>14,694</b>

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



Tel: +61 8 7324 6000  
Fax: +61 8 7324 6111  
www.bdo.com.au

BDO Centre  
Level 7, 420 King William Street  
Adelaide SA 5000  
GPO Box 2018 Adelaide SA 5001  
Australia

## INDEPENDENT AUDITOR'S REPORT TO THE PRINCIPAL MEMBER OF CITY OF SALISBURY

### Report on the Audit of the Financial Report

#### Opinion

We have audited the financial report of City of Salisbury (the Council), which comprises the statement of financial position as at 30 June 2023, the statement of comprehensive income, the statement of changes in equity and the statement of cash flows for the year then ended, and notes to the financial report, including a summary of significant accounting policies, and the certification of the financial statements.

In our opinion the accompanying financial report presents fairly, in all material respects, the Council's financial position as at 30 June 2023, and its financial performance and its cash flows for the year ended in accordance with Australian Accounting Standards, the *Local Government Act 1999*, and the *Local Government (Financial Management) Regulations 2011*.

#### Basis for opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Report section of our report. We are independent of the Council in accordance with the Local Government Act 1999 and the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* (the Code) that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

We confirm that the independence declaration required by the *Local Government Act 1999*, which has been given to the Council, would be in the same terms if given to the Council as at the time of this auditor's report.

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

#### Information Other than the Financial Report and Auditor's Report Thereon

Management is responsible for the other information. The other information obtained at the date of this auditor's report is the annual reports of Northern Adelaide Waste Management Authority for the year ended 30 June 2023.

Our opinion on the financial report does not cover the other information and accordingly we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial report of the City of Salisbury, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial report or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

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If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

#### **Council's Responsibility for the Financial Report**

The Council's officers are responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards, the *Local Government Act 1999* and the *Local Government (Financial Management) Regulations 2011* and for such internal control as the Council's officers determine is necessary to enable the preparation and fair presentation of the financial report that is free from material misstatement, whether due to fraud or error.

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

#### **Auditor's responsibilities for the audit of the Financial Report**

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

A further description of our responsibilities for the audit of the financial report is located at the Auditing and Assurance Standards Board website (<http://www.auasb.gov.au/Home.aspx>) at: [http://www.auasb.gov.au/auditors\\_responsibilities/ar4.pdf](http://www.auasb.gov.au/auditors_responsibilities/ar4.pdf)

This description forms part of our auditor's report.

**BDO Audit Pty Ltd**

Andrew Tickle  
Director

Adelaide, 12 October 2023





Tel: +61 8 7324 6000  
Fax: +61 8 7324 6111  
www.bdo.com.au

BDO Centre  
Level 7, 420 King William Street  
Adelaide SA 5000  
GPO Box 2018 Adelaide SA 5001  
Australia

## INDEPENDENT ASSURANCE REPORT ON THE INTERNAL CONTROLS OF THE CITY OF SALISBURY

### Opinion

We have undertaken a reasonable assurance engagement on the design and the operating effectiveness of controls established by City of Salisbury ('the Council') in relation to financial transactions relating to the receipt, expenditure and investment of money, acquisition and disposal of property and incurring of liabilities, throughout the period 1 July 2022 to 30 June 2023 relevant to ensuring such transactions have been conducted properly and in accordance with law.

In our opinion, in all material respects:

- (a) The controls established by Council in relation to financial transactions relating to the receipt, expenditure and investment of money, acquisition and disposal of property and incurring of liabilities were suitably designed to ensure such transactions have been conducted properly and in accordance with law; and
- (b) The controls operated effectively as designed throughout the period from 1 July 2022 to 30 June 2023.

### Basis for opinion

We conducted our engagement in accordance with Standard on Assurance Engagements ASAE 3150 *Assurance Engagements on Controls* issued by the Auditing and Assurance Standards Board.

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

### The Council's responsibilities for the internal controls

The Council is responsible for:

- a) The receipt, expenditure and investment of money, acquisition and disposal of property and incurring of liabilities;
- b) Identifying the control objectives
- c) Identifying the risks that threaten achievement of the control objectives
- d) Designing controls to mitigate those risks, so that those risks will not prevent achievement of the identified control objectives; and
- e) Operating effectively the controls as designed throughout the period.

### Our independence and quality control

We have complied with the independence and other relevant ethical requirements relating to assurance engagements, and apply Auditing Standard ASQC 1 *Quality Control for Firms that Perform Audits and Reviews of Financial Reports and Other Financial Information, and Other Assurance Engagements* in undertaking this assurance engagement.

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#### Assurance practitioner's responsibilities

Our responsibility is to express an opinion, in all material respects, on the suitability of the design to achieve the control objectives and the operating effectiveness of controls established by Council in relation to financial transactions relating to the receipt, expenditure and investment of money, acquisition and disposal of property and incurring of liabilities. ASAE 3150 requires that we plan and perform our procedures to obtain reasonable assurance about whether, in all material respects, the controls are suitably designed to achieve the control objectives and the controls operated effectively throughout the period.

An assurance engagement to report on the design and operating effectiveness of controls involves performing procedures to obtain evidence about the suitability of the design of controls to achieve the control objectives and the operating effectiveness of controls throughout the period. The procedures selected depend on our judgement, including the assessment of the risks that the controls are not suitably designed or the controls did not operate effectively. Our procedures included testing the operating effectiveness of those controls that we consider necessary to achieve the control objectives identified. An assurance engagement of this type also includes evaluating the suitability of the control objectives.

#### Limitations of controls

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

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

**BDO Audit Pty Ltd**

Andrew Tickle  
Director

Adelaide, 12 October 2023

## City of Salisbury

### General Purpose Financial Statements

for the year ended 30 June 2023

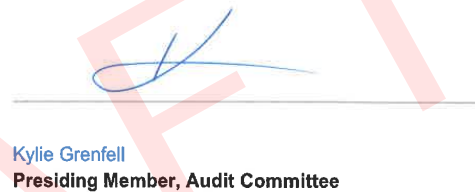
#### Certification of Auditor Independence

To the best of our knowledge and belief, we confirm that, for the purpose of the audit of City of Salisbury for the year ended 30 June 2023, the Council's Auditor, BDO Australia has maintained its independence in accordance with the requirements of the *Local Government Act 1999* and the *Local Government (Financial Management) Regulations 2011* made under that Act.

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



John Harry  
Chief Executive Officer



Kylie Grenfell  
Presiding Member, Audit Committee

Date: 10 October 2023



Tel: +61 8 7324 6000  
Fax: +61 8 7324 6111  
www.bdo.com.au

BDO Centre  
Level 7, 420 King William Street  
Adelaide SA 5000  
GPO Box 2018 Adelaide SA 5001  
Australia

### CERTIFICATION OF AUDITOR INDEPENDENCE

I confirm that, for the audit of the financial statements of the City of Salisbury for the year ended 30 June 2023, I have maintained my independence in accordance with the requirements of APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* (the Code), Part 4A, published by the Accounting Professional and Ethical Standards Board, in accordance with the *Local Government Act 1999* and the *Local Government (Financial Management) Regulations 2011* made under that Act.

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

Andrew Tickle  
Director

**BDO Audit Pty Ltd**

Adelaide, 12 October 2023

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## About NAWMA

Northern Adelaide Waste Management Authority (NAWMA) provides local waste management and resource recovery services as well as infrastructure of global significance. We do this as a regional subsidiary formed under the *Local Government Act (SA) 1999*, on behalf of our Constituent Councils; City of Salisbury, City of Playford and Town of Gawler.

The local waste, recycling and resource recovery operations that NAWMA undertakes have significant environmental, economic, and social benefits for current and future generations. NAWMA represents not only excellence in environmental leadership, but testament to Councils working collaboratively as a Regional Waste Management Subsidiary to deliver economies of scale and efficiencies in service and infrastructure delivery.

### **NAWMA facilities and services include:**

- Coordination of three-bin kerbside collection services (general waste, household recycling and green organics) for more than 120,000 residential properties in its three Constituent Council areas
- On-demand hard waste collection service
- Operation of two Resource Recovery Centres (Edinburgh North and Pooraka)
- Receival and processing of municipal waste at its Edinburgh North Waste Processing Facility
- Operation of the Uleybury landfill (balefill)
- Operation of its 20 tonne/hr Materials Recovery Facility
- Facilitation of hazardous waste drop-off days
- Facilitation of community engagement and education programs

## Mission

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

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## Report from the Independent Chairperson



**In FY2023 with the global pandemic interruptions largely behind us and with new and refreshed leadership with the appointment of our new CEO Toby Terlet; NAWMA has continued to respond quickly and effectively to our local communities. We should take pride in the delivery of a high level of service to the residents in our Constituent Councils as well as many Rural and Regional Councils.**

Our CEO has outlined in his Report an impressive list of some of the key highlights of the FY2023 reporting period as NAWMA continues to successfully adapt to the growth within each of our Constituent Councils and the needs of our communities. What has, and is, being achieved by NAWMA's management and staff group has been best in class for Australian recycling and resource recovery initiatives, supported by contemporary and continually improving waste practices, infrastructure, and facilities. In this Report, however, I only have space to refer to several key priorities and work

streams and express my appreciation to very many people in NAWMA and our Constituent Councils.

The FY2023 year saw the NAWMA Board and Management team working hard to continue to reduce operating costs, generating greater revenues, and working on new recycling initiatives. Major impacts to our financial result in FY2023 have been NAWMA's overdue investment in our people and their capacity and our special project referred to below. Of course, NAWMA is subject to commercial returns from selling sorted recyclables (particularly paper and cardboard) into domestic (Australian)





## Report from the Independent Chairperson

and valid global recycling reprocessors and whilst these markets proved less volatile than the previous year, they still yielded lower revenues than we have seen in the past.

A key priority this year, however, has been the acceleration of a special project which began in 2018 to identify and prove up the world's best technology to divert and treat residual waste from the three Constituent Councils which would normally be destined for landfill. As described in previous Annual Reports, our Board, CEO and Management team have considered options available for red-lid bin (non-recyclable) waste for when the Uleybury Bafill and Renewable Energy Park is closed in circa 2026/27. That critical work has required much additional effort from our Board, CEO and Senior Management team, who have worked with highly skilled independent parties that specialise in technical/environmental, procurement, probity, social licensing, and community consultation.

It has meant an increased financial investment from NAWMA this year which is expected to continue into the next few years, but which will be critical to our Constituent Councils and more broadly, the state of South Australia. NAWMA looks forward to presenting the outcomes of this significant work to our Constituent Councils and residents soon.

Another of NAWMA's key priorities is working with our communities on increased diversion and reduced contamination of our domestic waste. At the coal face, our targeted face to face engagement trials have proven that this can be achieved, and our responsive call centre and the provision of helpful information accessed through our website as well as other forms of social and community communication will ultimately result in successfully reducing contamination.

When we succeed, the flow on benefits of reducing costs to our Constituent Councils are significant. In addition, NAWMA has provided increased service offerings with hard waste collections plus our Resource Recovery Centres continue to support our communities and their efforts in building the circular economy in the north of Adelaide.

From the perspective of new infrastructure, a new Paper Polishing Plant will be built, pending Board approval, adjacent to our Material Recovery Facility to further sort out impurities from paper and cardboard recovered from resident's yellow top bins and meet the impending environmental policy changes. The new plant is targeted to be operational in 2024/25. The Plant will consolidate NAWMA's leadership position in Australia's circular

economy and from a local perspective, the Plant will help to secure the future of our kerbside yellow-lid bin system, while creating a potential 60 construction jobs and further on-going employment opportunities for the Northern Region.

NAWMA certainly has an exciting future ahead!

As I have advised the CEOs of the Constituent Councils and the NAWMA Board and Management Team, this is my last Report as Chair of NAWMA as I retire from a role which I have enjoyed immensely over the last 8 years. I want to take the opportunity to thank many people within NAWMA and stakeholders associated with NAWMA for their strong support over such a long period of time.

