



Annual Report **2015-16**



Council's Vision

Committed to being the best place to live, work and enjoy life.

Council's Mission

To strive for excellence in serving our diverse community.

Council's Values

Accountability

We act on behalf of the West Torrens community and are therefore accountable to them for our actions.

Advocacy

We will act as an advocate with other levels of government and the private sector to help achieve Council's Vision.

Community Capacity

We will work with local communities to assist them strengthen their support and problem solving resources, so that they may obtain more control over their relationships, resources, learning, information and decision-making.

Community Involvement

We will regularly consult with our community and seek to actively engage them in the operations, functions and activities of Council.

Healthy Communities

We will work in partnerships with community, business and government sectors to provide a safe, clean, healthy and sustainable environment, one that balances social, cultural, heritage, environmental and economic factors.

Inclusivity

We will foster the development of an inclusive city; one that recognises the value of all people, celebrates their diversity and treats them with respect and dignity.

Quality

We will provide quality services that are continuously improving, focused on customer service and accountable to the community.

Supportive Working Environment

We will provide a safe, supportive and family-friendly working environment that promotes staff development.



Contents

From the Mayor and the Chief Executive Officer	4
Elected Council members.....	8
Elected Council operations.....	9
Management	21
Strategic Management.....	23
City Development	25
City Works.....	29
City Assets	32
Community Services.....	35
Business Services.....	38
City Strategy	40
Regulatory Services	45
Financial Services	47
Human Resources and Service Centre.....	48
Information Services.....	49
Registers, policies and codes	50
Western Region Waste Management Authority Annual Report	53
Financial Report	85

From the Mayor and the Chief Executive Officer

With the population of West Torrens pushing towards 60,000, we open this year's message with a warm welcome to everyone who has chosen to make our city their home during the past 12 months. Encompassing a wide range of ethnic and cultural groups, ours is a proudly diverse and inclusive community which collectively benefits from the opportunities generated by such a rich blend of backgrounds.

The City of West Torrens values the contributions made by individual residents, community groups and local businesses in making this one of Adelaide's most vibrant places to live and work. During the past year we have sought to expand our social program, offering to include more activities for our growing Indian and Chinese communities.

Council's overarching mission is to strive for excellence in serving all members of our community and we are pleased to report that the City of West Torrens recorded another successful year of operation in 2015/16 that reflects our ongoing pursuit of this goal. The period was marked by some significant achievements, including progress on key plans and policies that will assist residents and local businesses, as well as help stimulate economic activity and encourage greater visitation to the broader western region.

That success is the sum of many people's efforts and we salute the work of our experienced Elected Members, as well as the dedication, commitment and professionalism shown by Council staff and the unwavering support of our generous volunteers.

The individual accomplishments of Council's various departments are detailed later in this annual report but several achievements were integral in placing our city in a strong position moving forward - and these we outline here.

As documented in the 2014/15 annual report, Council's sale of the St Martins aged care facility to Regis Aged Care

was successfully completed on 30 June 2015. The change of ownership to a specialist aged care provider was well accepted by the community - most importantly the residents themselves, along with their families and carers.

More broadly, funds generated from the sale allowed Council to retire all debts current at the time and continue implementing our Community Hubs Program. The latter is an ongoing program, initiated some 10 years ago, of building a series of community hubs across the city in the form of a balanced mix of community and sporting facilities, as well as major recreational ovals/parks. Funding of the hubs is provided through the sale of Council real estate assets that, for a variety of reasons, are no longer viable holdings. Our first hub was the Thebarton Community Centre on South Road, Torrensville - opened in 2013. There are now another three hubs in various stages of planning - Lockleys Oval, Camden Oval and Weigall Oval. Each has an estimated cost in the order of \$6 - 8 million and the funds from the St Martins sale will allow these projects to be delivered sooner.

As a debt-free Council, the City of West Torrens is well-placed to secure additional funds, when required, to undertake other activities that will benefit residents and local businesses. One such project, which is high on our agenda, is the Brown Hill Keswick Creek Stormwater Project - a collaboration between Adelaide, Burnside, Mitcham, Unley and West Torrens councils to develop and implement an effective Stormwater Management Plan (SMP) to improve the standard of flood protection for thousands of homes and businesses, as well as public facilities and transport infrastructure located across the catchment.

Brown Hill, Keswick, Glen Osmond and Parklands Creeks are major stormwater drainage watercourses running through metropolitan Adelaide. Combined they drain

a catchment area of 69 square kilometres extending from the Adelaide Hills in the east to Adelaide Airport in the west. The creeks have a history of flooding events and a low standard of flood protection, which exposes local homes and properties to serious flood risk.

Costed at around \$142 million, the Brown Hill Keswick Creek Stormwater Project has been in development for several years but significant progress was finally achieved in the past 12 months. The five catchment councils worked collaboratively to finalise the SMP, which has been submitted to the Stormwater Management Authority for approval.

The SMP details construction of a number of flood mitigation works across the catchment, as well as non-infrastructure measures to help reduce the impact of major flooding for more than 2,000 properties in a one in 100 year storm event. It also identifies important environmental and community benefits.

Once approval has been received, the next step will be to secure the funding required to implement the proposed mitigation works. In the past, the Federal Government has provided financial support to large-scale flood mitigation projects of this nature in other parts of Australia and it was always envisaged the total project cost would be evenly shared between the three tiers of government. To date, the five participating councils have agreed to their apportionments of the project cost, however the detail of the overall split between Local, State and Federal governments has not been finalised.

We are hopeful the outcome of the Federal Election on 2 July 2016 will bring stronger support for this critical project from the newly elected Federal Government and a funding commitment that appropriately acknowledges the long-term security it will deliver for tens of thousands of households and businesses across Adelaide. This is particularly relevant



to the protection of important and federally supported infrastructure - the North South corridor, the Adelaide Parklands Terminal at Keswick and the Adelaide Airport.

Finalisation of the SMP was achieved by the five catchment councils working together for a 'big picture' result and that collaborative spirit was evidenced elsewhere too.

In 2015/16, an economic development alliance (Western Alliance) was established between the Cities of West Torrens, Port Adelaide Enfield, Holdfast Bay and Charles Sturt. The Western Alliance prepared the 'Building Western Adelaide' document, identifying 15 major projects intended to drive investment in the western region over the next 10 to 15 years and subsequently increase employment. Additionally, the City of West Torrens was one of 17 councils to sign up to the Food Safety Rating Scheme 'Scores on Doors', with the program implemented in April 2016. This voluntary scheme aims to

increase consumer awareness of the food safety of local restaurants and cafes by inviting these businesses to undergo an inspection by Council's Environmental Health Officers who award star ratings reflective of the level of compliance.

A key achievement of the past year was finalisation of a new rates agreement with Adelaide Airport Limited. In August 2015, Council initiated discussions regarding rate equivalent payments with Adelaide Airport and a new agreement was finalised in March 2016. Since Adelaide Airport's privatisation in 1997, Council has developed a strong working relationship with the company and we acknowledge their cooperation in reaching this new arrangement, which provides surety for all parties for the next 10 years.

To mark the 30th anniversary of the South Australia/Shandong sister state relationship, in April 2016 the City of West Torrens took a delegation of 11 export-ready, locally-based small

to medium enterprises to Shandong province as part of the Department of State Development's 2016 China Business Mission. West Torrens was one of several local councils invited to participate and the final group - comprising some 300 representatives from State and Local governments, local businesses and other organisations - was the largest ever coordinated delegation from South Australia to visit China. West Torrens hosted one of the biggest individual council groups with manufacturing, tourism, minerals processing, wine, environment and waste water among the industries represented.

Led by Premier Jay Weatherill, the mission itinerary took in the cities of Jinan, Zibo, Linyi, Yantai and Qingdao - providing unique opportunities along the way for Council to foster key strategic relationships, promote city-wide opportunities for trade, investment and tourism and above all connect our local businesses with potential importers and investors.

Continued over



From the Mayor and Chief Executive Officer (cont)

From previous page

Outcomes from the visit will be monitored in the future, however Council's initial focus will centre on developing partnerships with our local business community to boost awareness of international opportunities, increase capabilities to access those opportunities and actively engage with China and link businesses with other relevant programs.

During the visit, it was announced that William Light R-12 School in Plympton had been selected to become South Australia's first Chinese bilingual public school. Following registrations of interest in November 2015, the school was ultimately chosen through a merit selection process.

The bilingual Mandarin program will commence at William Light R-12 at the start of the 2017 school year. It will initially be offered to Year 3 students, who will be taught half of the curriculum in Chinese and half in English. Students in Reception to Year 2 will have a daily lesson in Chinese to prepare them to enter the bilingual program and from 2017, all year level students at William Light R-12

School will have the opportunity to learn Mandarin Chinese as a second language.

Pioneering South Australia's first Chinese bilingual public school program is a huge coup for the West Torrens area and will help equip future generations to be globally competitive.

Community celebrations took many forms through the year but, in terms of scale, a highlight was definitely the expanded 2016 Summer Festival program which included the festival's inaugural 'Fork on the Road' - an event that attracted more than 4,000 people to the Thebarton Community Centre and Kings Reserve. Council's social media platforms were integral in promoting this and other community events and digital engagement levels increased significantly throughout the year.

While it's important to acknowledge the accomplishments of the past 12 months, the year ahead will bring its inevitable challenges and we know we must remain diligent and further strengthen Council's ability to meet them.

For our community, we will continue to provide the high level of service our ratepayers have come to expect and also seek out and develop sustainable opportunities for social and economic growth. Internally, we remain committed to maintaining a supportive and professional working environment for our staff and will continue to identify ways to operate as efficiently as possible.

By keeping these goals firmly in our focus, residents and businesses will continue to be attracted to West Torrens and we look forward to welcoming more new faces during the coming year.

John Trainer OAM, Mayor

Terry Buss, Chief Executive Officer



Mayor

John Trainer OAM

A handwritten signature in black ink, reading "John Trainer".



Chief Executive Officer

Terry Buss

A handwritten signature in black ink, reading "Terry Buss".

The City of West Torrens

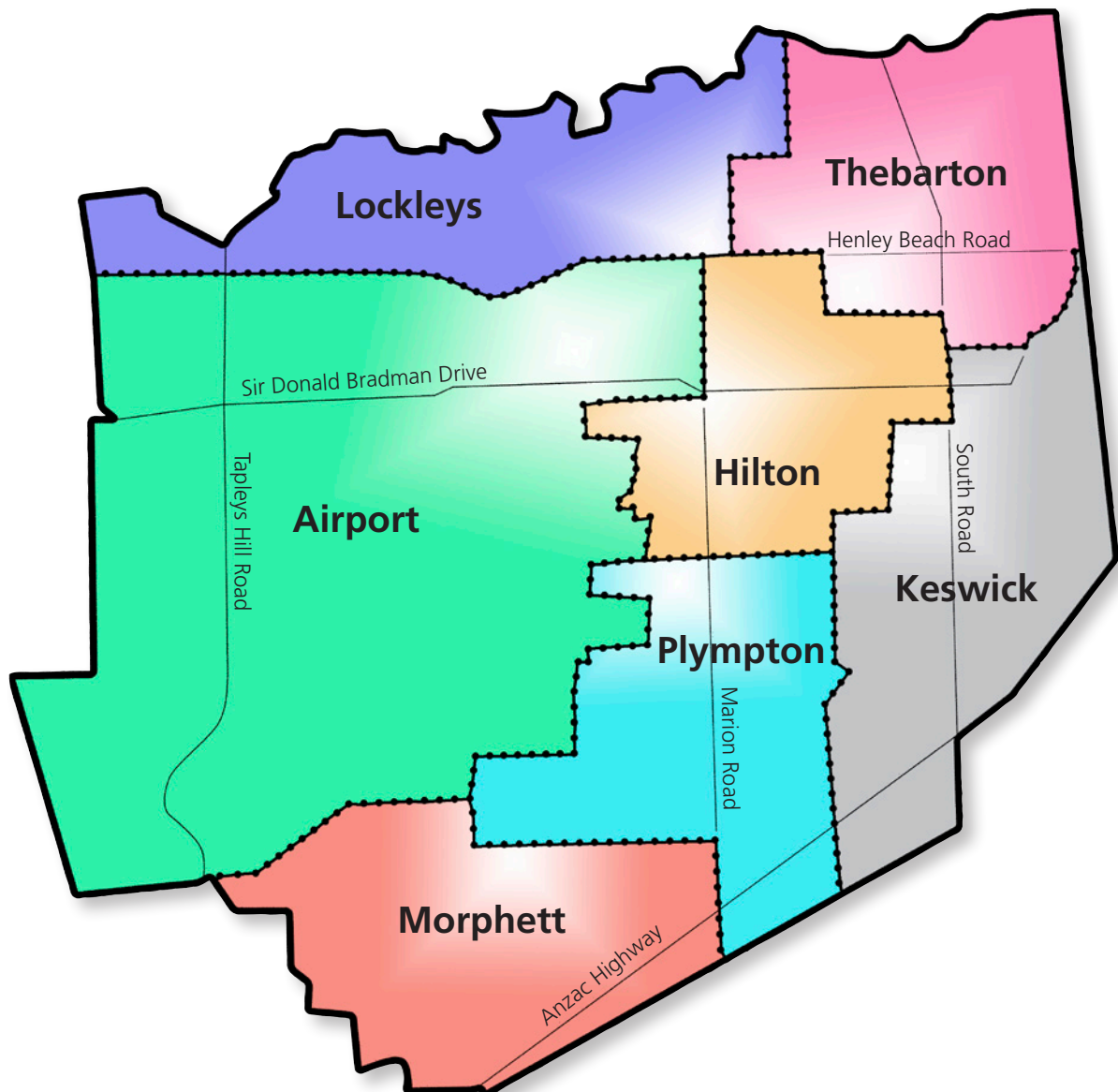
West Torrens is a hidden gem in the western suburbs as its location between the Adelaide Central Business District (CBD) and the seaside town of Glenelg make it a highly sought after area to live.

Geographically covering only 37 square kilometres, West Torrens offers its residents a good work life balance of employment opportunities and recreational pursuits. As such, those seeking an all-round lifestyle are drawn to the region.

With a population edging towards 60,000, the need for housing is always increasing and as such new residential developments are springing up at various locations each year.

Data released from the Australia Bureau of Statistics show that we are attracting higher proportions of people born in India and China than before and our residents are very willing to roll up their sleeves, with more than 16 per cent undertaking voluntary work to help our economy.

In recent years, West Torrens has become home to a number of large shopping precincts which attract visitors from further afield. Places such as Ikea, Harbour Town, the Brickworks Marketplace and the Mile End Homemaker Centre all help keep the local economy flourishing.



Elected Council members

The City of West Torrens' principal decision-making body is the Elected Council in session, with the Mayor and two councillors from each of the city's seven electoral wards voted onto Council for a four-year term of office. For the 2015/16 year, the Council comprised:

MAYOR

- Honourable John Trainer OAM

AIRPORT WARD

Suburbs included: Brooklyn Park (part), Fulham, Lockleys, West Beach, Airport, Glenelg North (part)

- Councillor Rosalie Haese
- Councillor Garth Palmer

HILTON WARD

Suburbs included: Brooklyn Park (part), Cowandilla, Hilton, Mile End (part), Richmond (part) Torrensville (part), West Richmond

- Councillor Cindy O'Rielley
- Councillor George Vlahos

KESWICK WARD

Suburbs included: Ashford, Glandore, Keswick, Keswick Terminal, Kurralta Park, Marleston (part), Mile End (part), Mile End South, North Plympton (part), Plympton (part) Richmond (part)

- Councillor Rishi Dua
- Councillor John Woodward

LOCKLEYS WARD

Suburbs included: Fulham (part), Lockleys (part), Torrensville (part) Underdale (part)

- Councillor Kym McKay
- Councillor Steven Rypp

MORPHETT WARD

Suburbs included: Camden Park, Glenelg North, Novar Gardens, Plympton (part)

- Councillor George Demetriou
- Councillor Megan Hill

PLYMPTON WARD

Suburbs included: Marleston (part), Netley, North Plympton (part), Plympton (part)

- Councillor Arthur Mangos
- Councillor Simon Tsiaparis

THEBARTON WARD

Suburbs included: Mile End (part), Thebarton, Torrensville (part), Underdale (part)

- Councillor Graham Nitschke
- Councillor Tony Polito



Elected Council operations

Meetings

During the past financial year, Council met to consider information, reports and recommendations from the administration, to set budgets and arrive at decisions on strategies and policies to benefit the community.

Regular Council meetings took place on the first and third Tuesday of each month, however only one meeting was held in December 2015 and January 2016. Meetings were held in the City of West Torrens Civic Centre, 165 Sir Donald Bradman Drive, Hilton.

Notices of meetings

Meeting schedules and agendas and minutes were available at meetings, on public display in the Civic Centre (165 Sir Donald Bradman Drive, Hilton), the Hamra Centre Library (1 Brooker Terrace, Hilton) as well as on Council's website. Members of the public could obtain copies for a fee or view the information free of charge from Council's website, westtorrens.sa.gov.au.

Decision-making framework – committees

Council committees are appointed in accordance with Section 41 of the Local Government Act 1999. In line with its 'Terms of Reference', the role of each committee is to consider reports and other information, such as the results of community consultation, and then make recommendations to Council. The recommendations are given effect only when adopted by Council. During 2015/16, the City of West Torrens had the following committees.

Urban Services Prescribed Standing Committee

Presiding member: Cr Tony Polito

Meetings: monthly

Considered and reported to Council on matters affecting the Urban Services Division, such as:

- development and review of relevant strategies
- issuing of leases
- licenses and permits
- traffic management
- maintenance and construction of new Council facilities.

Governance Prescribed Standing Committee

Presiding member: Cr Garth Palmer

Meetings: monthly

Considered and reported to Council on matters relating to Council's governance responsibilities including:

- the status of native title claims
- the impacts of State and Federal legislative change upon the Council and the organisational legislative compliance
- policy implications of external agency proposals on Council
- external agency investigations in accordance with policy
- procurement.

Finance and Regulatory Prescribed Standing Committee

Presiding member: Cr George Vlahos

Meetings: monthly

Considered and reported to Council on matters relating to the Corporate and Regulatory Division including:

- financial management including budget setting and review
- information technology resources and strategies
- environmental health matters
- waste management
- parking issues.

Strategy and Community Prescribed Standing Committee

Presiding member: Cr Cindy O'Rielly

Meetings: monthly

Considered and reported to Council on matters relating to the Business and Community Services Division including:

- State and Federal grants and subsidies
- Strategy and development proposals
- Promotion of community information
- promotion and development of Library Services.

Audit and Risk Prescribed General Committee

Presiding member: Cr Arthur Mangos

Meetings: bi-monthly (February, April, June, August and October)

Comprised two Elected Members and three independent representatives and met to evaluate and provide advice on ways to improve the effectiveness of Council's:

- financial management
- risk management
- internal and external audit
- internal controls.

The Committee also made recommendations on the annual budget and financial statements.

Civic Non-prescribed General Committee

Presiding member: Cr Steven Rypp

Meetings: bi-monthly (February, April, June, August and October)

Comprised seven Elected Members and met to discuss issues and make recommendations to Council on:

- events and functions
- grants, sponsorship and donations
- Council's civic responsibilities.

Elected Council operations (cont)

Corporate Planning, Policy and Performance Prescribed Committee

Presiding member: Cr John Woodward

Meetings: bi-monthly (March, May, July, September and November).

Comprised seven Elected Members and met to review and discuss issues and make recommendations to Council on:

- review Council's Community Plan and Strategic Issues
- review Council policies
- review the performance of Council.

Community Facilities Prescribed General Committee

Presiding member: Cr Kym McKay

Meetings: bi-monthly (March, May, July, September and November).

Comprised seven Elected Members and met to review and discuss issues and make recommendations to Council on the creation of a network of multi-purpose community facilities (hubs) and neighbourhood development centres. Made recommendations to Council on the various development options, regarding community facilities, including:

- operations
- management
- financial costs
- construction and layout of buildings.
- review the performance of Council.

Chief Executive Officer's Review Prescribed General Committee

Presiding member: Cr George Demetriou

Meetings: annually

Comprised six Elected Members and met to review and make recommendations to Council in relation to the performance of the Chief Executive Officer.

Other committees

Development Assessment Panel (DAP)

In addition to the committees established in accordance with Section 41 of the Local Government Act 1999, Council established its independent Development Assessment Panel in accordance with the Development Act 1993.

Presiding member:
Mr Michael Doherty

Meetings: monthly

Comprised three Elected Members and four independent members. Met to consider and make decisions on certain development applications submitted to Council. Decisions made by DAP are not subject to review by Council. Appeals against most DAP decisions can, however, be made to the Environment, Resources and Development Court.

Building Fire Safety Committee

Meetings: bi-annually.

Comprised two Council staff, a Metropolitan Fire Service (MFS) representative and a member of the public with relevant expertise in building fire safety. There is no Elected Member representation. This Committee operated pursuant to Section 71 of the Development Act 1993.



Council and standing committee meetings - attendance

Below details the attendances of Elected Members at Council and/or committee meetings:

Meetings from 1 July 2015 to 30 June 2016.

Type of meeting	Number
Council meeting	22
Urban Services Prescribed Standing Committee	12
Governance Prescribed Standing Committee	12
Finance and Regulatory Prescribed Standing Committee	12
Special Finance and Regulatory Prescribed Standing Committee	1
Strategy and Community Prescribed Standing Committee	12
Audit and Risk Prescribed General Committee	4
Corporate Planning, Policy and Performance Prescribed General Committee	4
Civic Non-Prescribed General Committee	4
Community Facilities Prescribed General Committee	5
Development Assessment Panel	12
Chief Executive Officer's Review Prescribed General Committee	0
Building and Fire Safety Committee	3



Elected Member attendance - Council and Standing Committee meetings

1 July 2015 to 30 June 2016.

Elected Member	Full Council	Special Council	Standing Committees	Special Finance and Regulatory Standing Committee	Total number of meetings	Leave of absence granted	Apology for meeting	Absent from meeting
Total number of meetings	22	0	48	1	71	N/A	N/A	N/A
Mayor J Trainer	19	0	40	1	60	0	11	0
Cr R Haese	21	0	46	1	68	0	3	0
Cr G Palmer	18	0	40	1	59	12	0	0
Cr C O'Rielley	20	0	42	1	63	0	8	0
Cr G Vlahos	21	0	46	1	68	0	3	0
Cr R Dua	15	0	32	1	48	0	23	0
Cr J Woodward	21	0	44	1	66	0	5	0
Cr K McKay	20	0	44	1	65	0	6	0
Cr S Rypp	21	0	46	1	68	0	3	0
Cr G Demetriou	16	0	34	1	51	6	14	0
Cr M Hill	20	0	42	1	63	0	8	0
Cr S Tsiaparis	20	0	44	1	65	0	6	0
Cr A Mangos	17	0	38	1	56	9	6	0
Cr T Polito	20	0	44	1	65	0	6	0
Cr G Nitschke	20	0	44	1	65	0	6	0

The above figures exclude the Development Assessment Panel and Prescribed General Committees as not all Elected Members were appointed to these committees.