Firstly, to the NAWMA Board - many thanks for your continued support, guidance, leadership, and astute decision making over a long time. The Board has overseen much change over the past 8 years which sees the organisation recognised Australia wide for its outstanding work and leadership in the circular economy. To the CEOs of our Constituent Councils, particular thanks for your personal support (when I needed it) and of course your great commitment to NAWMA. To the Mayors and Elected Members and Administrations of the Constituent Councils who provide very strong support and trust to our organisation, again many thanks. The NAWMA Audit Committee who do excellent work have also been great allies and very valued advisors and I thank them on behalf of all the NAWMA community. There are also many other advisors to NAWMA to thank but a particular mention to Norman Waterhouse Chair Sean Keenihan is very much deserved for his advice, guidance, and support.

On behalf of all the above who are involved in governing and advising NAWMA, I want to thank Toby Terlet for his leadership in his first year as NAWMA's Chief Executive Officer and his excellent Senior Management Team. Finally, but certainly most importantly, I thank our NAWMA staff for their

terrific efforts again this year. We are fortunate to have such a quality team of people working with us for our Councils and communities across the state.

I commend to you the FY2023 Annual Report.



Brian Cunningham  
Independent Chairperson

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## Report from the Chief Executive Officer

**NAWMA continues to excel, working in partnership with Constituent Councils and key waste management and recycling sector stakeholders, achieving Circular Economy outcomes through waste diversion and resource recovery, responding to changing community behaviour.**

Over the past 12 months NAWMA has focused on creating a 'great place to work' culture and importantly a safe place to work. This was evident in the results of the staff satisfaction survey with particular strengths emerging in the following two areas - strong safety culture and strong culture of respect.

The objectives of NAWMA seek to ensure our Constituent Council communities and householders (Town of Gawler, City of Playford, City of Salisbury) are serviced through a range of contemporary recycling and resource recovery initiatives and facilities, embracing the South Australian Waste Strategy 2020-2025 waste diversion targets.

To achieve increased diversion and reduced contamination in domestic waste streams NAWMA works closely with our 110,000 households through community engagement and education, underscoring increased participation in the three-bin system and encouraging councils to increase green bin (Food and Organics) diversion from landfill.

The NAWMA Board, Audit Committee, Management Leadership Team and Staff have delivered responding to ongoing local challenges while also contributing to NAWMA's strategic drive to become more innovative and deliver on its circular economy ambitions.



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## Report from the Chief Executive Officer

NAWMA continues to support 30 councils across rural and regional South Australia, and we collaborate closely with such authorities to maximize resource recovery and reduce the impact of the State Solid Waste Levy. A significant cost to regional councils is borne through transport fees, and the waste levy, further impacted due to limited resources and scale of economy. NAWMA demonstrates significant value add collaborating with these organizations and contributing support to the overall South Australian transition to a Circular Economy.

### Key highlights of the FY2023 reporting period include;

- Planning for future growth as the Northern Region heads towards an additional 20,000 + houses and estimated 130,000 population increase by 2035
- Responding to an average 320 calls per day via the NAWMA Customer Service centre
- Over 30,000 bins delivered (new and repaired)
- Recovering over 8,000 tonne glass fines improving the quality of paper exports and supporting council and industry procurement and re-manufacturing opportunities
- Providing over 44,000 hard waste services across NAWMA's three Constituent Councils
- Recovering 36,000 tonne food and organic material (FOGO and green waste) processed into quality compost products
- Investment to upgrade Pooraka Resource Recovery Centre will be an important project in 2024, improving customer access and safety diverting Construction, Building and Industrial waste from landfill
- Completed the Prudential Review for design and construction of the Paper Polishing Plant through Government Modernisation Grants funding
- Delivered education and engagement services and continued implementation of the next stage Resident Engagement Strategy household door knocking initiative of over 450 households
- Commenced planning and initiating next stage of Uleybury civil works as NAWMA heads towards 2026/2027 landfill closure
- NAWMA's Renewable Energy Park utilising landfill gas and 11,000 solar panels produced 8,468,401kwh of generation over the year
- Key meetings continue with key stakeholders such as Hon. Susan Close Deputy Premier, Minister for Climate, Environment and Water, Minister

for Defence and Space Industries, Minister for Industry, Innovation and Science, the newly appointed EPA Chief Executive Dr Jon Gorvett and various local MPs

- NAWMA Senior Leadership Strategic Workshop conducted focusing on NAWMA adopting a growth and continual improvement mindset as we head towards an exciting future.

Financial management of NAWMA requires diverse governance and oversight across a dynamic budget which continues to grow in line with NAWMA's Business Plan and sustained increase in household services participation.

Additional aspects of overall administration and due diligence during the year included review and adoption by the NAWMA Board of Procurement Policies.

The FY2023 NAWMA Annual Report contains detailed information and overview of the scope of services and activities demonstrating performance outcomes.

In the Annual Report, NAWMA also highlights the job that is ahead of us ALL, as consumer packaging continues to add challenges to ensure cleaner resource recovery and achieve less waste to landfill, reduce contamination in the three bin system, especially within the green and organics, FOGO bin which currently contributes to 40% contamination of the red lidded bin, and our ongoing commitment to improve overall environmental footprint and sustainability objectives.

NAWMA continues to progress its project to deliver a robust, proven, sustainable and cost-effective solution for treating 100,000 tonne of residual waste per annum. We look forward to sharing this exciting and innovative response to diverting residual waste from landfill inline with the Constituent Councils strategic plan objectives.



Toby Terlet  
Chief Executive Officer

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## NAWMA Governance

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

As defined by the NAWMA Charter, the membership of the Board comprises of ten (10) Directors – three (3) Directors appointed by each of the Constituent Councils (executive or Elected Member), and one (1) independent person appointed by the Board with endorsement from each of the Constituent Councils who acts as Chair.

The Board appoints a Chief Executive Officer who

is responsible for implementing decisions made by the Board and the day-to-day operations of the Authority. The Board held five (5) formal meetings over the FY2023, in addition to several other matters being resolved by Circular Resolution outside of meeting frequency.

The table below details Board Directors attendance at the five (5) meetings.



Mr Brian Cunningham  
**Independent Chair**  
5 of 5 meetings



Cr Paul Koch<sup>#</sup>  
**Deputy Chair**  
**Town of Gawler**  
5 of 5 meetings



Cr Clint Marsh\*  
**Deputy Chair**  
**City of Playford**  
2 of 5 meetings



Mr Sam Green  
**City of Playford**  
5 of 5 meetings



Cr David Kerrison<sup>2s</sup>  
**City of Playford**  
0 of 1 meetings



Cr Shirley Halls<sup>1%</sup>  
**City of Playford**  
4 of 4 meetings



Mr Charles Mansueto  
**City of Salisbury**  
5 of 5 meetings



Cr Julie Woodman<sup>2</sup>  
**City of Salisbury**  
1 of 1 meetings



Cr Graham Reynolds<sup>2</sup>  
**City of Salisbury**  
1 of 1 meetings



Cr Chad Buchanan<sup>1</sup>  
**City of Salisbury**  
3 of 4 meetings



Cr Kylie Grenfell<sup>1@</sup>  
**Town of Salisbury**  
4 of 4 meetings



Mr Henry Inat  
**Town of Gawler**  
5 of 5 meetings



Cr Isaac Solomon<sup>1</sup>  
**Town of Gawler**  
3 of 4 meetings



Cr Paul Little<sup>2</sup>  
**Town of Gawler**  
1 of 1 meetings





## NAWMA Governance

### NAWMA Audit Committee

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

The functions of the Committee include:

- Monitoring the integrity of NAWMA's financial statements, including its Annual Report, reviewing significant financial reporting and judgements within,
- Reviewing the adequacy of NAWMA's accounting, internal auditing, reporting and other financial management systems and practices on a regular basis; and
- Reviewing and providing recommendations to NAWMA on the sustainability of its financial

performance and proposals with respect to debt levels included in the strategic management plans, and in particular, the long-term financial plan.

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

The Audit Committee held five (5) formal meetings over the FY2023. In addition to several other matters being considered and discussed outside of the meeting frequency.

The table below details Audit Committee Member attendance at these meetings:



Mr Mark Labaz  
**Independent Chair**  
5 of 5 meetings



Ms Claudia Goldsmith  
**Independent Member**  
5 of 5 meetings



Mr Craig Johnson  
**Independent Member**  
5 of 5 meetings



Mr Charles Mansueto  
**Board Director**  
4 of 5 meetings



Cr Graham Reynolds<sup>3</sup>  
**Board Director**  
1 of 1 meetings



Cr Kylie Grenfell<sup>4</sup>  
**Board Director**  
3 of 3 meetings

### Deputy Board Directors

### Meetings

Ms Janey Mitson	City of Playford	1 of 1
Cr David Kerrison <sup>2</sup>	City of Playford	1 of 1
Cr Marilyn Baker <sup>1</sup>	City of Playford	2 of 2
Mr John Harry	City of Salisbury	1 of 1
Cr Shirley Halls <sup>2%</sup>	City of Playford	
Mr Jack Darzanos	Town of Gawler	
Cr Ethan White <sup>1</sup>	Town of Gawler	
Cr David Hughes <sup>2</sup>	Town of Gawler	
Cr Moni Mazzeo <sup>1</sup>	City of Salisbury	
Cr Shiralee Reardon <sup>1</sup>	City of Salisbury	
Mr John Devine	City of Salisbury	
Cr Kylie Grenfell <sup>2</sup> @	City of Salisbury	



Mr Brian Cunningham  
**Ex-Officio Member**  
5 of 5 meetings

1 Elected to Board November 2022

2 Board term completed October 2022

3 Committee term completed October 2022

4 Elected to Committee November 2022

\* Cr Marsh appointed to role of Deputy Chair in February 2023

# Cr Koch served as Deputy Chair until February 2023

% Cr Shirley Halls represented City of Playford as a Deputy Board Director until October 2022, then continued as Board Director from November 2022

\$ Cr David Kerrison represented City of Playford as a Board Director until October 2022, then continued as Deputy Board Director from November 2022

@ Cr Kylie Grenfell represented City of Salisbury as a Deputy Board Director until October 2022, then continued as Board Director from November 2022

The Audited Financial Statements for the year ended 30 June 2023 are provided from page 21.

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## Resource Recovery Resource Recovery Centres

**NAWMA operates two Resource Recovery Centres (RRCs) within the northern community, which are open to the public and small commercial contractors seven (7) days a week.**

The Edinburgh North Resource Recovery Centre is located on Bellchambers Road, Edinburgh North and houses:

- A drive-through undercover Resource Recovery Centre for materials recovery,
- A Salvage and Save retail outlet operated by MOBO Group, a not-for-profit disability employment business, and;
- A recycling service for Container Deposit Returns operated by Scouts SA.

The Pooraka Resource Recovery Centre is located on Research Road, Pooraka and operates a drive-through Resource Recovery Centre for materials recovery. It is scheduled for the commencement of a significant upgrade in the FY2024, coordinated by NAWMA in conjunction with site owner City of Salisbury. This upgrade will ensure the site is operating as safely as possible and complies with all regulatory requirements.

Working in conjunction with Green Industries South Australia (GISA), the Edinburgh North Resource Recovery Centre houses a household chemical

and paint drop-off area which is open to all South Australian residents.

The free service increases options for disposal of household volumes of materials such as batteries, poisons, pesticides, and paint, and operates seven days a week out of this Resource Recovery Centre.