Elected Member allowances

The register of Elected Member allowances and benefits was available for inspection upon request at the Civic Centre. Elected Member allowances were determined by the State's Remuneration Tribunal.

Allowances payable to members for the 2015/16 financial year were:

Position	Figure per annum (until 6 November 2015)	Figure per annum (from 7 November 2015)
Mayor	\$76,000	\$76,862
Councillors	\$19,000	\$19,216
Additional allowances		
Deputy Mayor	\$4,750	\$4,804
Chair of a committee	\$4,804	Chair Prescribed Committee - \$4,804 Chair Non-Prescribed Committee - \$203 sitting fee capped at \$1,218 per annum.*
Member of the Mendelson Foundation	\$4,750	\$4,804
Presiding Member of the Development Assessment Panel (DAP)	\$10,450	\$10,568
Member of the DAP	\$5,700	\$5,765
Independent Member of Audit and Risk Committee	\$4,750	\$759 sitting fee capped at \$4,804 per annum.
Mayor	1 representative	
Councillors	14 representatives	
Deputy Mayor	1 representative	
Mendelson Foundation	2 elected member representatives	
DAP	3 elected member representatives	
Audit and Risk	2 elected member representatives	

Note: When an Elected Member occupies one or more of the additional positions listed above (e.g. Deputy Mayor and Chair of a Committee) they receive only one additional allowance i.e. Councillor allowance of \$19,216 plus one additional allowance of \$4,804 = \$24,020 in total.

*As at 07/11/2015 the Remuneration Tribunal determination provided that Chairs of Prescribed Committees be paid an allowance of \$4,804 per annum and Chairs of Non-Prescribed Committees be paid a sitting fee of \$203, capped at \$1,218 per annum.

As well as an annual allowance, Elected Members received other benefits such as computer and telecommunications equipment to facilitate communication with electors, stakeholders and Council's administration as well as help them carry out their official duties. In addition, they were provided with training and attendance at conferences opportunities relevant to Council's roles and functions and to help increase their knowledge of subjects on which they were required to make strategic, policy and financial decisions.

The Mayor was also provided with a vehicle to undertake official duties, however was required to reimburse Council for any private use.

Elected Member training and development

Elected Members attended a variety of local, state and national seminars and conferences during the 2015/16 period including:

- Local Government Association Roads and Works Conference.
- Murray Darling Association 71st National Conference and Annual General Meeting.
- Australian Local Government Association National Local Roads and Transport Congress.
- Local Government Association Conference and Annual General Meeting.
- Australian Airport Association National Conference.
- Local Government Association Showcase and Ordinary General Meeting.
- Shandong Outbound Mission - China.
- Australian Mayoral Aviation Council Annual Conference.
- Australian Local Government Association National General Assembly.
- Mandatory Elected Member Training Sessions

Elector representation comparison

In accordance with Section 12 of the Local Government Act 1999, a council is required to conduct an Elector Representation Review at least once in every eight years. An Elector Representation Review commenced in October 2012 and was completed in November 2013. Ward boundary changes were adopted as part of the Elector Representation Review, which came into operation at the conclusion of the Local Government Elections in November 2014.

The following table shows a comparison of the elector representation quota for the City of West Torrens compared with similar sized councils in South Australia using the Australian Classification of Local Governments (ACLG) Urban Development Medium (UDM) category.

Council	Electors	Elected Members (including Mayor)	Representation quota
Burnside	31,827	13	2,448
Campbelltown	34,817	11	3,165
Holdfast Bay	27,327	13	2,102
Mitcham	47,689	14	3,408
Norwood, Payneham, St Peters	25,098	14	1,792
Unley	27,483	13	2,114
West Torrens	40,134	15	2,675

Source: Local Government Association of South Australia - July 2016



The process that councils are required to follow when undertaking an elector representation review is set out in section 12 of the Local Government Act 1999. Section 12 provides for minimum timeframes, the requirements for conducting a review and provides for members of the public to make submissions and comments throughout the review. Members of the public are invited to make written submissions when

the representation options paper is being prepared, when it is completed and again either personally or by a representative before Council. Section 28 of the Local Government Act 1999 also allows for eligible electors to initiate a proposal to alter the boundaries of a council area, or ward boundaries, or the composition of the council. This is a separate process from the automatic review provisions.

Review of internal decisions

Section 270 of the Local Government Act 1999 provides for the internal review of decisions of the Council, employees and other people acting on Council's behalf. During 2015/16, four (4) applications for review of a Council decision were submitted.

Description of matter	Date Received	Outcome of Review
Internal review request received regarding refusal of a rate remission application.	13 November 2015	Review completed and decision upheld.
Internal review request received regarding abatement of a barking dog.	22 January 2016	Review completed and decision upheld.
Internal review request received regarding abatement of a barking dog.	18 April 2016	Review completed and decision upheld.
Internal review request received regarding Native Plant Giveaway.	26 May 2016	Review completed and decision overturned by Council at its 21 June 2016 meeting.

In addition, for the period 16 April 2016 - 30 June 2016 there were 325 requests for parking expiation review received.

Confidential items

Section 90(2) of the Local Government Act 1999 (the Act) specifies that Council and Committee meetings are to be held in a public place. However, this principle is occasionally outweighed by the need to keep information or discussion confidential.

Section 90(3) of the Act details the types of matters which may be discussed in confidence. The relevant subsections that were applied to business items considered during 2015/16 are detailed here.

Council meetings

From 1 July 2015 to 30 June 2016, seven out of 540 items (1.3 per cent) of Council and Standing Committee business were dealt with and/or retained in confidence. Of the seven items retained in confidence, two were released and five remained in confidence as at 30 June 2016.

Confidential orders are reviewed by the Chief Executive Officer on a monthly basis and revoked if required. Any confidential order that exceeds twelve months or requires extension is reviewed by Council.

2015/16 items

One business item, tabled below, was considered under s90(3)(a) and retained in confidence under s91(7) of the Act on the basis that the information received, discussed or considered in relation to this agenda item is information the disclosure of which would reasonably be expected to breach a duty of confidence owed to the Chief Executive Officer and the unreasonable disclosure of information concerning the personal affairs of the Chief Executive Officer.

Meeting date	Item	Status
7 July 2015	Chief Executive Officer's Performance Review - 2015	Confidential

One business item, tabled below, was considered under s90(3)(a) and 90(3)(i) and retained in confidence under s91(7) on the basis that the information received, discussed or considered in relation to this agenda item is information, the disclosure of which involves the unreasonable disclosure of information involving personal affairs and litigation.

Meeting date	Item	Status
16 February 2016	Sale of Property for the Non Payment of Rates	Released - 5 April 2016

Two business items, tabled below, were considered under s90(3)(b)(i) and (ii) and retained in confidence under s 91(7) on the basis that the disclosure of information within the business items could reasonably be expected to confer a commercial advantage on a person with whom Council is conducting, or proposing to conduct business, or to prejudice the commercial position of the Council and consequently, the disclosure of this information would, on balance, be contrary to the public interest.

Meeting date	Item	Status
3 May 2016	Divestment Proposal - Brickworks Riverfront Land	Confidential
7 June 2016	Divestment Proposal Update - Brickworks Riverfront Land	Confidential

One business item, tabled below, was considered under s90(3)(d)(i) and (ii) and retained in confidence under s91(7) on the basis that the information received, discussed or considered in relation to this agenda item is 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 would, on balance, be contrary to the public interest.

Meeting date	Item	Status
1 March 2016	Request for Oval Naming Rights - South Australian Amateur Football League (SAAFL)	Released - 31 May 2016

One business item, tabled below, was considered under s90(3)(g) and retained in confidence under s91(7) on the basis that the information received, discussed or considered in relation to this agenda item are matters that must be considered in confidence in order to ensure that the Council does not breach any law, any duty of confidence, or other legal obligation or duty.

Meeting date	Item	Status
15 March 2016	Rates Agreement - Adelaide Airport	Confidential



One business item, tabled below, was considered under s90(3)(k) and retained in confidence under s91(7) on the basis that the information received, discussed or considered in relation to this agenda item is relating to tenders for the supply of goods, the provision of services or the carrying out of works.

Meeting date	Item	Status
4 August 2015	Brickworks Kiln Remediation	Confidential

Confidential Items from 2014/15 that were released in the 2015/16 financial year

Four items that were retained in confidence during the 2014/15 financial year were released in this financial year (2015/16) as tabled below.

Meeting date	Item	Status
2 September 2014	West Adelaide Football Club Indebtedness	Released 2 September 2015
6 January 2015	Divestment of a Council Asset (St Martins Aged Care Facility)	Released 23 November 2015
3 March 2015	Divestment of a Council Asset Proposal (St Martins Aged Care Facility)	Released 23 November 2015
19 May 2015	Acquisition of Land - Gray Street	Released 22 March 2016

Six items retained in confidence during the 2014/15 financial year were not released in this financial year (2015/16) and still remain in confidence as tabled below.

Meeting date	Item	Status
9 December 2014	Audit and Risk Prescribed Committee Structure	Confidential
9 December 2014	Development Assessment Panel - Establishment	Confidential
20 January 2015	Brickworks Riverfront Land - Expression of Interest	Confidential
3 March 2015	Brickworks Riverfront Land - Divestment Proposal	Confidential
21 April 2015	Brickworks Riverfront Land - Divestment Proposal	Confidential

Confidential Items from 2013/14 that were released in the 2015/16 financial year

Three items retained in confidence during the 2013/14 financial year were not released in this financial year (2015/16) and still remain in confidence as tabled below.

Meeting date	Item	Status
2 July 2013	Thebarton Theatre Complex - Upgrade Report	Confidential
3 September 2013	Update - Thebarton Theatre Fire Safety	Confidential
19 November 2013	Brickworks Markets - Retained Land	Confidential

Confidential items from 2012/13 that were released in the 2015/16 financial year

There are no items still retained in confidence from the 2012/13 financial year.

Confidential items from 2011/12 that were released in the 2015/16 financial year

There are no items still retained in confidence from the 2011/12 financial year.

Confidential items from 2010/11 that were released in 2015/16 financial year

Three items retained in confidence during the 2010/11 financial year were not released in this financial year (2015/16) and still remain in confidence as tabled below.

Meeting date	Item	Status
23 November 2010	Audit and Risk General Committee structure attachment	Confidential
23 November 2010	Development Assessment Panel - establishment attachment	Confidential
15 March 2011	Development Assessment Panel - replacement independent member	Confidential



Audit and Risk Prescribed General Committee

From 1 July 2015 to 30 June 2016, no items out of the 29 items of Committee business were dealt with in confidence.

Chief Executive Officer's Review Prescribed General Committee

One item that was retained in confidence during the 2014/15 financial year was released in this financial year (2015/16) as tabled below.

Meeting date	Item	Status
25 June 2015	Chief Executive Officer's Performance	Released 4 January 2016

This matter was considered in confidence under s90(3)(a) on the basis that the disclosure of information contained within the business item would reasonably be expected to breach a duty of confidence owed to the Chief Executive Officer and the unreasonable disclosure of information concerning the personal affairs of the Chief Executive Officer.

The item was retained in confidence in accordance with s91(7) and reviewed monthly in accordance with Section 91(9)(c) of the Local Government Act 1999.

There were no meetings of the Chief Executive Officer's Review Prescribed General Committee during the 2015/16 financial year.



Development Assessment Panel

Section 56A(12) of the Development Act 1993, specifies that Development Assessment Panel (DAP) meetings are held in a public place, but on occasions this principle is outweighed by the need to keep the information or discussion confidential. From 1 July 2015 to 30 June 2016, 18 of the 140 items (12.86 per cent) of DAP business were dealt with in confidence under sections 56A(12)(a)(vii) and (viii) in that the items could reasonably be expected to:

- be matters that must be considered in confidence in order to ensure that the council does not breach any law, order or direction of a court or tribunal constituted by law, any duty of confidence, or other legal obligation or duty
- contain legal advice.

Whistleblowers

The Whistleblowers Protection Act 1993 protects people who disclose information about serious wrong doing within the South Australian public sector, including local government.

The City of West Torrens does not tolerate improper conduct by its employees, officers or Elected Members, or the use of reprisals against those who disclose such conduct.

In 2015/16, Council received no valid public interest disclosures. The process for reporting and investigating can be found on Council's website – westtorrens.sa.gov.au.

Freedom of Information and Ombudsman

During 2015/16, Council processed 19 Freedom of Information (FOI) requests and two requests for internal review of an FOI determination and provided its Annual Return to State Records.

Information on the FOI process, application forms, fees and access to documents is available from Council's accredited FOI officers. If required, these officers will assist anyone seeking to amend Council records containing their personal affairs. More information on, and application forms for, the FOI process is available from Council, on the website westtorrens.sa.gov.au and on the State Records website, www.archives.sa.gov.au.

In accordance with Section 9 of the Freedom of Information Act 1991, Council must make available for public inspection an annual 'Information Statement' that provides an overview of its structure, functions and documents. This information is detailed in other sections of this annual report and can be viewed on Council's website, westtorrens.sa.gov.au.

Council responded to 53 new enquiries from the SA Ombudsman. No negative findings were made against Council.

National Competition Policy

Council has no significant business undertaking as defined under the Clause 7 Statement of the Competition Principles Agreement.

The Western Region Waste Management Authority, a joint venture with three other councils, was Council's sole operating subsidiary in 2015/2016. The Authority's annual report can be found later in this document.

Public consultation

Public consultation was undertaken during the year, with the findings reported to Council. Consultation topics included:

- Continued at call hard waste survey.
- 2016/17 proposed budget.
- Weigall Oval dogs off leash survey.
- Draft Code of Practice - Access to Meetings and Documents.
- Draft Policy - Asset Naming Policy.
- Traffic management plans for Torrensville, Underdale, Thebarton and Mile End.
- Revocation of the classification as Community Land - portion of Regis Marleston.



Management

The City of West Torrens' Administration is responsible for the day-to-day operations and affairs of the organisation. It provides advice to the Elected Council on strategies and policy direction, implements Elected Council decisions and ensures that Council and its employees comply with statutory obligations.

Managers and staff also carry out the regulatory and service roles of a local government body.

The Management team from 1 July 2015 - 13 November 2015 comprised the Chief Executive Officer, Deputy Chief Executive Officer, three General

Managers and nine Department Managers, operating under delegated authority according to their levels of training and responsibility.

On 13 November 2015 we farewelled our Deputy Chief Executive Officer and following a mini-restructure in Administration, the Deputy's portfolios were reallocated to existing General Managers. As part of this restructure a new department, Business and Community Services, was established which saw the bringing together of three business units - Business Services, Community Services and City Strategy.

Management staff are employed on five-year contracts, comprising a package of base salary plus allowances such as use of vehicle and provision of telecommunications equipment. The register of employee remuneration and benefits is available for inspection on request at the Civic Centre.

The following flow chart shows the Management structure of the City of West Torrens as at the end of the financial year for 2016.



Terry Buss



Angelo Catinari



Pauline Koritsa



Bill Ross

Management structure

as at 30 June 2016



Strategic Management

Formulating and implementing core activities meeting the vision of the City of West Torrens is our Strategic Management focus.

Continuous planning, evolution, review and evaluation helps to ensure our Council meets its objectives, while at the same time using resources efficiently.

An essential component of all local government councils, strategic management plans are a requirement under the Local Government Act

1999, which stipulates these plans to ensure the long-term management of local areas.

The City of West Torrens actively works to initiate, develop and deliver these plans to help us provide quality amenities and services to our community. Additionally, these plans offer us insight and understanding of those areas in need of improvement and expansion.

Our overarching blueprint for the city's future is articulated in the 'Towards

2025 Community Plan' - a strategic management initiative that focuses our vision and is based on six key priorities.

Outlined below, these priorities revolve around our environment, lifestyle, development and financial sustainability.

Community Life



- A community that embraces diversity
- Healthy and learning communities
- An engaged community

Natural Environment



- Development that encompasses environmental sustainability.
- Reduction of our ecological footprint
- Enhanced natural environment

Built Environment



- A well designed built environment
- An attractive and functional open space network
- Effective stormwater infrastructure
- An interconnected transport system

City Prosperity



- A thriving business environment
- A vibrant city
- Sustainable population growth

Financial Sustainability



- Sustainable financial management
- Proactive asset management

Organisational Strength



- Strong partnerships and working relationships
- Leading governance and administration practices

Strategic Management (cont)

Other key strategic management plans complement and support the Towards 2025 Community Plan including:

- The 10-year Financial Management Plan
- Asset Management Plans
- Strategic Directions Report.

Collectively, these plans provide the platform to focus our short-term allocation of resources in delivering our vision. They help us package and adopt an annual service delivery plan for each department within Council.

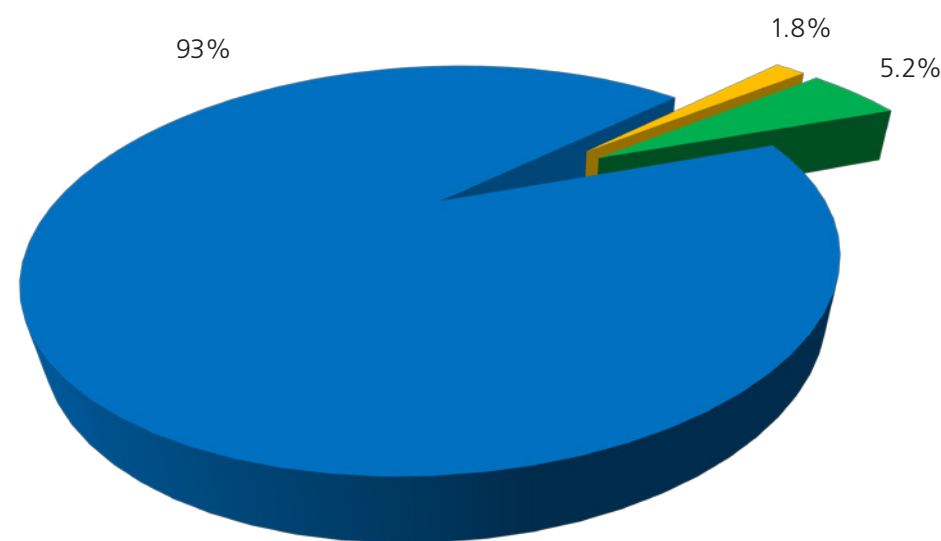
Service plans identify and detail projects the Council is focusing on and confirm their position within the overall 'Towards 2025 Community Plan'. They help the Council to deliver long-term priorities.




Additional to the array of departmental service plans, the Council prepares an Annual Business Plan and Budget to define priorities and allocate financial resources to ensure activities are delivered according to the long-term vision. The accompanying pie chart provides

a visual snapshot of our overall performance throughout 20015/16 against the Towards 2025 Community Plan.

Copies of all plans and quarterly reports can be viewed on our website, westtorrens.sa.gov.au

Overall performance of the City of West Torrens



-  On track - at least 90 per cent of action target achieved.
-  Monitor - between 70 - 90 per cent of action target achieved.
-  Off track - less than 70 per cent of action target achieved.

City Development

The primary responsibility of the City Development department is to assess development applications and ensure they comply with the Development Act 1993. Development applications can include anything from establishing new business precincts or multi-residential developments to house renovations and extensions.

The number of development applications received in 2015/16 increased by five per cent over the previous financial year, with the average monthly applications being 134.

On 1 January 2016, City Development began paperless assessment of land division development applications, with the aim to commence paperless assessment of built form applications in the 2016/17 financial year.

West Torrens saw progress on a number of major developments in the past year which will benefit the city:

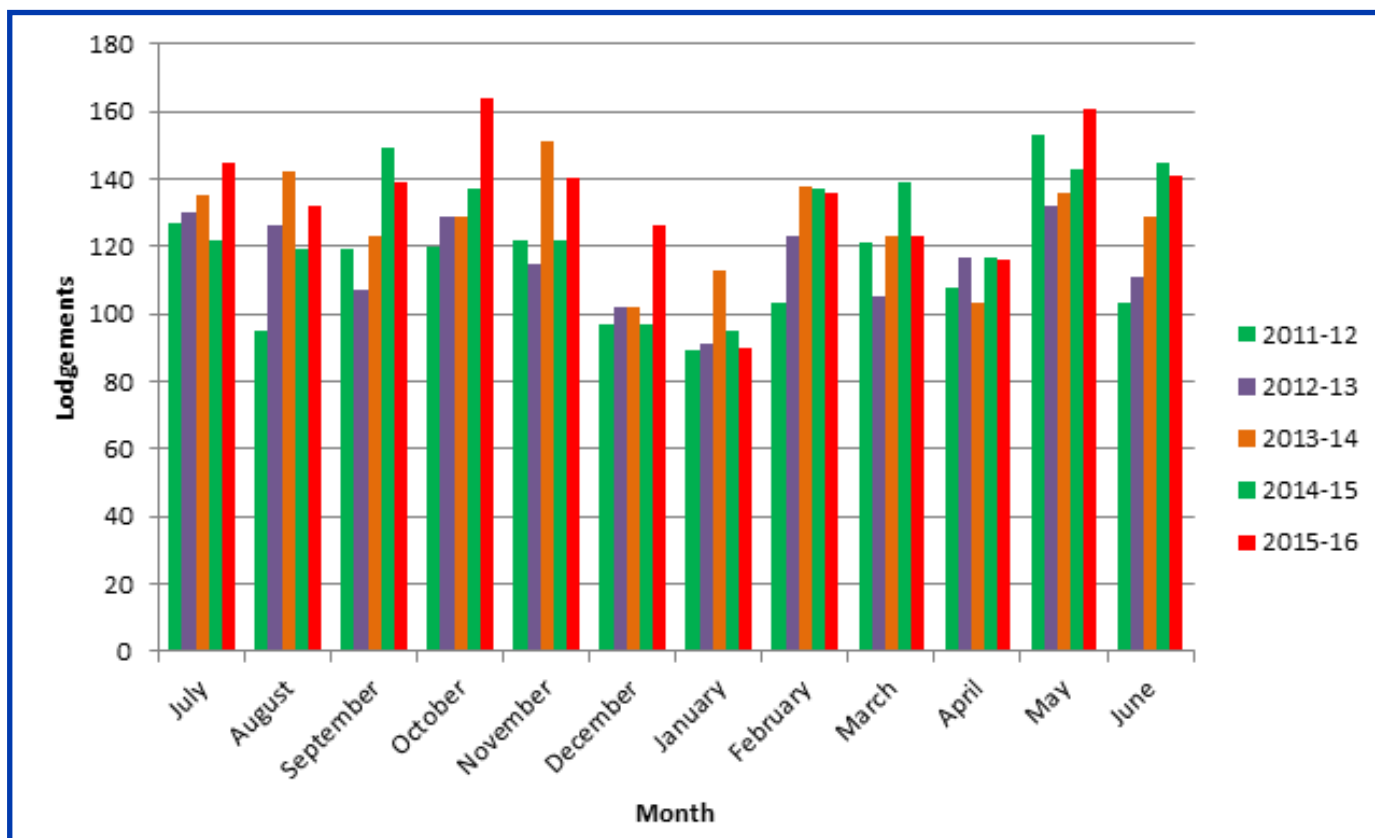
- Building continues on a 153-bed Nursing Home at Cowandilla, worth around \$30 million in construction costs.
- Assessment is underway for a 240 dwelling affordable housing development in Richmond, worth around \$60 million in construction costs.