### **FY2023 RRC statistics:**

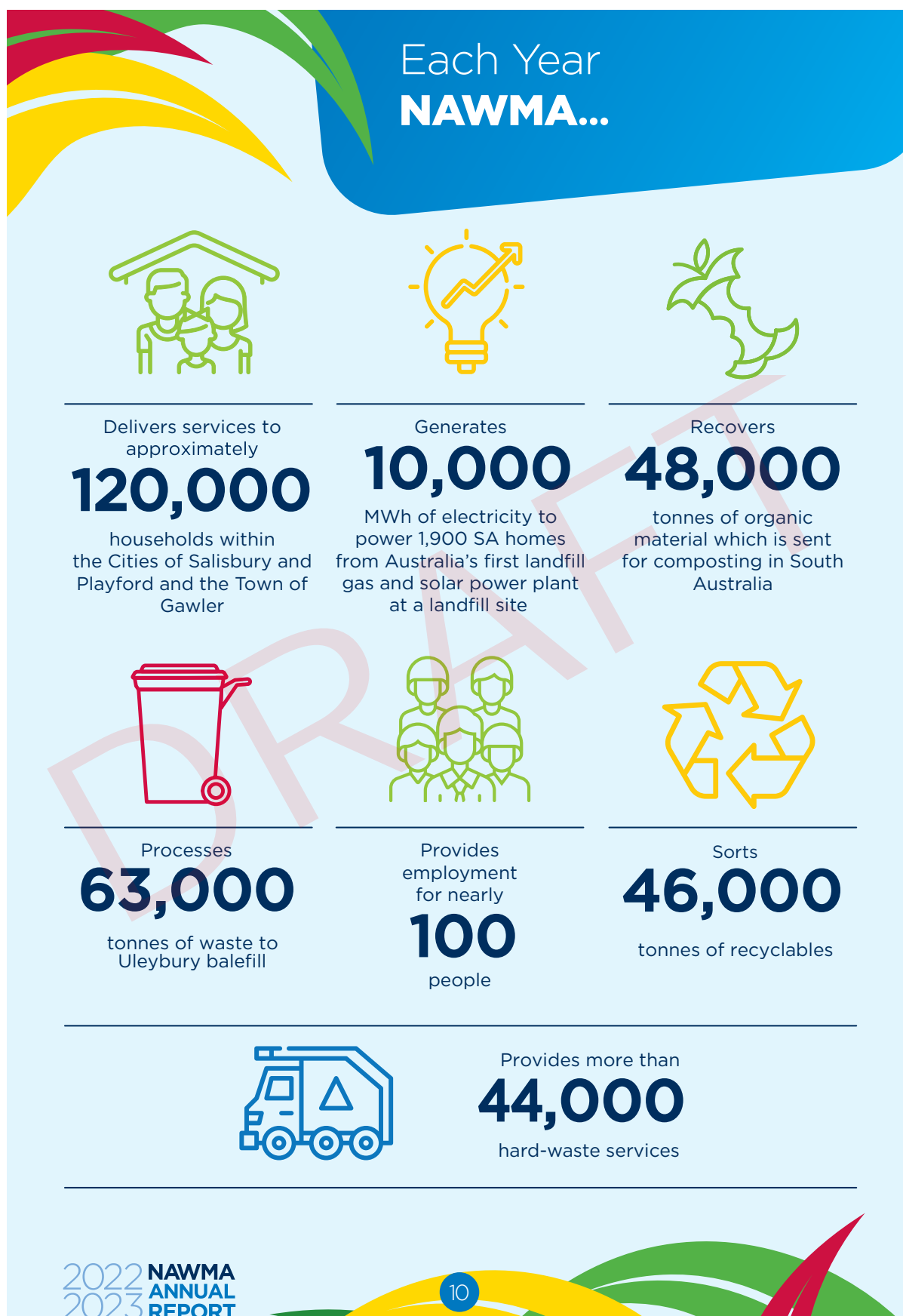
- Customers Pooraka - 95,514
- Customers Edinburgh North - 53,283
- Pooraka Waste tonnes diverted to alternative fuels - 12,643 tonnes
- Edinburgh North RRC Waste tonnes diverted to alternative fuels - 5,253 tonnes
- Mattress units Pooraka - 6,093
- Mattress units Edinburgh North - 10,749
- Tyre units Pooraka - 3,536
- Tyre units Edinburgh North - 2,886
- Paint tonnes Pooraka - 63
- Paint tonnes Edinburgh North - 66



NAWMA provide access to responsible resource recovery solutions for residents at both our Pooraka and Edinburgh North Resource Recovery Centres.

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## Resource Recovery Material Recovery Facility (MRF)

**South Australia's first Local Government owned and operated Material Recovery Facility (MRF) was commissioned in 2017 to process yellow-lid kerbside bin recyclables from residents in NAWMA's Constituent Council areas.**

While the plant continues to process these tonnes, it now also receives material from 30 metropolitan and regional South Australian Councils – more than half of South Australian households geographically! Our best practice facility sorted more than 46,000 tonnes of kerbside recyclables during the FY2023, producing high quality finished goods such as paper, plastics, glass, aluminium, and steel.

We are extremely proud that our MRF operation provides employment to more than fifty (50) local employees and creates a revenue stream to offset some of the costs associated with collecting and sorting to our Constituent Councils.

A highlight for NAWMA and its Constituent Councils is the ongoing pursuit of excellence in the industry. Through the obtainment of Federal and State Government funding, we are planning to build an advanced Fibre Polishing Plant at our Edinburgh facility. The building of this Plant is estimated to start in early 2024 and once established, the new

facility will allow NAWMA to maximise the value of recovered paper and cardboard from yellow-lid kerbside recycling bins.

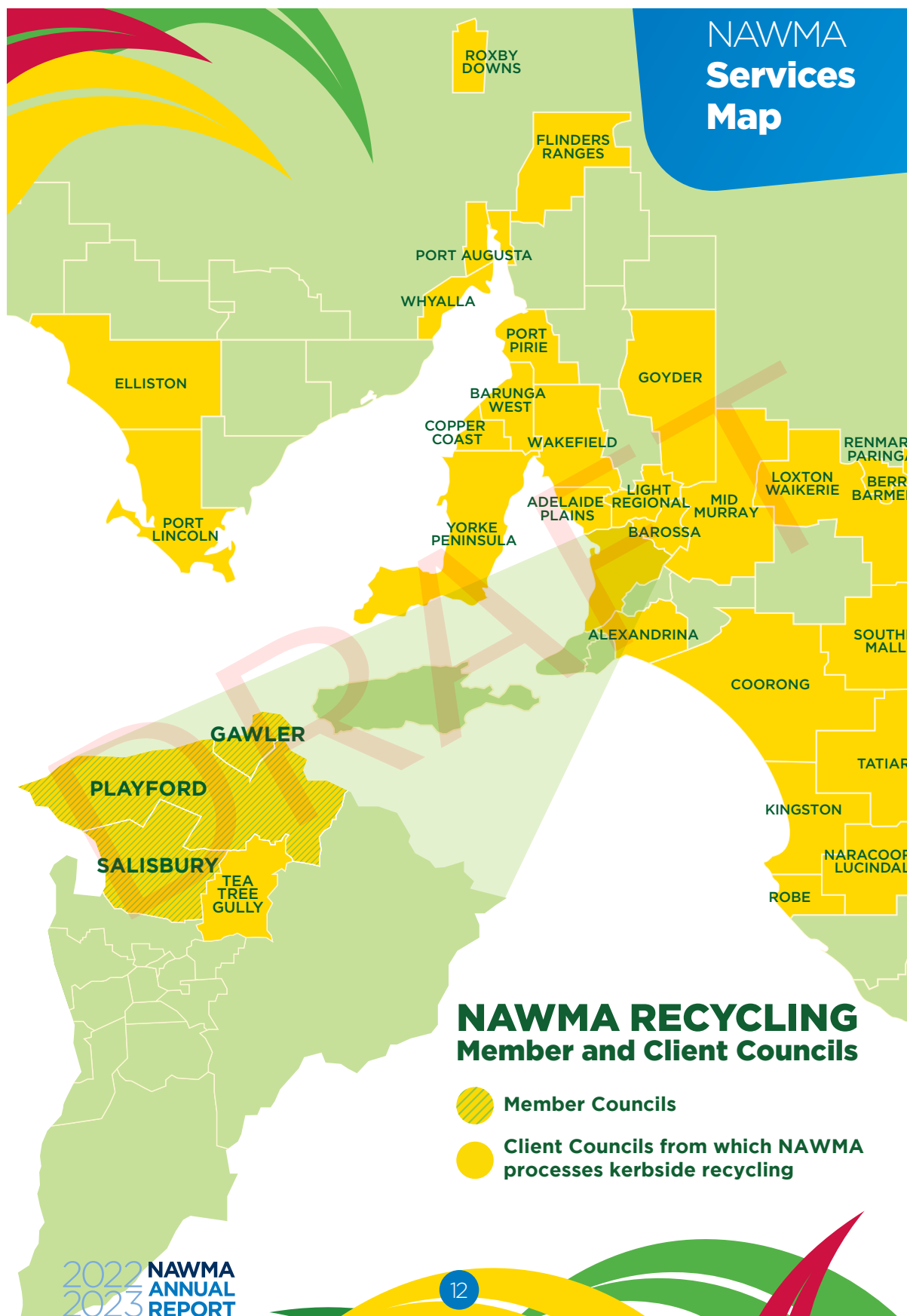
The creation of further jobs and the ability to meet new quality benchmarks for recycled paper and cardboard products is something NAWMA is very excited about.

### **FY2023 MRF statistics:**

- Servicing 30 Local Government Councils
- 8,000 tonnes of glass fines diverted from landfill and used as a sand substitute
- 31,000 tonnes of paper and cardboard recovered and processed back into packaging products
- 1,900 plus tonnes of steel and aluminium recovered and recycled
- 2,300 plus tonnes of plastic containers and bottles recovered and recycled
- 20,000 waste tonnes diverted to alternative fuels



Members of NAWMA's MRF team undertake daily inspections of the plant to ensure efficiency and productivity.





## Resource Recovery Food and Garden Organics

**NAWMA's Food and Garden Organics (FOGO) collection is an opt-in service for the residents of our three Constituent Councils.**

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

The material is stored short-term at this location before being bulk hauled by sealed vehicles to a Peats Soil & Garden Supplies Facility. The material is processed by Peats into mulch and compost products. Many of these products are used in large-scale operations such as vineyards and

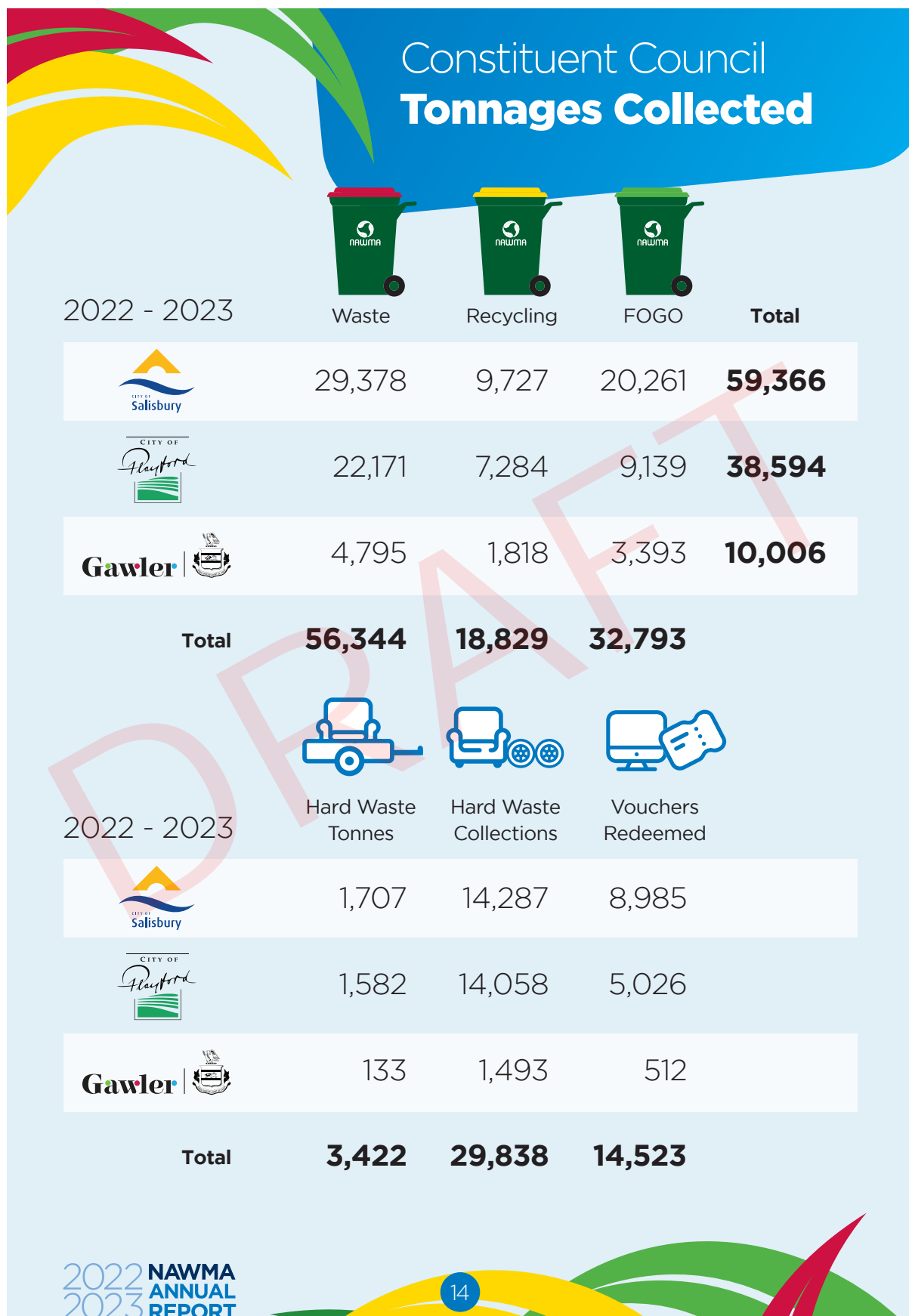
market gardens. A highlight during the FY2023 has been the recovery of 48,000 tonnes of organic material which is sent for composting in South Australia.

### **FY2023 FOGO statistics:**

- Peats processed 32,793 tonnes of kerbside collected material
- 7,069 tonnes were collected via our RRCs and processed by Peats



A focus on the recovery of Food and Garden Organics (FOGO) material has been a focus for NAWMA's team this year, with over 48,000 tonnes of material recovered.





## Resource Recovery Uleybury Balefill and Renewable Energy Park

**NAWMA's Uleybury Balefill (landfill) and Renewable Energy Park is the first combined solar – landfill gas farm of its type in Australia and continues to generate power for the local community.**

The power is generated using over 11,000 solar panels and gas extracted from 23 vertical wells and a network of horizontal wells in the active cell area. NAWMA, with its South Australian partner Joule Energy, has committed to turning a once untapped waste product into a resource.

During FY2023, 63,000 tonnes of material were deposited at the Uleybury Balefill. Placement of bales in the final cell (Cell 3) started in 2016 with revegetation of the site (Cells 1 and 2) well underway. As part of the closure plan for the Uleybury site, works will commence for a northern rock batter fill and landfill cap as Cell 3 is being completed.

Life for NAWMA's waste stream after the closure of the site is currently being investigated, with several options being subject to thorough due diligence and discussions with the Board and Constituent Councils.

The Balefill Management Consultative Committee (BMCC), chaired during the year by Board Member, Cr Shirley Halls (City of Playford), continues to meet as necessary.

The committee provides nearby residents, councils, the Environment Protection Authority and NAWMA the opportunity to discuss topics relating to the Uleybury site and its operations, with meeting minutes and supporting documents distributed to nearby residents and City of Playford.

### **FY2023 Uleybury Balefill statistics:**

- Solar - 1,082,194 Kilowatt hours generated
- Gas - 7,386,207 Kilowatt hours generated
- 8,468,401 kwh Accumulated power generation



NAWMA's combined renewable energy facility generates over 8,468,401 kwh of electricity per year.



## Resource Recovery Hard Waste Service

**NAWMA continued to provide and operate a hard waste service for all three Constituent Councils during the FY2023. The service proved very popular with it being accessed just over 44,000 times across the three Councils. This is a 10% increase from the previous financial year, servicing the growth of housing across NAWMA's three constituent councils.**

The at-call collection service provides a reduction in wait time and allows residents to have their hard waste collected at a time convenient to their needs. NAWMA has added a reminder SMS feature for the hard waste collection service to remind residents of their impending collection, which has significantly reduced the number of times residents fail to present their items for collection.

The service level for collections is complemented by a drop-off system for hard waste presented to either of NAWMA's Resource Recovery Centres. The drop-off system is a real-time system that allows residents to be sent a unique voucher number while on their

mobile to the NAWMA Customer Service Team member. Almost 14,523 vouchers were redeemed in FY2023, gaining momentum as a choice of convenience.

NAWMA also offers a free trailer-hire service for residents of its three constituent councils who have hard waste items to recycle, but no access to their own trailer.

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



Residents of NAWMA's three Constituent Councils can access the free hard waste voucher system any day of the week.

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## Education and Community Engagement



NAWMA's Education team regularly conduct waste reduction and recycling activities across the three Constituent Councils.

**NAWMA's Education and Community Engagement programs grew in number and scope this year, guided by a newly developed *Communication & Community Education Action Plan*, which has set the department's direction for the next three years.**

The Education and Community Projects team was active with bin tagging across the region as a way of thanking residents who correctly use their kerbside bin service and provided guidance to those who incorrectly separate their waste streams.

Three bin inspection audits were also carried out to gain insight into resident behaviour around usage of the kerbside food organics & garden organics (FOGO) bin.

We continued to broaden our engagement with the community through interactive education stalls at eight major shopping centres and various community markets. We also continued with community group presentations where residents were encouraged to make positive behavioural

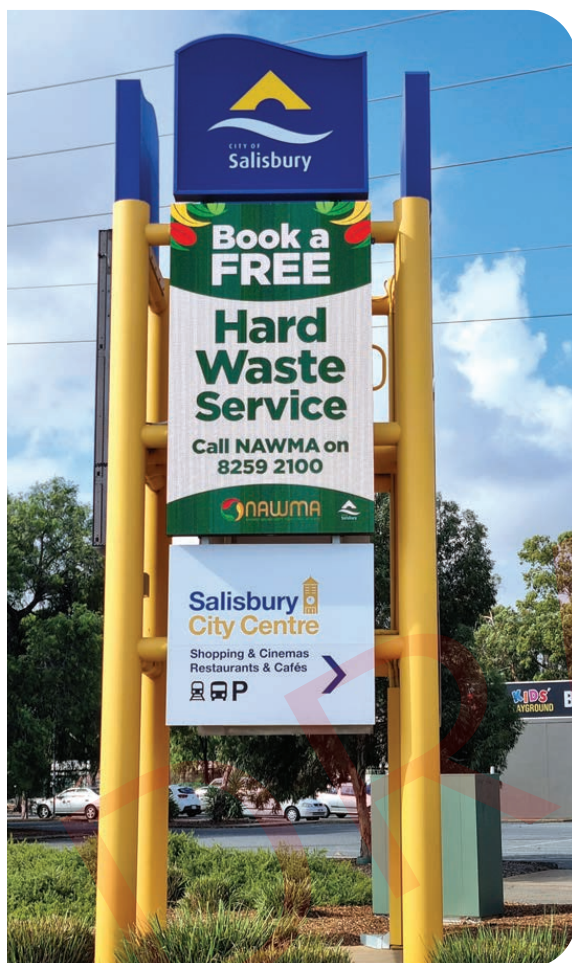
changes at home to correctly sort kerbside waste streams, so that NAWMA could recover the maximum amount of recyclable material and minimise waste to landfill. We also welcomed tour visitors from within the NAWMA region and from our client councils, who spent time in NAWMA's world-class circular economy themed Education Centre and had a first-hand look at the Material Recovery Facility (MRF) in action.

In the FY2023, NAWMA also commenced a trial partnership with school waste education provider, Bin Thinking. The group provided FOGO focussed education sessions to seven classes at the Gawler East Primary School and will continue the trial in other parts of the NAWMA region throughout 2023.





## Education and Community Engagement



June 2023 saw the culmination of the three year Resident Engagement Strategy with excellent results being achieved in three trial areas (totalling 458 households) across the NAWMA region. Focussing on a combination of direct engagement and modified service, decreases in kerbside recycling bin contamination of up to 25% were achieved.

The NAWMA Education Centre Facebook page grew to almost 1,000 followers in FY2023 and residents continued to download the My Local Services app to receive bin collection reminders and helpful recycling tips via their mobile phone. Large-scale marketing material was displayed at bus shelters and for the first time on street banners. We continued with the use of digital displays in community settings such as libraries and the Information Centre in Gawler.



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## NAWMA's Customer Service

**The focus for our team within FY2023 continued to be creating a great overall Customer Experience for our residents and community via email, webchat or phone.**

We worked on obtaining as much feedback as possible, analysing data from our platforms to implement plans to streamline our communication.

We have several touch points for residents to be able to offer their advice to help our team improve.

Residents can do an after-call survey, with survey questions changing quarterly designed to enable our team to provide a greater Customer Experience. We had over 4000 respondents during this time, with a vast majority rating us highly for services provided and our team being very knowledgeable.

Another aspect of our feedback has been sending a link to randomly chosen residents with whom we have recently interacted with. During each week of this reporting period, 10 residents who called, and 10 residents who emailed were sent the survey. This saw the team receive 305 survey responses, and ensures we have quality control over all channels of communication. All surveys included an opportunity



for residents to add comments to accompany their score. These comments have been invaluable as they have shown commonalities and specific areas of improvement that can be applied not just within the customer service department but across all departments and services NAWMA provides.



**Total Number of Phone Calls Taken By The Customer Experience Team - FY2022 vs FY2023**



During the FY2023 period, calls have continued to decrease as we offer different avenues for residents to interact with our team. This is important as we offer a greater Customer Experience to our community, noting those who work full time, do not work regular hours or prefer to utilise the technology at their fingertips.

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## Northern Adelaide Waste Management Authority Financial Statements 2022-2023



### NORTHERN ADELAIDE WASTE MANAGEMENT AUTHORITY

Annual Financial Statements  
Financial year ended 30 June 2023

#### Certification of Financial Statements

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

- the accompanying financial statements comply with the *Local Government Act 1999, Local Government (Financial Management) Regulations 2011 and Australian Accounting Standards*.
- the financial statements present a true and fair view of the Authority's financial position at 30 June 2023 and the results of its operations and cash flows for the financial year.
- internal controls implemented by the Authority provide a reasonable assurance that the Authority's financial records are complete, accurate and reliable and were effective throughout the financial year.
- the financial statements accurately reflect the Authority's accounting and other records.