Table 1 - estimated cost of approved developments

Commercial Cost					
July 15	\$3,770,000	November 15	\$1,220,000	March 16	\$1,373,500
August 15	\$2,277,305	December 15	\$7,519,000	April 16	\$90,000
September 15	\$3,343,000	January 16	\$298,500	May 16	\$2,203,615
October 15	\$3,713,800	February 16	\$535,000	June 16	\$3,031,000

Residential Cost					
July 15	\$11,672,211	November 15	\$11,486,821	March 16	\$7,712,782
August 15	\$10,525,442	December 15	\$14,073,255	April 16	\$78,524,610
September 15	\$31,728,490	January 16	\$6,470,105	May 16	\$30,147,465
October 15	\$6,512,027	February 16	\$21,115,803	June 16	\$14,761,128

Figure 1 - comparative application lodgement numbers



Development Assessment Panel

Key contributors to increased water consumption include the fact that:

There are two ways decisions on developments are made. The first is by staff under delegation from Council and the second is by Council's Development Assessment Panel (DAP). The latter is called into play when developments are not necessarily straight forward, or may need to be considered by an entity separate from Council. Each development application is assessed on an individual basis and, if required, may be referred to Council's DAP. This can include development applications such as large-scale developments, multi-dwelling developments or ones which do not satisfactorily meet Council's Development Plan.

This past year saw 127 development applications - or 7.9 per cent of all Development Plan Consent

applications - presented to the DAP for a decision. The City of West Torrens DAP consisted of three Elected Members and four members independent of Council. The panel met 12 times through the year and the members' attendance record was as follows:

- Michael Doherty (Presiding Member) - 11 meetings, one apology.
- Jane Strange - 11 meetings, one apology.
- Colleen Dunn - 11 meetings, one apology.
- Wayne Stokes - 11 meetings, one apology.
- Cr Kym McKay - 8 meetings, four apologies.
- Cr Graham Nitschke - 11 meetings, one apology.
- Cr Tony Polito - 11 meetings, one apology.

Compliance

During 2015/16, 200 illegal and/or non-compliant development issues were reported, representing a 12 per cent increase on 2014/15. Of these, 126 remain ongoing matters. Also during the past year, 31 enforcement notices were issued (pursuant to Section 69 & 84 - Enforcement Notices - of the Development Act) of which 11 were referred to the Environment, Resources and Development Court.

City Development also undertakes building inspections of developments under construction to ensure they are being built in accordance with approved plans. 635 building inspections were conducted during the last 12 months, an increase of four per cent on the previous year (see graph next page).

Liquor license applications

While decisions regarding liquor licensing are made by the Office of the Liquor and Gambling Commission, Council is given the opportunity to comment before licences are issued around areas of concern such as approved land use, suitability of the proposal and details of any complaints that may have been received that relate to the proposal. Council commented on 54 proposals during the 2015/16 year, a 10 per cent increase on the previous financial year.

Section 12 requests

Section 12 requests are made available upon request when sales of property occur. These statements are provided in accordance with the Real Estate Act and include information such as property zoning and use of land. During the past year, Council issued 1,665 Section 12 statements, a five per cent reduction on the 2014/15 financial year.

Value adding to our service

City Development has a strong commitment to continuous improvement and is always seeking ways to provide a better service to customers. 2015/16 saw an average assessment time for development applications of 6.5 weeks per application. Staff continued to provide telephone, front counter and written advice to customers upon request and enquiry numbers via these means remained constant.

On 26 March 2015, a new system for online ordering of Rates Certificates and Section 12 requests went live. The take-up by conveyancers was strong and during the 2015/16 year, 50 per cent of all requests were lodged through the online portal.

The commencement of online tracking of development applications in January 2010 enables customers to check the progress of their applications via the internet with real time updates provided. In the past year, additional information was made available to customers and the number of people accessing the system increased. Applications viewable online have also been gradually added and date back to 2001.

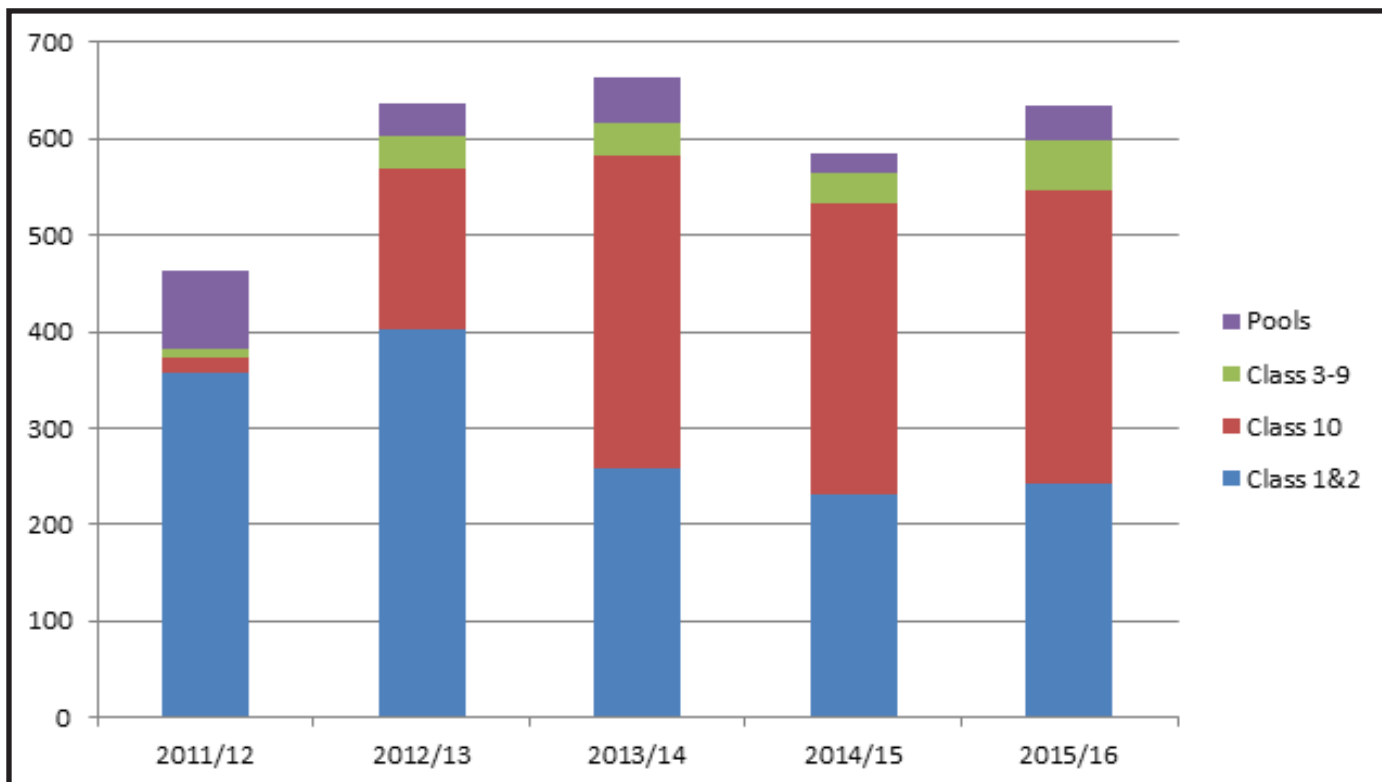


Figure 2 - online applications tracking

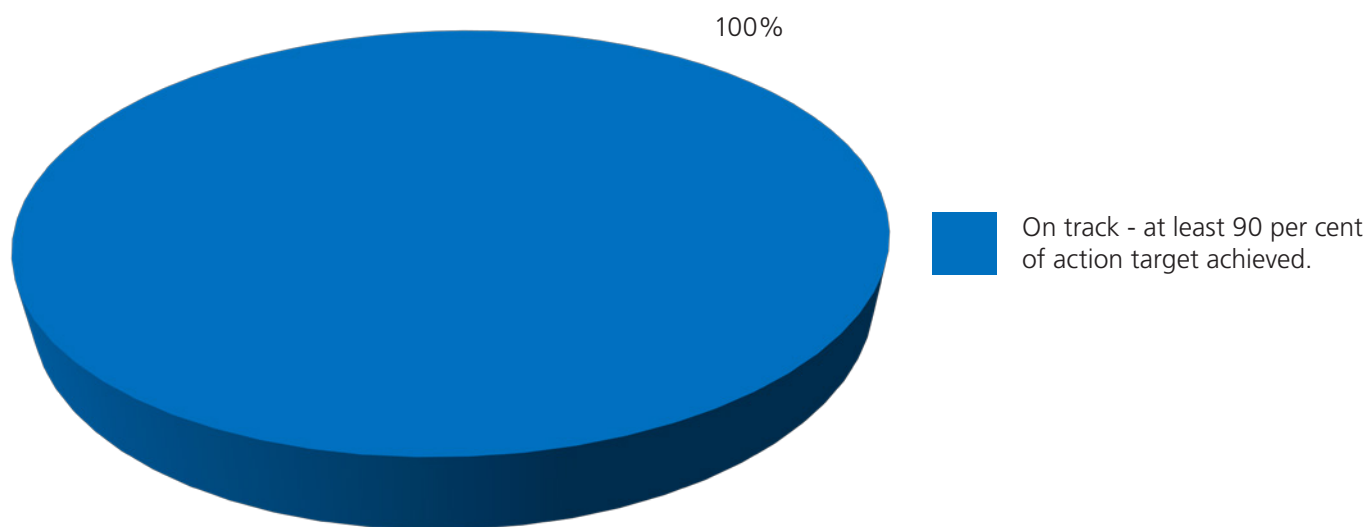
Development Application On-line Enquiries							
Year	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Visits	2,941	4,333	3,994	6,458	5,212	6,499	9,712

The coming year

City Development's efforts during the next 12 months will be focused on the following activities:

- Ensuring planning applications continue to be handled within legislated time frames.
- Continuing to provide advice and support to customers.
- Continuing to streamline internal processes to enhance efficiency.
- Continuing to update and add to the information available via the internet so customers can obtain further information from their own home or office.
- Enabling electronic lodgement of development applications.