Toby Terlet  
Chief Executive Officer

Brian Cunningham  
Chairperson

Date: 21/9/23

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## Northern Adelaide Waste Management Authority Financial Statements 2022-2023

### STATEMENT OF COMPREHENSIVE INCOME for the year ended 30 June 2023

	Notes	2023 \$'000	2022 \$'000
<b>INCOME</b>			
User charges	2	45,150	48,140
Grants, subsidies and contributions - operating		96	-
Investment income	2	556	262
Other	2	31	15
<b>Total Income</b>		<b>45,833</b>	48,417
<b>EXPENSES</b>			
Employee costs	3	4,767	4,147
Materials, contracts & other expenses	3	37,482	38,174
Finance costs	3	576	467
Depreciation, amortisation & impairment	3	3,566	3,315
<b>Total Expenses</b>		<b>46,391</b>	46,103
<b>Operating Surplus / (Deficit)</b>		<b>(558)</b>	2,314
Asset disposal & fair value adjustments	3	(7)	(1)
Amounts received specifically for new/upgraded assets		2	60
<b>NET SURPLUS / (DEFICIT)</b>		<b>(563)</b>	2,373
<b>Other Comprehensive Income</b>			
Changes in revaluation surplus - property, plant & equipment		390	-
<b>Total Other Comprehensive Income</b>		<b>390</b>	-
<b>Total Comprehensive Income</b>		<b>(173)</b>	2,373

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

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## Northern Adelaide Waste Management Authority

### Financial Statements 2022-2023

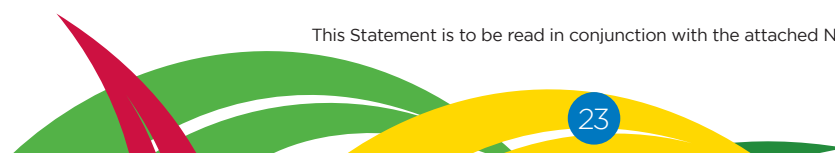


#### STATEMENT OF FINANCIAL POSITION

for the year ended 30 June 2023

	Notes	2023 \$'000	2022 \$'000
<b>ASSETS</b>			
<b>Current Assets</b>			
Cash and cash equivalents	4	9,842	9,802
Trade & other receivables	4	4,516	5,143
Stock on Hand		77	50
<b>Total Current Assets</b>		<b>14,435</b>	14,995
<b>Non-current Assets</b>			
Property, Plant & Equipment	5	19,337	20,679
<b>Total Non-current Assets</b>		<b>19,337</b>	20,679
<b>Total Assets</b>		<b>33,772</b>	35,674
<b>LIABILITIES</b>			
<b>Current Liabilities</b>			
Trade & Other Payables	6	5,876	7,117
Provisions	6	516	327
Borrowings	6	2,503	2,243
<b>Total Current Liabilities</b>		<b>8,895</b>	9,687
<b>Non-Current Liabilities</b>			
Borrowings	6	6,479	8,310
Provisions	6	7,383	6,489
<b>Total Non-current Liabilities</b>		<b>13,862</b>	14,799
<b>Total Liabilities</b>		<b>22,757</b>	24,486
<b>Net Assets</b>		<b>11,015</b>	11,188
<b>EQUITY</b>			
Accumulated Surplus		9,965	10,528
Asset Revaluation Reserve		1,050	660
<b>Total Equity</b>		<b>11,015</b>	11,188

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



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## Northern Adelaide Waste Management Authority Financial Statements 2022-2023

### STATEMENT OF CHANGES IN EQUITY for the year ended 30 June 2023

	Accumulated Surplus	Asset Revaluation Reserve	Total Equity
	\$'000	\$'000	\$'000
<b>Balance at start of period - 1 July 2021</b>	8,155	660	8,815
Net Surplus/ (Deficit) for Year	2,373	-	2,373
<b>Other Comprehensive Income</b>			
Gain on revaluation of property, plant & equipment	-	-	-
Transfers between reserves	-	-	-
<b>Balance at end of period - 30 June 2022</b>	<b>10,528</b>	<b>660</b>	<b>11,188</b>
<b>Balance at start of period - 1 July 2022</b>	10,528	660	11,188
Net Surplus/ (Deficit) for Year	(563)		(563)
<b>Other Comprehensive Income</b>			
Gain on revaluation of property, plant & equipment	-	390	390
Transfers between reserves	-	-	-
<b>Balance at end of period - 30 June 2023</b>	<b>9,965</b>	<b>1,050</b>	<b>11,015</b>

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

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## Northern Adelaide Waste Management Authority

### Financial Statements 2022-2023

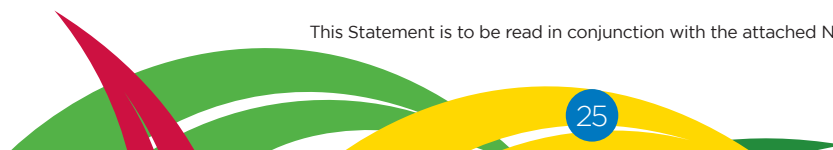


#### STATEMENT OF CASH FLOWS

for the year ended 30 June 2023

	Notes	2023 \$'000	2022 \$'000
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>			
Operating receipts from customers		45,894	47,185
Investment receipts		556	262
Operating payments to suppliers & employees		(43,423)	(41,871)
Finance payments		(343)	(408)
<b>Net Cash provided by (or used in) Operating Activities</b>	7	<b>2,684</b>	5,168
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>			
Amounts specifically for new or upgraded assets		2	-
Sale of surplus assets	3	6	15
Expenditure on renewal/replacement of assets		(27)	-
Expenditure on new/upgraded assets		(194)	(67)
<b>Net Cash provided by (or used in) Investing Activities</b>		<b>(213)</b>	(52)
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>			
Proceeds from Borrowings		-	-
Repayments of Borrowings		(1,143)	(1,099)
Repayment of lease liabilities		(1,288)	(1,382)
<b>Net Cash provided by (or used in) Financing Activities</b>		<b>(2,431)</b>	(2,481)
<b>Net Increase (Decrease) in cash held</b>		40	2,635
Cash & cash equivalents at beginning of period	7	9,802	7,167
<b>Cash &amp; cash equivalents at end of period</b>	7	<b>9,842</b>	9,802

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



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## Northern Adelaide Waste Management Authority Financial Statements 2022-2023

### NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2023

#### Note 1 - SIGNIFICANT ACCOUNTING POLICIES

The principal accounting policies adopted in the preparation of the financial report are set out below. These policies have been consistently applied to all the years presented, unless otherwise stated.

##### 1 Basis of Preparation

###### 1.1 Compliance with Australian equivalents to International Financial Reporting Standards

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

The financial report was authorised for issue by certificate under regulation 14 of the Local Government (Financial Management) Regulations 2011. The Authority is a Local Government Authority Section 43 Regional Subsidiary under the control of City of Salisbury, City of Playford and the Town of Gawler.

###### 1.2 Historical Cost Convention

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

###### 1.3 Critical Accounting Estimates

The preparation of financial statements in conformity with Australian Accounting Standards which requires the use of certain critical accounting estimates, and requires management to exercise its judgement in applying the Authority's accounting policies.

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

###### 1.4 Rounding

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

##### 2 The Local Government Reporting Entity

Northern Adelaide Waste Management Authority operates as a regional subsidiary pursuant to Section 43 of the SA Local Government Act 1999 and Section 25 of the Local Government Implementation Act, and has its principal place of business at 71 - 75 Woomera Avenue, Edinburgh SA 5111. These financial statements have been prepared for use by the Constituent Councils of the Authority.

##### 3 Income Recognition

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

##### 4 Cash, Cash Equivalents and other Financial Instruments

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

Receivables are generally unsecured and do not bear interest.

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

All financial instruments are recognised at fair value at the date of recognition. A detailed statement of the accounting policies applied to financial instruments forms part of Note 8.

##### 5 Infrastructure, Property, Plant & Equipment

All non-current assets purchased or constructed are capitalised as the expenditure is incurred and depreciated as soon as the asset is held "ready for use".

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## Northern Adelaide Waste Management Authority Financial Statements 2022-2023



### NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2023

#### Note 1 - SIGNIFICANT ACCOUNTING POLICIES (cont)

##### 5.1 Initial Recognition

All assets are initially recognised at cost. Cost is determined as the fair value of the assets given as consideration plus costs incidental to the acquisition, including architects' fees and engineering design fees and all other costs incurred. For assets acquired at no cost or for nominal consideration, cost is determined as fair value at the date of acquisition.

The cost of non-current assets constructed by the Authority includes the cost of all materials used in construction, direct labour on the project and an appropriate proportion of variable and fixed overhead. Capital works still in progress at balance date are recognised as other non-current assets and transferred to infrastructure, property, plant & equipment when completed ready for use.

##### 5.2 Materiality

Assets with an economic life in excess of one year are only capitalised where the cost of acquisition exceeds materiality thresholds established by the Authority for each type of asset. In determining (and in annually reviewing) such thresholds, regard is had to the nature of the asset and its estimated service life.

No capitalisation threshold is applied to the acquisition of land or interests in land. The capitalisation threshold applied for Plant and Equipment assets is \$5,000. All Information Technology Equipment has a capitalisation threshold of \$1,000 (previously \$5,000). Any purchases greater than these amounts are capitalised and depreciated on the Authority's asset register.

##### 5.3 Subsequent Recognition

Certain asset classes are revalued on a regular basis such that the carrying values are not materially different from fair value. For infrastructure and other asset classes where no active market exists, fair value is determined to be the current replacement cost of an asset less, where applicable, accumulated depreciation calculated on the basis of such cost to reflect the already consumed or expired future economic benefits of the asset.

Plant & Equipment assets are not revalued due to operational nature, the specialised nature of equipment with low resale potential and short lifespan. Plant & Equipment assets are only assessed for insurance value. Land and buildings are assessed for fair value and insurance value due to longer useful life and sale potential outside of the Authority's specialised operations

##### 5.4 Depreciation of Non-Current Assets

Other than land, all infrastructure, property, plant and equipment assets recognised are systematically depreciated over their useful lives in a manner which reflects the consumption of the service potential embodied in those assets. Depreciation is recognised on a straight-line basis. Major depreciation periods for each class of asset are shown below. Depreciation periods for infrastructure assets have been estimated based on the best information available to the Authority, but appropriate records covering the entire life cycle of these assets are not available, and extreme care should be used in interpreting financial information based on these estimates.

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

##### 5.5 Land Assets

As at 30 June 2023, an independent valuation was undertaken on all Land and Building assets held by the Authority. The independent valuation was undertaken by AssetVal Pty Ltd and valued land and building assets to the current market value. Given the material value of Land and Building assets subsequent to the valuation performed, Land and Building assets are shown as a separate class of asset and disclosed accordingly in Note 5.



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## Northern Adelaide Waste Management Authority Financial Statements 2022-2023

### NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2023

#### Note 1 - SIGNIFICANT ACCOUNTING POLICIES (cont)

As part of the valuation exercise, an update to the Buildings asset register was undertaken with some assets being reclassified and transferred from other asset classes to the Buildings asset class to better reflect the true nature and use of the asset. These transfers have been disclosed in Note 5.

#### 5.6 Impairment

Assets that have an indefinite useful life are not subject to depreciation and are reviewed annually for impairment. Assets that are subject to depreciation are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount (which is the higher of the present value of future cash outflows or value in use).

For assets whose future economic benefits are not dependent on the ability to generate cash flows, and where the future economic benefits would be replaced if the Authority were deprived thereof, the value in use is the depreciated replacement cost. In assessing impairment for these assets, a rebuttable assumption is made that the current replacement cost exceeds the original cost of acquisition.

### 6 Payables

#### 6.1 Goods & Services

Creditors are amounts due to external parties for the supply of goods and services and are recognised as liabilities when the goods and services are received. Creditors are normally paid 30 days after the month of invoice. No interest is payable on these amounts.

### 7 Employee Benefits

#### 7.1 Salaries, Wages & Compensated Absences

Liabilities for employees' entitlements to salaries, wages and compensated absences expected to be paid or settled within 12 months of reporting date are accrued at nominal amounts (including payroll based oncosts) measured in accordance with AASB 119.

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

No accrual is made for sick leave as the Authority's experience indicates that, on average, sick leave taken in each reporting period is less than the entitlement accruing in that period, and this experience is expected to recur in future reporting periods. The Authority does not make payment for untaken sick leave.

#### 7.2 Superannuation

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

#### *Accumulation Fund Members*

Accumulation fund members receive both employer and employee contributions on a progressive basis. Employer contributions are normally based on a fixed percentage of employee earnings in accordance with Superannuation Guarantee Legislation (10.5% in 2022/23; 10.0% in 2021/22). No further liability accrues to the employer as the superannuation benefits accruing to employees are represented by their share of the net assets of the Fund.

#### *Contributions to Other Superannuation Schemes*

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

## Northern Adelaide Waste Management Authority Financial Statements 2022-2023



### NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2023

#### Note 1 - SIGNIFICANT ACCOUNTING POLICIES (cont)

##### 8 Rehabilitation

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

##### Landfill Remediation

The Authority annually monitors the liability recorded for landfill rehabilitation and restoration estimates and make adjustments to the liability as required to ensure an accurate projected cost of the liability is showing in the balance sheet. An independent assessment of the Authority's landfill capping and post closure rehabilitation obligations was undertaken by Golder Associates Pty Ltd as at 30 June 2023.

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

##### Industrial Property Remediation

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

##### 9 Comparative Information

Comparative information has been reclassified to be consistent with the current year disclosure of equivalent information in accordance with Australian Accounting Standards. No changes have been made to comparative information in the principal financial statements nor has not been amended for any changes to accounting standards.