Overall performance of City Development



City Works

The primary responsibility of the City Works department is to maintain and improve the city's infrastructure, amenities and property assets. Employees and contractors operating within City Works deliver a variety of civil and capital works jobs, provide services in the areas of horticulture and arboriculture, along with cleansing services including street sweeping and roadside litter collection. City Works also maintain and upgrade Council-owned buildings.

Civil Works and Services

The Civil Works and Services team maintain and construct the majority of Council's infrastructure and amenities. These works generally include road and footpath maintenance, graffiti removal, line marking, signage, reserve furniture and bus shelter maintenance.

During the past year the team undertook a number of larger projects, including:

- Resealing and reconstructing various roads throughout the city.
- Replacing road kerb and water tables.
- Upgrading and replacing footpaths around the city.
- Resealing various sections of the walkway along River Torrens Linear Park and the Westside Bikeway.
- Installing new and replacing existing pedestrian LED lighting along the River Torrens Linear Park pathway in Lockleys and Fulham. This program will continue into 2016/17, with replacement of lighting along the Linear Park pathway in Lockleys and Fulham.
- Upgrading and replacing minor drainage infrastructure throughout the city.
- Building new playgrounds at:
 - College Grove Reserve, Brooklyn Park
 - Cummins Reserve, Novar Gardens
 - Falcon Reserve, Mile End
 - Graham Crescent Reserve, Novar Gardens
 - Halsey Avenue Reserve, Fulham
 - Jubilee Park Reserve, Glandore
 - Lockleys Oval (South), Lockleys
 - Mountbatten Grove, West Beach
 - Parkin Reserve, North Plympton
 - St Andrews Crescent Reserve, Novar Gardens.

In addition, minor maintenance was undertaken on more than 7,000 square metres of concrete, paving, bitumen footpaths and driveways, with 500 metres of minor concrete kerbing also maintained. The Civil Works and Services team removed more than 3,800 square metres of graffiti and also upgraded and maintained playgrounds, lighting and furniture in parks and reserves.



City Works

Horticultural Services

The Horticultural Services team is chiefly responsible for landscaping the city's parks, gardens and reserves, caring for its trees and plants and maintaining ovals and irrigation. Works include tree assessment and planting, upgrading of reserves and irrigation, maintenance and control of pests and weeds.

During the past year, a variety of projects were undertaken, including:

- Developing reserves and open space areas to reduce water usage.
- Improving irrigation management of the following reserves and parks to reduce water usage:
 - o Brecon Court Reserve, Lockleys - including an upgrade to the reserve
 - o Coast Watchers Reserve, Ashburn Avenue, Fulham - including an upgrade to the eastern side of the Linear Park
 - o Cummins Reserve, Novar Gardens
 - o Halsey Avenue Reserve, Fulham
 - o Helenslea Avenue Reserve, Brooklyn Park - including an upgrade to the reserve

- o Mulga Street Reserve, Brooklyn Park - including an upgrade to the reserve
- o Myer Ave Reserve, Plympton
- o River Torrens Linear Park, Sheriff Street/Chatswood Grove, Underdale
- o Westside Bikeway, Marleston/ Plympton (near Birdwood Terrace).

- Pruning and maintaining 6,000 trees.
- Completing the upgrade of the reserve on the former site of Thebarton Neighbourhood House. Improvements included irrigation, a new playground, shelter and barbecue.
- Ongoing establishment of new rain gardens in selected streetscapes.
- Facilitating more than 4,000 biodiversity plantings on the River Torrens Linear Park through community planting days.

As part of Council's 2015 greening program, more than 900 street and reserve trees were also planted.

Fleet, Cleansing and Support

The Fleet, Cleansing and Support team helps keep Council running smoothly by maintaining all fleet vehicles, ordering necessary stock and plant and providing cleansing services for residents such as street sweeping and cleaning underground stormwater infrastructure.

During the past year, the team collected more than 70 tonnes of general street rubbish and swept more than 14,000 kilometres of road. An average of 100 tonnes of general leaf litter was collected each month.

The Fleet Services team also maintained more than 400 items of plant and equipment, ranging from light and heavy motor vehicles to earthmoving equipment and power tools.



The coming year

In conjunction with other Council departments, City Works will continue to provide services to residents by maintaining and upgrading roads, reserves, public facilities, buildings and infrastructure.

Key to this will be the delivery of the 2016/17 capital works program, which includes road reconstruction and resealing, upgrading footpaths and irrigation to reserves, as well as ongoing investigation into the expansion and installation of the recycled water pipeline to selected reserves. Other projects will include the continuing upgrade of the existing pedestrian lighting along the River Torrens trail and the Westside Bikeway.

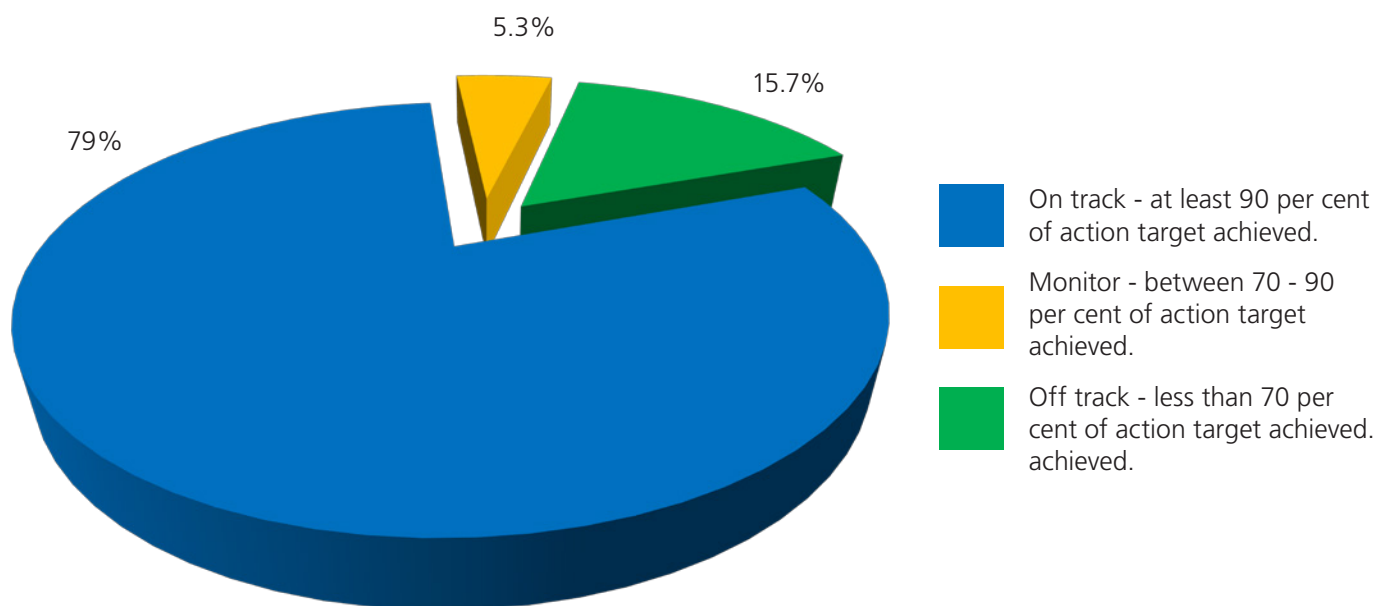
The building projects for 2016/17 include the annual building compliance programs and building improvements to Camden Hall, Reedbeds Community Centre, Thebarton Community Centre, Star Theatre Complex and Richmond Oval.

The playground upgrades for the coming financial year include the following reserves:

- Joe Wells Reserve, Netley
- Lyon Street Reserve, Brooklyn Park
- Kings Reserve, Torrensville.

Improvements will include shade structures for various playgrounds and installation of gym equipment.

Overall performance of City Works



City Assets

City Assets manages the portfolios of Traffic and Parking Services, Asset Management, Technical Services, Property Services and the delivery of Capital Projects.

Its core responsibilities are traffic and parking analysis, property management, design and construction, infrastructure planning and management of stormwater including flood mitigation. It also provides engineering services and develops asset management plans and strategies to achieve long term sustainability of the city's building and infrastructure assets, valuing a total replacement cost of \$642 million. Additionally, it liaises with external stakeholders, including the State and Federal governments, on larger projects impacting the wider community.

Major projects

Brooker Terrace (Stage 3), Hilton

The 2015/16 year saw the completion of the upgrade of Brooker Terrace Stage 3, between Jenkins Street and Sir Donald Bradman Drive. Brooker Terrace forms a key major collector route in the City of West Torrens. To the north, the route connects via Bagot Avenue to Henley Beach Road and to the south, it continues via Grove Avenue, Daly Street and Beckman Street to the City of Marion - connecting with Cross Road. Brooker Terrace carries more than 10,000 vehicles per day and the high peak hour traffic flows reflect the route's importance for commuting functions within and beyond the area.

At a cost of \$300,000, this project achieved the upgrade of the road pavement to a suitable standard for current use and in anticipation of the increasing traffic that would result from a number of major changes to the area, including the State Government's 30-Year Plan for Greater Adelaide (with higher density living along arterial corridors) and Council's Housing Diversity Strategy.

Holland Street, Thebarton Road upgrade

At a cost of \$1.4 million, the upgrade of Holland Street at Thebarton began in the 2015/16 year. This upgrade will affect the area between the River Torrens and Anderson Street. Holland Street, Thebarton forms a key gateway from Phillips Street to the newly reopened Sir William Goodman Bridge and is identified as a bicycle route on the Adelaide Bikedirect network. An objective in the Thebarton Technology Hub Master Plan Report (2013) was the development of Holland Street as a Greenway which, along with the reopening of the Sir William Goodman Bridge, will provide the Thebarton precinct with a significant north-south pedestrian and cycle link and reconnect the precinct with the River Torrens Linear Park trail and Entertainment Centre precinct.

The design for Holland Street included the following improvements to the streetscape:

- An off-street bikeway to be located on the east side verge, separated from traffic lanes by tree pits and a parking lane. Pedestrian access would be incorporated within the west side verge, while still providing 6.2m wide vehicle carriageway.
- A 'Meeting Place' at Holland Street, consisting of a shared plaza between Winwood Street and the Torrens River. This short length of Holland Street will see the replacing of traditional vehicle roadway with a predominately pedestrian plaza suitable for community gathering, small community events and food trucks.

Asset Management

In continuing to meet Council's corporate aspirations of sustainable financial management and proactive asset management, City Assets further assessed the renewal, rehabilitation, upgrade and maintenance requirements of the city's assets based on service levels, service standards,

performance and consumption. The information acquired will be used to reinform ongoing capital and maintenance funding requirements and the financial planning process (long term financial plan, project and capital works)

In 2015/16, City Assets began the development of a Fleet and Plant Asset Management System. Apart from ensuring value for money is achieved from procurement and operational performance, actively managing Council's plant and vehicle fleet is essential to delivering efficient works and services.

City Assets also completed a condition audit of Council's masonry walls, at a cost of approximately \$20,000.

Roads and footpaths

More than \$9 million was spent on transport-related capital works in 2015/16, with the program derived from works identified within Council's Road and Footpath Asset Management Plans, which are annually reviewed and incorporate customer requests. Of this total, \$7 million was spent on resealing road surfaces, replacing kerbs and gutters and reconstructing roads.

The past financial year also saw several large projects get underway or be completed. One key program saw around \$3.8 million expended on road reconstructions of Thelma Avenue, Fulham; Brooker Terrace, Hilton; Holland Street, Thebarton; Tennyson Street, Kurralta Park and Norma Street, Mile End. Works included new road pavements, kerbs, gutters, street lighting, stormwater and footpaths. In line with the State Government's Stormwater Strategy - The Future to Stormwater Management and Council's own aspirations for environmentally sustainable development, Council engineers strove to deliver projects that optimised the environmental outcomes for urban waterways and coastal environments. To that end, the Tennyson Street, Kurralta Park



reconstruction project also saw environmental improvement measures with innovative bio-infiltration beds installed.

During the year, Council spent around \$800,000 renewing and constructing footpaths across the West Torrens area with key upgrades on Tapleys Hill Road, Fulham; King Street, Mile End and Stonehouse Avenue, Plympton. Major works were also undertaken as part of the city-wide footpath remediation program that addresses footway defect areas along major arterial roads and provides greater pedestrian safety.

Stormwater

In 2015/16, the upgrade of the existing major trunk underground stormwater drainage along Rutland Ave, Lockleys was completed, while work began on a \$1.2 million upgrade of the trunk underground stormwater drainage along May Terrace, Lockleys. These works represent the first two stages in the upgrade of much of the stormwater drainage in the Lockleys area to address historical localised flooding, ponding issues and protect from recently modelled flood risks. These works will also see local drainage within the street improved and Council is looking to utilise more environmentally sustainable measures, including rain garden technology, which collects and harvests stormwater.

Other stormwater projects undertaken in 2015/16 included the construction of an underground stormwater pipe in Ashley and West Street, Torrensville - at a cost of approximately \$350,000.

Traffic Services

Transport Strategy

During the year, City Assets continued to implement recommendations from the Transport and Bicycle Strategy to achieve its goals of providing an interconnected transport system.

The Local Area Traffic Management (LATM) study in the Underdale, Torrensville and Thebarton area bounded by Henley Beach Road,

Holbrooks Road, Port Road, James Congdon Drive and the River Torrens was completed and work began on installing traffic control solutions.

Council also began a LATM study for the Novar Gardens and Camden Park areas.

LATM is concerned with the planning and management of the usage of road space within local traffic areas and involves the use of physical devices, streetscaping treatments and other measures (including regulations and other non-physical measures) to influence vehicle operation, in order to create safer and more pleasant streets in local areas.

In continuing to improve Council's bicycle network, construction began on a \$110,000 shared path bridge over Brown Hill Creek at the junction of Watson and Bear Avenue, Netley. This was identified in a planning study for the Adelaide Airport ring route. Work also began on creation of a shared path along Torrens Linear Park, adjacent Frontage Road.

Minor traffic management works were undertaken at identified locations including pavement bar layouts, pedestrian kerb ramps, stop and give way signage with associated line marking.

Construction of a roundabout at the intersection of George Street and Dew Street, Thebarton also commenced.

Road Safety Group

The City of West Torrens Road Safety Group works in conjunction with Council and external stakeholders such as SA Police, the Department for Transport, Energy and Infrastructure and the community to promote road safety and awareness and respond to the road safety concerns of the local community and road users. The group's key activity in the past year was the continuation of the '50km' bin stickers program and a recruitment drive for new members.

Property Services

Property Services manage Council-owned buildings and leases.

The City of West Torrens owns more than 120 buildings including sporting, community, recreational and commercial operated facilities.

A variety of projects were undertaken during the past year, including:

- Continuing the upgrade of existing facilities at Thebarton Theatre, to ensure compliance.
- Upgrading existing toilets and heating facilities at the Reedbeds Community Centre, Fulham.
- Building works to the former ticket box and gate at Thebarton Oval, to improve access to the facility.
- Developing a detailed 10 year forward maintenance plan for the Star Theatre Complex, with Stage 1 works to commence in 2016/17.
- Minor building works to the following facilities:
 - o Clubrooms at Golflands Reserve, Glenelg North
 - o Magicians Clubrooms at the former air raid shelter at Kings Reserve, Torrensville
 - o Cummins House, Novar Gardens.
- Commencing the Weigall Oval Stage 1 redevelopment comprising a reserve upgrade, new tennis courts and car parking - at a cost of \$1 million.
- Commencing the Camden Oval redevelopment - at a cost of \$5 million.
- Commencing Stage 1 of the Lockleys Oval/Apex Park redevelopment comprising a new facility for the horse dressage arena and a new Girl Guides and Scouts Club building - at a cost of \$2.5 million.

The coming year

In terms of major projects in 2016/17, Stage 1 of the West Thebarton Road/Phillips Street upgrade will be undertaken, between South Road and Stirling Street, Thebarton. At a cost of \$2.5 million, this project seeks to upgrade the road pavement to a suitable standard for the current use and in anticipation of the increasing traffic that would result from a number of major changes to the area, including the State Government's 30-Year Plan for Adelaide, major State Government road initiatives such as the South Road upgrade (North-South Corridor Project) and establishment of the Thebarton Technology Hub. The project will look at providing improved pedestrian facilities, upgrading the road pavement for freight access, providing improved facilities for cyclists and bus passengers and the general amenity of the road reserve.

In the area of asset management, in accordance with Section 122 of the Local Government Act 1999 which provides that, at a minimum, there must be 'a comprehensive review' of Strategic Management Plans within two years of council elections, the City of West Torrens will commence a review of its Infrastructure and Asset Management Plans for Stormwater,

Buildings, Roads and Footpaths. A condition audit of Council's footpath assets will also be undertaken in the coming year, at cost of approximately \$60,000.

2016/17 will see the road reconstruction of West Thebarton Road, Thebarton at a cost of \$2.5 million and the reconstruction of May Terrace, Brooklyn Park and Mortimer Street, Kurralt Park. Council will also complete the undergrounding of electrical power lines on West Thebarton Road and Phillips Street, Thebarton at a cost of \$1.2 million.

Other road works totalling \$1.6 million will comprise:

- \$670,000 for public lighting installation and upgrades, including completion of lighting along the Anna Meares Pathway and new lighting at Coast Watchers Reserve, Fulham.
- \$200,000 for the on-going installation and upgrade of public bus shelters at identified sites.
- \$505,000 for minor traffic management work at identified locations including pavement bar layouts, pedestrian kerb ramps, stop and give way signage with associated line marking, the

construction of a roundabout at the intersection of Ashley Street and Hardys Road, Underdale and the continuation of the Torrensville/Thebarton Local Area Traffic Management Plan.

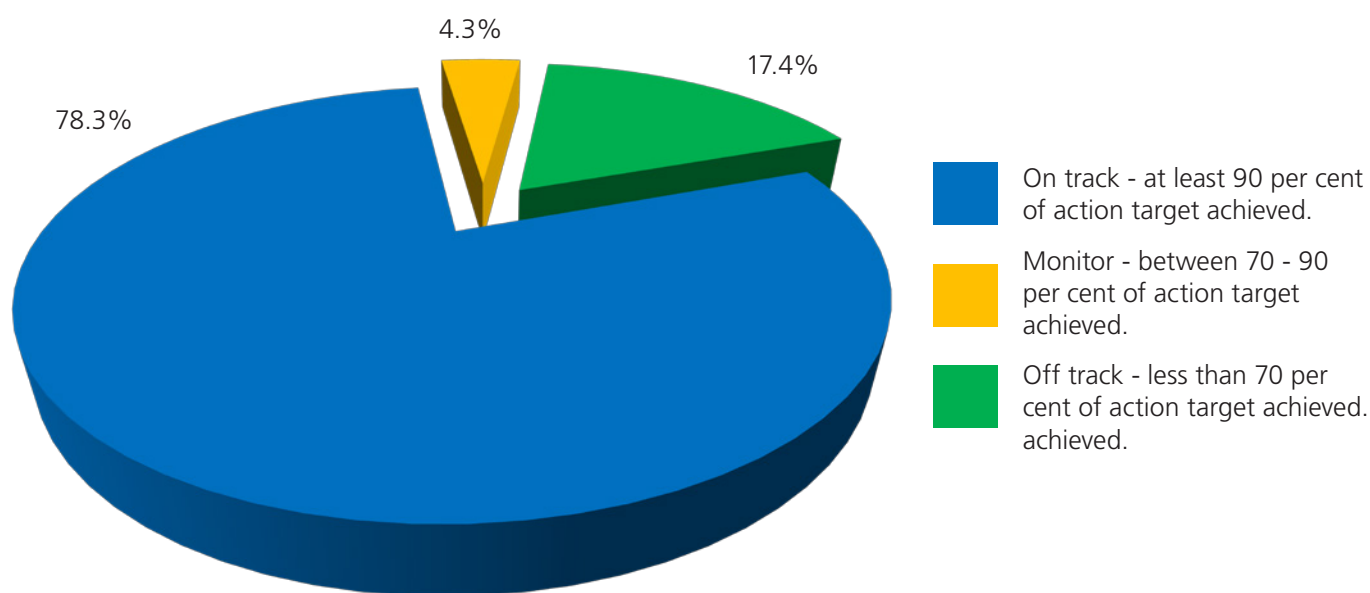
During the coming year, works will continue on improving the performance of the Lockleys Catchment Drainage Systems and completing the City Wide Stormwater Catchment Plan.

Regarding traffic services, around \$400,000 will be spent on traffic management including installing a Wombat Crossing in Jenkins Street, Cowandilla to service the Cowandilla Primary School.

City Assets will also stage a Mock Crash event at Thebarton Oval for some 500 students from high schools within and around the Council's municipality. The ultimate aim of this educational event is to save lives of young drivers by:

- Highlighting the potential impacts of a serious motor vehicle crash, on vehicles and the human body.
- Showing how a momentary lapse of concentration of common sense can change a person's life.
- Positively influencing the way young drivers think about driving or being a passenger in a vehicle.

Overall performance of the City Assets



Community Services

The Community Services department at the City of West Torrens encompasses Community Development, Library Services and Home Support. The combined teams experienced another full and active 12 months during the year in review, further fostering relationships with residents by providing a range of activities, services and events that encouraged inclusion and participation.

Children and Youth teams

Almost 150 school holiday and after-school activities, as well as special events, were offered to children and youth during 2015/16, including:

- Thirteen 'Little Day Out' or 'Little Day In' events across the city that highlighted the public parks, community facilities and recreation opportunities.
- A music program, in collaboration with the EMU Tree music school, which saw 12 young people aged 14 to 18 record their own songs using real instruments, vocals and music software. The program culminated in the production of an album and a live performance to participant's families.
- A swimming and water safety program at the Thebarton Aquatic Centre for 20 young people aged between 10 and 14 from a migrant and refugee backgrounds. In collaboration with Surf Life Saving SA, a beach safety day was also run for young people from a migrant and refugee background aged between 12 and 18.
- A Youth Expo at the Titanium Arena that showcased services for young people in the western region. This was a collaborative initiative with the Cities of Charles Sturt and Port Adelaide Enfield, The Multicultural Communities Council of SA and Uniting Care Wesley Port Adelaide.