##### 10 Critical Accounting Estimates and Judgements

The Board evaluate estimates and judgements incorporated into the financial report based on historical knowledge and best available current information. Estimates assume a reasonable expectation of future events and based on current trends and economic data, obtained both externally and within the Authority.

##### 11 New Accounting Standards

No new accounting standards were applied by the Authority during the financial year. The Authority has not elected to early adopt any new accounting standards, interpretations or amendments which are not yet effective.

##### 12 Stock on Hand

The Authority records stock on hand as at reporting date to reflect the value of stockpiled recycled finished goods held. The value attributed to stock items is based on the expected sale price of goods held based on existing contract rates held with customers and/or public market rates, whichever is applicable. Stock recorded also includes bailing wire and other materials used in the processing of waste through processing plants.

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

The Authority has entered into a lease agreement with the City of Salisbury to manage and operate the waste transfer station located at Pooraka. The lease with the City of Salisbury is reflected on the Balance Sheet in accordance with AASB 16. Transactions between the Authority and Member Councils where services have been provided by the Authority have been separately disclosed in Note 13.



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## Northern Adelaide Waste Management Authority Financial Statements 2022-2023

### NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2023

#### Note 1 - SIGNIFICANT ACCOUNTING POLICIES (cont)

##### 14 Leases

The Authority assesses at contract inception whether a contract is, or contains, a lease. That is, if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. The Authority recognises lease liabilities to make lease payments and right-of-use assets representing the right of use of the underlying assets.

##### 14.1 Right-of- Use Assets

The Authority recognises right-of-use assets at the commencement date of the lease. Right-of-use assets are measured at cost, less any accumulated depreciation and impairment losses, and adjusted for any remeasurement of lease liabilities. The cost of right-of-use assets includes the amount of lease liabilities recognised, initial direct costs incurred, lease payments made at or before the commencement date less any lease incentive received and the estimate of costs incurred to restore the leased asset. Right-of-use assets are depreciated on a straight-line basis over the shorter of the lease term and the estimated useful lives of assets.

##### 14.2 Lease Liabilities

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

##### 14.3 Short-term leases and leases of low-value assets

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



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##### Note 2 - INCOME

	Notes	2023 \$'000	2022 \$'000
<b>USER CHARGES</b>			
Waste Management Operations		45,150	48,140
		<b>45,150</b>	48,140
<b>INVESTMENT INCOME</b>			
Interest Income: Local Government Finance Authority		340	32
Rental income		216	230
		<b>556</b>	262
<b>OTHER INCOME</b>			
Lease Provision Adjustment		6	-
Promotional Income		25	15
		<b>31</b>	15

##### Note 3 - EXPENSES

###### EMPLOYEE COSTS

Salaries and Wages	3,583	3,212
Employee leave expense	536	371
Superannuation	381	312
Workers' Compensation Insurance	59	109
Other	208	143
	<b>4,767</b>	4,147

###### MATERIALS, CONTRACTS & OTHER EXPENSES

Auditor's Remuneration		
Auditing the financial reports	17	21
Other Services	-	-
Bad and Doubtful Debts	-	-
Lease costs	38	26
Promotions	45	29
Bank Fees	47	50
Landfill Royalty	59	183
Contractors	27,641	28,105
Electricity	273	227
Environmental Protection Agency Levy	7,873	8,239
Fuels & Oils	303	268
Professional Services	265	297
Administration & Other Expenses	921	729
	<b>37,482</b>	38,174



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### NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2023

#### Note 3 - EXPENSES (cont)

	Notes	2023 \$'000	2022 \$'000
<b>DEPRECIATION, AMORTISATION &amp; IMPAIRMENT</b>			
Waste Processing Facility		213	182
Uleybury Landfill Plant & Equipment		25	18
Education Program Plant & Equipment		1	-
Office Furniture & Equipment		30	22
Property & Improvements		17	13
Landfill Cell Stage Three		187	187
Landfill Capping Stage Three		204	204
Post Closure Rehabilitation		190	188
Buildings		220	158
Material Recovery Facility		581	645
Right-of-use-assets		1,620	1,422
Right-of-use-assets Restoration		275	276
Operating Equipment		3	-
		<b>3,566</b>	<b>3,315</b>
<b>FINANCE COSTS</b>			
Interest on Loans and Overdraft		220	259
Interest on Leases		159	131
Unwinding of present value discounts		197	77
		<b>576</b>	<b>467</b>
<b>ASSET DISPOSALS</b>			
Proceeds from disposal		6	15
Less: Carrying amount of assets sold		(13)	(16)
<b>Gain (Loss) on disposal</b>		<b>(7)</b>	<b>(1)</b>
<b>Note 4 - CURRENT ASSETS</b>			
<b>CASH &amp; CASH EQUIVALENTS</b>			
Cash on Hand and at Bank		4,342	8,452
Deposits at Call		5,500	1,350
		<b>9,842</b>	<b>9,802</b>
<b>TRADE &amp; OTHER RECEIVABLES</b>			
Debtors - general		3,917	4,371
Accrued Revenues		304	385
Prepaid Expenses		295	396
Provision for Impairment		-	(9)
		<b>4,516</b>	<b>5,143</b>

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**NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS**  
 for the year ended 30 June 2023

**Note 5 - PROPERTY, PLANT & EQUIPMENT**

	2022 \$'000				2023 \$'000			
	AT FAIR VALUE	AT COST	ACCUM DEPN	CARRYING AMOUNT	AT FAIR VALUE	AT COST	ACCUM DEPN	CARRYING AMOUNT
Land	1,776	-	-	1,776	3,365	-	-	3,365
Waste Processing Facility	-	3,240	(2,130)	1,110	-	3,219	(2,329)	890
Uleybury Landfill Plant & Equipment	-	2,125	(2,069)	56	-	2,100	(2,067)	33
Education Program Plant & Equipment	-	34	(31)	3	-	34	(32)	2
Office Furniture & Equipment	-	199	(161)	38	-	215	(191)	24
Property & Improvements	-	1,605	(1,537)	38	-	1,606	(1,553)	53
Landfill Cell Stage Three	-	3,084	(1,871)	68	-	3,084	(2,058)	1,026
Landfill Capping Stage Three	2,022	-	(699)	1,213	2,256	-	(903)	1,353
Post Closure Rehabilitation	2,776	-	(1,547)	1,323	3,229	-	(1,737)	1,492
Buildings	3,285	1,491	(668)	1,229	3,839	-	(931)	2,908
Material Recovery Facility	-	7,475	(2,625)	4,108	-	7,266	(3,206)	4,060
Right-of-use-assets	-	8,039	(4,165)	4,850	-	8,969	(5,784)	3,185
Right-of-use-asset Restoration	1,515	-	(551)	3,874	1,515	-	(826)	689
Operating Equipment	-	-	-	-	-	40	(3)	37
WIP	-	67	-	67	-	220	-	220
	11,374	27,359	(18,054)	20,679	14,204	26,753	(21,620)	19,337



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#### Note 5 - PROPERTY, PLANT & EQUIPMENT (Cont)

	2022 \$'000	Movement in Property, Plant & Equipment during the Financial Year							2023 \$'000
	CARRYING VALUE	ADDITIONS		Disposals	Revaluation	Transfers	Adjustment	Depreciation	CARRYING VALUE
		Renewal/ Replacement	New/ Upgrade						
Land	1,776	-	-	-	1,589	-	-	-	3,365
Waste Processing Facility	1,110	-	-	(13)	-	-	6	(213)	890
Uleybury Landfill Plant & Equipment	56	2	-	-	-	-	-	(25)	33
Education Program Plant & Equipment	3	-	-	-	-	-	-	(1)	2
Office Furniture & Equipment	38	16	-	-	-	-	-	(30)	24
Property & Improvements	68	-	-	-	-	-	2	(17)	53
Landfill Cell Stage Three	1,213	-	-	-	-	-	-	(187)	1,026
Landfill Capping Stage Three	1,323	-	-	-	-	234	-	(204)	1,353
Post Closure Rehabilitation	1,229	-	-	-	-	453	-	(190)	1,492
Buildings	4,108	-	-	-	(1,199)	-	219	(220)	2,908
Material Recovery Facility	4,850	10	-	-	-	-	(219)	(581)	4,060
Right-of-use-assets	3,874	-	948	-	-	(17)	-	(1,620)	3,185
Right-of-use-asset Restoration	964	-	-	-	-	-	-	(275)	689
Operating Equipment	-	-	40	-	-	-	-	(3)	37
WIP	67	-	153	-	-	-	-	-	220
	20,679	28	1,141	(13)	390	670	8	(3,566)	19,337
2022 \$'000	22,914	-	67	(16)	-	1,029	-	(3,315)	20,679

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##### Note 6 - LIABILITIES

Notes	2023 \$'000		2022 \$'000	
	Current	Non-current	Current	Non-current
<b>TRADE &amp; OTHER PAYABLES</b>				
Goods & Services	4,289	-	4,124	-
Accrued expenses - other	759	-	2,176	-
Amounts received in advance	828	-	817	-
	<b>5,876</b>	<b>-</b>	<b>7,117</b>	<b>-</b>
<b>BORROWINGS</b>				
Loans	1,190	4,115	1,143	5,305
Lease Liabilities	1,313	2,364	1,100	3,005
	<b>2,503</b>	<b>6,479</b>	<b>2,243</b>	<b>8,310</b>
<b>PROVISIONS</b>				
Annual Leave	285	-	189	-
Long Service Leave	231	95	138	85
Provision for Capping Stage 3A	-	2,396	-	2,022
Provision for Post Closure Site Rehabilitation	-	3,212	-	2,759
Provision for Property Restoration	-	1,680	-	1,623
	<b>516</b>	<b>7,383</b>	<b>327</b>	<b>6,489</b>
<b>RECONCILIATION OF MOVEMENT IN LANDFILL &amp; RESTORATION PROVISIONS</b>				
	Provision for Capping Stage 3A	Provision for Post Closure Site Rehabilitation	Provision for Property Restoration	Total
<b>Opening Balance</b>	<b>2,022</b>	<b>2,759</b>	1,623	6,404
Additional Amounts Recognised/(Derecognised)	234	453	-	687
Payments	-	-	-	-
Unwinding of Present Value Discounts	140	-	57	197
<b>Closing Balance</b>	<b>2,396</b>	<b>3,212</b>	1,680	7,288





## Northern Adelaide Waste Management Authority Financial Statements 2022-2023

### NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2023

#### Note 7 - CASH FLOW RECONCILIATION

##### (a) Reconciliation of Cash

	Notes	2023 \$'000	2022 \$'000
Total cash & equivalent assets	4	9,842	9,802
Less: Short-term borrowings		-	-
<b>Balances per Statement of Cash Flows</b>		<b>9,842</b>	<b>9,802</b>

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

Net Surplus (Deficit)		(563)	2,373
Non-cash items in Income Statement			
Depreciation, amortisation & impairment	3	3,566	3,315
(Gain) / Loss on Disposal of Assets	3	7	1
Capital Grants		(2)	(60)
Lease Adjustment - Right-of-Use Asset	12	(71)	(11)
Unwinding of Present Value Discounts	6	197	77
Asset Transfer Adjustment		(8)	-
		<b>3,126</b>	<b>5,695</b>
Add (Less): Changes in Net Current Assets			
Net (increase) decrease in receivables		627	(976)
Net (increase) decrease in inventory		(27)	(23)
Net increase (decrease) in trade & other payables		(1,241)	450
Net increase (decrease) in other provisions		199	22
<b>Net Cash provided by (or used in) operations</b>		<b>2,684</b>	<b>5,168</b>

##### (c) Financing Arrangements

Credit Card Facilities	25	15
LGFA Cash Advance Debenture Facility	2,500	2,500

## Northern Adelaide Waste Management Authority Financial Statements 2022-2023



### NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2023

#### Note 8 - FINANCIAL INSTRUMENTS

##### Recognised Financial Instruments

<b>Bank, Deposits at Call, Short Term Deposits</b>	<p><b>Accounting Policy:</b> Carried at lower of cost and net realisable value; Interest is recognised when earned.</p> <p><b>Terms &amp; conditions:</b> Deposits on Call do not have a maturity period and have an average interest rate of 4.3% (2022: 0.69% - 1.05%).</p> <p><b>Carrying amount:</b> approximates fair value due to the short term to maturity.</p>
<b>Receivables - Gate Fees &amp; Associated Charges</b>	<p><b>Accounting Policy:</b> Carried at nominal values less any allowance for doubtful debts. An allowance for doubtful debts is recognised (and re-assessed annually) when collection in full is no longer probable.</p> <p><b>Carrying amount:</b> approximates fair value (after deduction of any allowance).</p>
<b>Liabilities - Creditors and Accruals</b>	<p><b>Accounting Policy:</b> Liabilities are recognised for amounts to be paid in the future for goods and services received, whether or not billed to the Authority.</p> <p><b>Terms &amp; conditions:</b> Liabilities are normally settled on 30 day terms.</p> <p><b>Carrying amount:</b> approximates fair value.</p>

##### Net Fair Value

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

##### Risk Exposure

**Credit Risk** represents the loss that would be recognised if counterparties fail to perform as contracted. The maximum credit risk on financial assets of the Authority is the carrying amount, net of any provision for doubtful debts. All investments are made with the SA Local Government Finance Authority and Bank SA. There is no material exposure to any individual debtor.

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

**Liquidity Risk** is the risk that the Authority will encounter difficulty in meeting obligations with financial liabilities. In accordance with the model Treasury Policy (LGA Information Paper 15), liabilities have a range of maturity dates based on cash inflows. The Authority also has available a range of bank overdraft and short-term draw down facilities that it can access.

**Interest Rate Risk** is the risk that future cash flows will fluctuate because of changes in market interest rates. Most of the Authority's financial instruments are at fixed rates. Any such variations in future cash flows will not be material in effect on either the Authority's incomes or expenditures.



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## Northern Adelaide Waste Management Authority Financial Statements 2022-2023

### NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2023

#### Note 8 - FINANCIAL INSTRUMENTS (Cont)

##### Liquidity Analysis

##### 2023

	≤ year	Maturity		Non-interest bearing	Total
		> 1 year	> 5 years		
	≤ 5 years				
	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Financial Assets</b>					
<b>Amortised Cost</b>					
Cash Assets	9,842	-	-	-	9,842
Receivables	-	-	-	4,221	4,221
<b>Total</b>	<b>9,842</b>	<b>-</b>	<b>-</b>	<b>4,221</b>	<b>14,063</b>
<b>Financial Liabilities</b>					
Payables	-	-	-	5,048	5,048
Borrowings	2,503	6,103	376	-	8,982
<b>Total</b>	<b>2,503</b>	<b>6,103</b>	<b>376</b>	<b>5,048</b>	<b>14,030</b>

##### 2022

	≤ year	Maturity		Non-interest bearing	Total
		> 1 year	> 5 years		
	≤ 5 years				
	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Financial Assets</b>					
<b>Amortised Cost</b>					
Cash Assets	9,802	-	-	-	9,802
Receivables	-	-	-	4,747	4,747
<b>Total</b>	<b>9,802</b>	<b>-</b>	<b>-</b>	<b>4,747</b>	<b>14,549</b>
<b>Financial Liabilities</b>					
Payables	-	-	-	6,300	6,300
Borrowings	2,253	6,383	1,917	-	10,553
<b>Total</b>	<b>2,253</b>	<b>6,383</b>	<b>1,917</b>	<b>6,300</b>	<b>16,853</b>



## Northern Adelaide Waste Management Authority Financial Statements 2022-2023



### NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2023

#### Note 9 - COMMITMENTS FOR EXPENDITURE

	Notes	2023 \$'000	2022 \$'000
<b>Expenditure Commitments</b>			
Other expenditure committed for (excluding inventories) at the reporting date but not recognised in the financial statements as liabilities:			
Audit Services	18	35	
Waste Collection, Processing and Mobile Garbage Bin Supply Contracts	23,234	36,125	
	<b>23,252</b>	<b>36,160</b>	
These expenditures are payable:			
Not later than one year	16,730	17,128	
Later than one year and not later than 5 years	6,522	19,032	
Later than 5 years	-	-	
	<b>23,252</b>	<b>36,160</b>	

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

#### Note 10 - EVENTS OCCURRING AFTER REPORTING DATE

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

#### Note 11 - CONTINGENT LIABILITIES

The Authority has a performance bond/guarantee held with the Local Government Finance Authority to the Environment Protection Authority for an amount of \$1,350,000 in accordance with the requirements under its Post Closure remediation obligations for the Uleybury Landfill site.



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### NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2023

#### Note 12 - LEASES

##### Authority as a lessee

The Authority leases external operations facilities, waste processing plant & machinery and motor vehicles.

	Buildings & Other Structures	Plant & Motor Vehicles	Total
	\$'000	\$'000	\$'000
<b>At 1 July 2022</b>	3,085	789	3,874
Additions of right-of-use-assets	-	948	948
Depreciation Charge	(985)	(635)	(1,620)
Right-of-Use Adjustments	(151)	134	(17)
<b>At 30 June 2023</b>	<b>1,949</b>	<b>1,236</b>	<b>3,185</b>

Set out below are the carrying amounts of lease liabilities and the movements during the period.

<b>At 1 July 2022</b>	4,105
Additions	948
Accretion of interest	(159)
Payments	(1,288)
Lease Liability Adjustment	(88)
<b>At 30 June 2023</b>	<b>3,677</b>
<b>Current</b>	<b>1,313</b>
<b>Non-Current</b>	<b>2,364</b>

#### Note 13 - DISCLOSURE OF RELATED PARTY TRANSACTIONS

The Key Management Personnel include the Chair of the Board, Chief Executive and other officers prescribed under the *Local Government Act 1999*. In all, 5 persons were remunerated as following:

	2023 \$'000	2022 \$'000
Salaries, allowances & other short term benefits	692	753
<b>TOTAL</b>	<b>692</b>	<b>753</b>

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### NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2023

#### Note 13 - DISCLOSURES OF RELATED PARTY TRANSACTIONS (Cont)

##### Transactions with Related Parties:

Related Party Entity	Sale of Goods and Services (\$'000)	Amounts Outstanding from Related Parties (\$'000)	Description of Services Provided to Related Parties
City of Salisbury	17,164	1,194	Provision of waste collection, processing and disposal services
City of Playford	11,883	1,079	Provision of waste collection, processing and disposal services
Town of Gawler	3,000	477	Provision of waste collection, processing and disposal services

The Related Parties disclosed above are equity owners of the Authority (Member Councils). Member Councils have equal representation on the Board and accordingly have significant influence on the financial and operating decisions. No one Member Council individually has control of those policies.

In total, approximately \$4,559 of contractor services have been provided to the Authority from a Key Management Personnel close relation during the financial year. The Authority pays membership subscriptions totalling approximately \$21,362 for membership to the Waste Management and Resource Recovery Association on which the Authority's Chief Executive Officer sits on the Board of Management.

#### Note 14 - FAIR VALUE MEASUREMENTS

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

- Land assets
- Building assets
- Stock on Hand
- Landfill Capping
- Post Closure Rehabilitation Costs
- Right-of-Use Restoration

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

##### (a) Fair value hierarchy

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

##### Level 1

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

##### Level 2

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

##### Level 3

Measurements based on unobservable inputs for the asset or liability.



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### NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2023

#### Note 14 - FAIR VALUE MEASUREMENTS (Cont)

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

If one or more significant inputs are not based on observable market data, the asset or liability is included in Level 3.

##### *Valuation techniques*

The Authority selects valuation techniques that are appropriate in the circumstances and for which sufficient data is available to measure fair value. The availability of sufficient and relevant data primarily depends on the specific characteristics of the asset or liability being measured.

The valuation techniques selected by the Authority are consistent with one or more of the following valuation approaches:

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

Each valuation technique requires inputs that reflect the assumptions that buyers and sellers would use when pricing the asset or liability, including assumptions about risks. When selecting a valuation technique, the Authority gives priority to those techniques that maximise the use of observable inputs and minimise the use of unobservable inputs.

Inputs that are developed using market data (such as publicly available information on actual transactions) and reflect the assumptions that buyers and sellers would generally use when pricing the asset or liability are considered observable, whereas inputs for which market data are not available and therefore are developed using the best information available about such assumptions are considered unobservable.

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### NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2023

#### Note 14 - FAIR VALUE MEASUREMENTS (Cont)

The following tables provide the fair values of the Authority's assets measured and recognised on a recurring basis after initial recognition, categorised within the fair value hierarchy.

	Notes	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000	Total \$'000
<b>2023</b>					
Recurring fair value measurements					
<b>Infrastructure, Property, Plant &amp; Equipment</b>					
- Land	5	-	3,365	-	3,365
- Buildings	5	-	3,839	-	3,839
- Stock on Hand		77	-	-	77
- Landfill Capping Asset	5	-	-	2,256	2,256
- Post Closure Rehabilitation	5	-	-	3,229	3,229
- Right-of-Use Restoration	5	-	-	1,515	1,515
<b>Total financial assets recognised at fair value</b>		<b>77</b>	<b>7,204</b>	<b>7,000</b>	<b>14,281</b>
<b>2022</b>					
Recurring fair value measurements					
<b>Infrastructure, Property, Plant &amp; Equipment</b>					
- Land	5	-	1,776	-	1,776
- Buildings	5	-	3,285	-	3,285
- Stock on Hand		50	-	-	50
- Landfill Capping Asset	5	-	-	2,022	2,022
- Post Closure Rehabilitation	5	-	-	2,776	2,776
- Right-of-Use Restoration	5	-	-	1,515	1,515
<b>Total financial assets recognised at fair value</b>		<b>50</b>	<b>5,061</b>	<b>6,313</b>	<b>11,424</b>

#### (b) Disclosed fair value measurements

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

	Fair Value Hierarchy Level	Valuation Technique	Inputs Used
There has been no change in the techniques used to measure the value of items disclosed in the financial statements.	1	Market	Based on expected sale price of goods based on existing contract prices.
There has been no change in the valuation technique(s) used to calculate the fair values disclosed in the financial statements.	2	Market Value	Observable sales of similar properties - both vacant land and land with improvements.
There has been no change in the techniques used to measure the value of items disclosed in the financial statements.	3	Cost Approach	Landfill assets unobservable inputs. The measure of these costs requires significant estimates and assumptions such as: discount rate, inflation rate, assessment of EPA requirements, the timing, extent and costs of the required activities and the estimated remaining airspace of the landfill.



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## Northern Adelaide Waste Management Authority Financial Statements 2022-2023

**Galpins**

Accountants, Auditors  
& Business Consultants



CHARTERED ACCOUNTANTS™  
AUSTRALIA - NEW ZEALAND

**Mount Gambier**  
233 Commercial Street West  
PO Box 246, Mount Gambier SA 5290  
P: (08) 8725 3068  
F: (08) 8724 9553  
E: admin@galpins.com.au

**Stirling**  
Unit 4, 3-5 Mount Barker Road  
PO Box 727, Stirling SA 5152  
P: (08) 8339 1255  
F: (08) 8339 1266  
E: stirling@galpins.com.au

**Norwood**  
3 Kensington Road, Norwood SA 5067  
PO Box 4067, Norwood South SA 5067  
P: (08) 8332 3433  
E: norwood@galpins.com.au

W: www.galpins.com.au

Galpins Trading Pty Ltd  
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### NORTHERN ADELAIDE WASTE MANAGEMENT AUTHORITY

#### GENERAL PURPOSE FINANCIAL STATEMENTS

For the year ended 30 June 2023

#### Statement by Auditor

I confirm that, for the audit of the financial statements of the Northern Adelaide Waste Management Authority for the year ended 30 June 2023, I have maintained my independence in accordance with the requirements of APES 110 – Code of Ethics for Professional Accountants (including Independence Standards), Part 4A, published by the Accounting Professional and Ethical Standards Board, in accordance with the Local Government Act 1999 and the Local Government (Financial Management) Regulations 2011 made under that Act.

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

#### GALPINS ACCOUNTANTS, AUDITORS & BUSINESS CONSULTANTS

**Tim Muhlhausler** CA, Registered Company Auditor  
Partner

Date: 22 September 2023

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## Northern Adelaide Waste Management Authority

### Financial Statements 2022-2023



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## INDEPENDENT AUDITOR'S REPORT ON THE FINANCIAL REPORT

To the members of the Northern Adelaide Waste Management Authority (NAWMA)

### Opinion

We have audited the accompanying financial report of NAWMA (the Authority), which comprises the statements of financial position as at 30 June 2023, the statement of comprehensive income, statement of changes in equity and cash flow statement for the year then ended, notes comprising a summary of significant accounting policies and other explanatory information, and the statement by the Executive Officer and the Chairperson.

In our opinion, the accompanying financial report presents fairly, in all material respects, the financial position of the Authority as at 30 June 2023, and its financial performance and its cash flow for the year then ended in accordance with the Australia Accounting Standards, *Local Government Act 1999* and *Local Government (Financial Management) Regulations 2011*.

### Basis for Opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Report* section of our report. We are independent of the Authority in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's *APES 110 Code of Ethics for Professional Accountants* (the Code) that are relevant to our audit of the financial report in Australia. We have also fulfilled our ethical responsibilities in accordance with the Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### Responsibility for the Financial Report

The Authority is responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards (including the Australian Accounting Interpretations), the *Local Government Act 1999* and the *Local Government (Financial Management) Regulations 2011* and for such internal control as Authority determines is necessary to enable the preparation of the financial report that is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the Authority is responsible for assessing the authority's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Authority either intends to liquidate the Authority or to cease operations, or has no realistic alternative but to do so. Those charged with governance are responsible for overseeing the Authority's financial reporting process.

### Auditor's Responsibility for the Audit of the Financial Report

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





## Northern Adelaide Waste Management Authority Financial Statements 2022-2023

As part of an audit of the financial report in accordance with Australian Auditing Standards, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risk of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentation, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit of the financial report in order to design procedures that are appropriate in the circumstances, but for the purpose of expressing an opinion on the effectiveness of the Authority's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of Authority's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Authority's ability to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

### **GALPINS ACCOUNTANTS, AUDITORS & BUSINESS CONSULTANTS**

**Tim Muhlhausler** CA, Registered Company Auditor  
Partner

Date: 22 September 2023

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## Northern Adelaide Waste Management Authority

### Financial Statements 2022-2023



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## INDEPENDENT AUDITOR'S REPORT ON THE INTERNAL CONTROLS

To the members of the Northern Adelaide Waste Management Authority (NAWMA)

### Independent Assurance Report on the Internal Controls of NAWMA

#### Opinion

We have audited the compliance of NAWMA (the Authority) with the requirements of Section 125 of the *Local Government Act 1999* in relation only to the internal controls established by the Authority to ensure that financial transactions relating to the receipt, expenditure and investment of money, acquisition and disposal of property and incurring of liabilities for the period 1 July 2022 to 30 June 2023 have been conducted properly and in accordance with the law.

In our opinion, the Authority has complied, in all material respects, with Section 125 of the *Local Government Act 1999* in relation to internal controls established by the Authority in relation to the receipt, expenditure and investment of money, acquisition and disposal of property and incurring of liabilities so as to provide reasonable assurance that the financial transactions of the Authority have been conducted properly and in accordance with law for the period 1 July 2022 to 30 June 2023.

#### Basis for Opinion

We conducted our engagement in accordance with applicable Australian Standards on Assurance Engagement ASAE 3000 *Assurance Engagements Other than Audits or Reviews of Historical Financial Information* and ASAE 3150 *Assurance Engagement on Controls*, issued by the Australian Auditing and Assurance Standards Board, in order to state whether, in all material respects, the Authority has complied with Section 125 of the *Local Government Act 1999* in relation only to the internal controls specified above for the period 1 July 2022 to 30 June 2023. ASAE 3000 also requires us to comply with the relevant ethical requirements of the Australian professional accounting bodies.

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

#### Responsibility for Internal Controls

The Authority is responsible for implementing and maintaining an adequate system of internal controls, in accordance with Section 125 of the *Local Government Act 1999* to ensure that the receipt, expenditure and investment of money, acquisition and disposal of property and incurring of liabilities have been conducted properly and in accordance with law.

#### Our Independence and Quality Control

We have complied with the independence and other relevant ethical requirements relating to assurance engagements, and applied Auditing Standard ASQC 1 *Quality Control for Firms that Performs Audits and Reviews of Financial Reports and Other Financial Information, and Other Assurance Engagements* in undertaking this assurance engagement.

#### Auditor's responsibility

Our responsibility is to express an opinion on the Authority's compliance with Section 125 of the *Local Government Act 1999* in relation only to the internal controls established by the Authority to ensure that financial transactions relating to receipt, expenditure and investment of money, acquisition and disposal of property and incurring of liabilities have been conducted properly and in accordance with law, based on our procedures.



## Northern Adelaide Waste Management Authority Financial Statements 2022-2023

Our engagement has been conducted in accordance with applicable Australian Standards on Assurance Engagements ASAE 3000 *Assurance Engagements Other than Audits or Reviews of Historical Information* and ASAE 3150 *Assurance Engagements on Controls*, issued by the Australian Auditing and Assurance Standards Board, in order to state whether, in all material respects, the Authority has complied with Section 125 of the *Local Government Act 1999* in relation only to the internal controls specified above for the period 1 July 2022 to 30 June 2023. ASAE 3000 also requires us to comply with the relevant ethical requirements for the Australian professional accounting bodies.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

### Limitations of controls

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

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

### Limitation of use

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

### GALPINS ACCOUNTANTS, AUDITORS & BUSINESS CONSULTANTS

**Tim Muhlhausler** CA, Registered Company Auditor  
Partner

Date: 22 September 2023

## Northern Adelaide Waste Management Authority Financial Statements 2022-2023



### NORTHERN ADELAIDE WASTE MANAGEMENT AUTHORITY

#### ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 June 2023

#### CERTIFICATION OF AUDITOR INDEPENDENCE

To the best of our knowledge and belief, we confirm that, for the purpose of the audit of the Northern Adelaide Waste Management Authority for the year ended 30 June 2023, the Authority's Auditor, Galpins, has maintained its independence in accordance with the requirements of the *Local Government Act 1999* and the *Local Government (Financial Management) Regulations 2011* made under that Act.

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

Toby Terlet  
Chief Executive Officer

Date: 14/09/2023

Mark Labaz  
Chairman - Audit Committee

Date: 14/09/2023

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## Northern Adelaide Waste Management Authority Financial Statements 2022-2023

### NORTHERN ADELAIDE WASTE MANAGEMENT AUTHORITY

ANNUAL FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 30 June 2023

#### CONSTITUENT COUNCIL CERTIFICATION OF AUDITOR INDEPENDENCE

To the best of our knowledge and belief, we confirm that, for the purpose of the audit of the Northern Adelaide Waste Management Authority for the year ended 30 June 2023, the Authority's Auditor, Galpins, has maintained its independence in accordance with the requirements of the *Local Government Act 1999* and the *Local Government (Financial Management) Regulations 2011* made under that Act.

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

  
John Harry  
Chief Executive Officer  
City of Salisbury

Date: 25/09/2023.

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## Northern Adelaide Waste Management Authority Financial Statements 2022-2023



### NORTHERN ADELAIDE WASTE MANAGEMENT AUTHORITY

#### ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 June 2023

#### CONSTITUENT COUNCIL CERTIFICATION OF AUDITOR INDEPENDENCE

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

Sam Green  
Chief Executive Officer  
City of Playford

Date: 25th September 2023

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## Northern Adelaide Waste Management Authority Financial Statements 2022-2023

### NORTHERN ADELAIDE WASTE MANAGEMENT AUTHORITY

#### ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 June 2023

#### CONSTITUENT COUNCIL CERTIFICATION OF AUDITOR INDEPENDENCE

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

Henry Inat  
Chief Executive Officer  
Town of Gawler

Date:

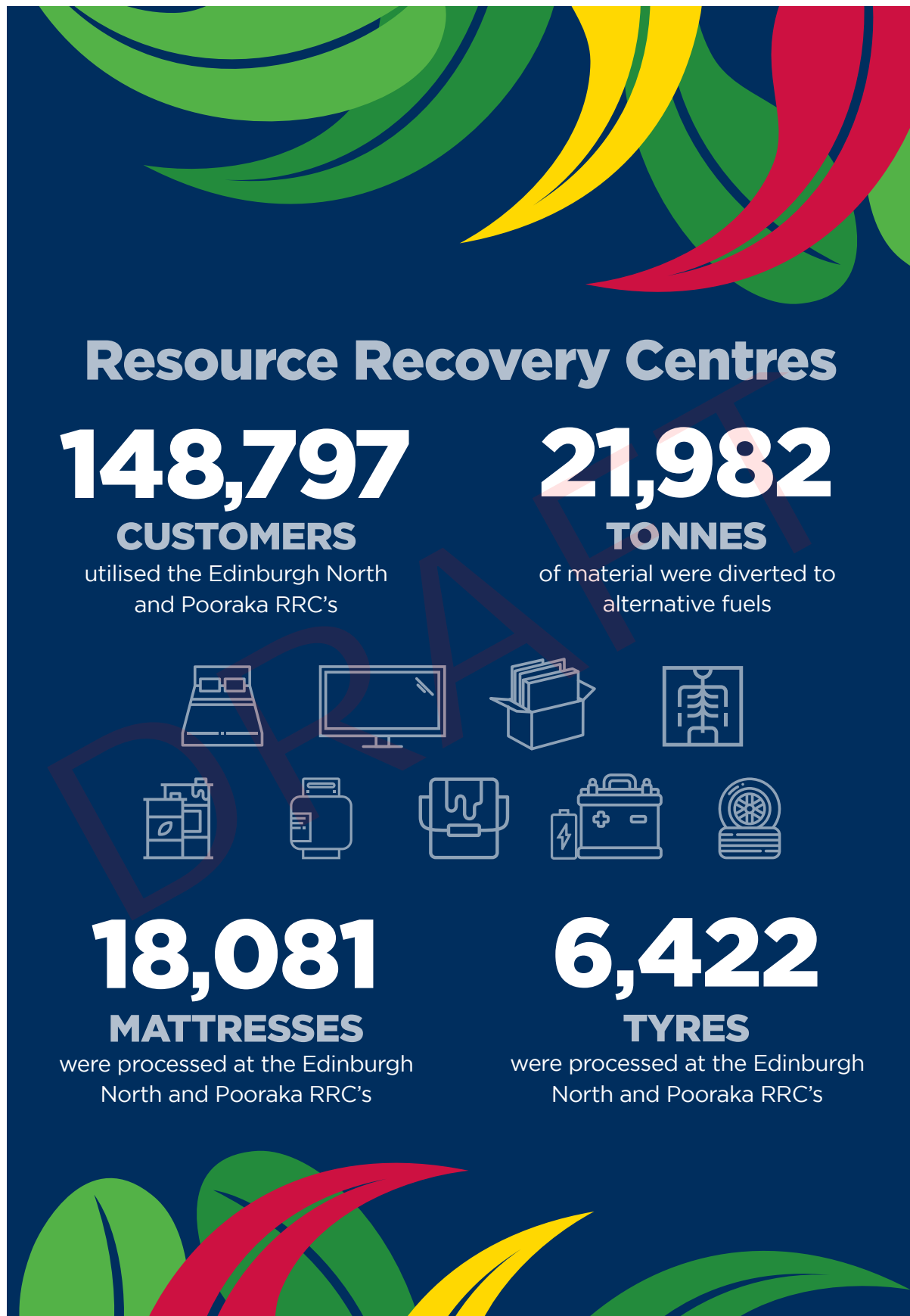
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