- A skate, BMX and scooter competition at West Beach Skate Park for ages five and up, in collaboration with Adelaide Shores, YMCA and City of Holdfast Bay.
- A Christmas party and introduction to the library for indigenous families of Torrensville Primary School students.

IMPACT

The IMPACT youth group continued to contribute to the design and implementation of the school holiday and after-school activities. The Youth team also supported five Summer Festival events by assisting with planning and set-up, as well as providing the giant games used in 'Little Day Out' events.

Community gardens

Complementing the well-utilised Plympton Community Garden, the Clifford Street Community Garden provided 19 additional raised beds during 2015/16, with 26 gardeners actively contributing.

More than 200 enthusiastic residents also attended busy bees and information sessions throughout the year on topics including pruning, water sensitive urban design principles and winter gardening.

Volunteers

Council's invaluable team of 167 volunteers collectively delivered some 10,227 hours during 2015/16.

Their efforts were recognised and celebrated at an afternoon tea event for all volunteers from the local area and a lunch for West Torrens volunteers specifically. To attract more volunteers, Council held three Volunteer Expos and hosted a stall at the Youth Expo to advertise roles for people under the age of 18.

A range of courses for volunteers - including 10 full-day and one half day Child Safe Environment courses, three

First Aid training courses, two Mental Health First Aid courses, two Manual Handling courses and two JP Training courses - helped keep volunteers from both Council and the local area, suitably skilled.

Transport

Transport volunteers continued to utilise the small fleet to capacity and provided 2,972 hours of service. Their efforts allowed 12,699 passengers to access shops, doctors, banks, hairdressers, sporting and recreational outlets.

Social and community inclusion

Community Development again played a vital role in social inclusion across the City of West Torrens by:

- Progressing the draft Disability Action and Inclusion Plan to its final stages, including a round of internal stakeholder consultations.
- Maintaining and managing the West Torrens disability network and meeting with stakeholders regarding access and inclusion within the city.
- Working with Regulatory Services to resolve issues in supported residential facilities.
- Working with Orana disability services and the South Australian Electoral Commission on a pilot civic education project for people with disability.
- Being an active participant in the Local Government Access and Inclusion Network.
- Responding to the needs of all customers with a disability and/or disadvantage when required, including within children and youth and aged care programs.
- Supporting the West Torrens Knitters, Orange Tree Quilters, the Drumming Circle and other outreach groups working with or for socially isolated people.

Gallery exhibitions

Council's Auditorium Gallery was in high demand during 2015/16 with 17 exhibitions filling the arts calendar. Highlights included:

- Adelaide Fringe Exhibition - Small Boxes.
- SALA Exhibition - Underground.
- Brian North's debut exhibition - Poz+.
- Phyllis Griffin Memorial Exhibition showcasing the work of this accomplished local printmaker.

Community groups such as the Mental Illness Fellowship, The Outsiders Festival and Western Workers with Wood were once again accommodated. Two educational outreach opportunities were also given to local schools through the History Month Conscription Exhibition and the SA Photographic Federation Exhibition, with Cowandilla and Tennyson Woods Primary Schools and Underdale High attending.

Cultural events

Strong relationships were forged with local Chinese groups during the year, with resources and promotional materials translated into Modern Chinese. A Saturday luncheon for new arrivals from China attracted more than 60 people and resulted in the establishment of a regular Chinese Outreach language program.

Other events

Supporting events throughout the year included celebrations of Harmony Day, Refugee Week, the Every Generation Festival, Christmas, Chinese New Year and commemoration of the ANZACs.

Community centres

As a venue for hire, the Thebarton Community Centre was in demand for weddings, large birthday gatherings, family parties and cultural gatherings. Approximately 1,800 bookings were recorded for the year.

Aged care

Aged care saw a significant change during 2015/16 with the introduction of the National Aged Care Reforms. Council services transitioned from the locally provided Home and Community Care (HACC) Scheme to the amalgamated continuous service model of 'Myagedcare' - Commonwealth Home Support Program.

Through the new program, 1,118 eligible residents received cleaning and domestic assistance, \$30,000 in home maintenance and modification services was delivered and a further 2,656 community meals were provided.

West Torrens OPAL

In collaboration with OPAL, Community Services' Children and Youth teams presented outdoor activities and nature play opportunities through the 'Little Day Out' (LDO) program and local agencies. Features like junkyard play and the imagination playground encouraged children and their families to use their creative play skills. The LDO program proved popular, with 200 - 300 attendees at each event.

Although State Government funding for the OPAL program at West Torrens ended on 30 June 2016, the LDO events will continue to be delivered during school holidays in 2016/17 by the Children and Youth teams.

The City of West Torrens was a finalist in the Minister for Health - Excellence in Public Health Awards (4 - 8 April 2016) for its nomination of LDO for delivery of community development and public health.

Summer Festival

The ever-popular Summer Festival was held in the West Torrens Memorial Gardens every Saturday evening between 9 - 30 January 2016 with fun, food, music and movies under the stars. These events attracted 3,500 people.

The expansion of the Summer Festival program into February included a 'big extravaganza' that showcased the city and was most memorable. More than 4,000 people flocked to the Thebarton Community Centre and Kings Reserve to participate in the 'Fork on the Road' event, with 30-plus food trucks, live music, activities for the children and a large classic car display.

The Festival finale was a smaller collaborative fundraising event held at the Thebarton Community Centre on 11 February with the Australian Refugee Association. This event saw the Mike Stewart Big Band and their 17-piece jazz ensemble perform to a packed house.

Library Service - RFID

During the year the Library Service installed new Radio Frequency Identification (RFID). The upgrade included providing new security gates and self-loan stations for customers and new equipment for staff. The main benefit of RFID for library users is the ability to borrow or return several items at a time. Library staff were on hand to show customers how to use the new machines and the overall response from people of all ages was positive.

Mobile Library

Council's Mobile Library Service vehicle was upgraded in 2015/16 to a newer model with a pop out pod. A lot of behind the scenes work was undertaken to ensure the truck was mechanically sound and the interior was completely refitted. The vinyl wrap on the outside of the truck features young library members among the bookshelves and makes the vehicle easily identifiable in the community.

Customer Satisfaction Survey

In response to feedback from the Customer Satisfaction Survey undertaken in March 2015, a number of changes were made to signage and the presentation of collections to make the library more user-friendly.

Food for Fines

This annual event began in 2009 and community reaction remains positive. In 2015/16 customers again welcomed the chance to clear overdue library fines by contributing non-perishable food items in lieu of cash during the Festive season. As in past years, some customers donated food in support of the program even though they didn't owe any money. The food collected was distributed via hampers to local identified families.

Employer awards

The Hamra Centre Library was officially recognised for its 'exceptional commitment' to the inclusion of people with disability in the workplace, receiving an award in the

2015 Employer Awards - Personnel Employment, a division of Barkuma. For almost 10 years the library has annually welcomed and supported a new person in the position of Library Support Officer. This opportunity has enabled the person to gain skills, build confidence, contribute to the workplace and increase their employability skills.

Library programs

The library offered a wide range of programs to promote literacy, encourage reading, promote social inclusion, provide access to technology and equip customers with the skills needed in an increasingly digital world. All programs were well received by the community with attendance numbers continuing to increase to the point where most events now 'sell out' well in advance.

The coming year

Further service improvements will be rolled out at the Hamra Centre Library in 2016/17 with the facility set to become the first public library in South Australia to have an automated sorter installed.

The library's next Customer Satisfaction Survey will also be conducted in March 2017.

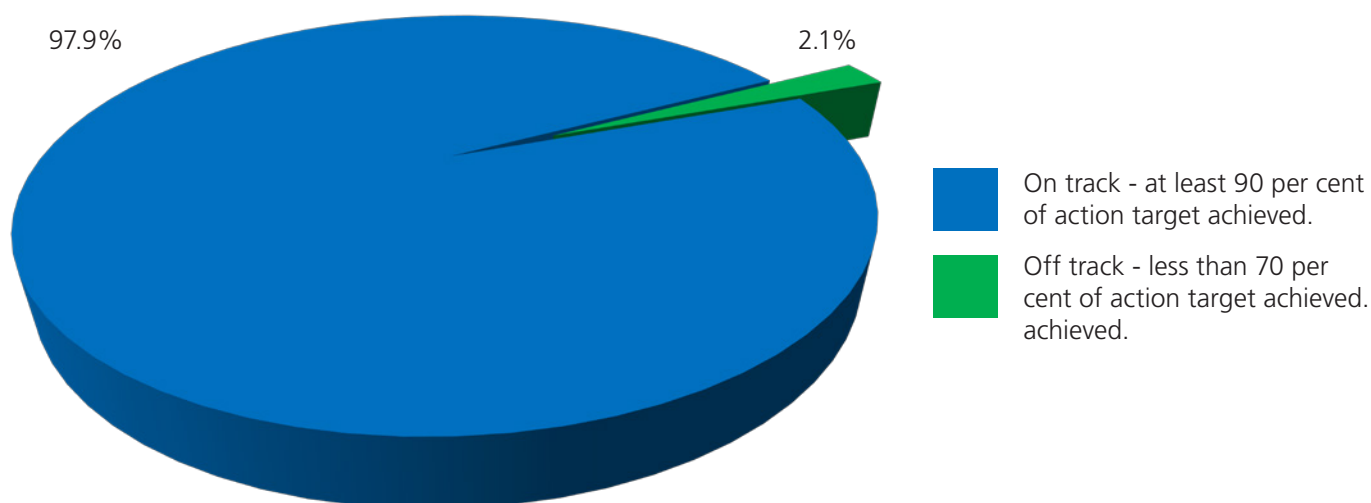
The Council's grant process will undergo a review including eligibility, criteria and monetary allocation.

To celebrate the Every Generation Festival in October 2016 we will organise a special 'Centenarian Celebration' in honour of those who are 100 years or older and either live or have worked in West Torrens.

Some upgrades will be made to Thebarton Community Centre.

The Commonwealth Home Support Programme (CHSP) audit for our Commonwealth aged care funding will occur in November.

Overall performance of Community Services



Business Services

Good public sector governance is primarily concerned with sound decisions being made by the right people. Business Services support and advise the organisation and Council to achieve its objectives and legislative compliance by ensuring governance arrangements are used effectively to contribute to the organisation's overall performance.

Business Services is responsible for Governance, Risk Management, Procurement, Internal Audit and Media and Events within Council. It fosters a culture that values ethical behaviour, openness, integrity and respect.

Governance

During the year the Governance team provided support, advice and frameworks for staff and Elected Members to undertake their duties.

Governance achieved a number of outcomes including:

- Managing public registers.
- Coordinating Freedom of Information applications.
- Coordinating and managing primary and ordinary returns.
- Managing authorisations and delegations including the introduction of new delegations management software to increase quality and process efficiency.
- Reviewing and updating policies in collaboration with other departments across Council and drafting new policies where required.
- Providing advice and workshops on matters concerning legislative amendments.
- Providing support to Council and Council Committees.

Procurement

Council spends a large proportion of its budget each year on goods, services and works. As such, it is important to ensure that good purchasing practices are in place as these help provide transparency in

Council's operations and improve value for money and reduce expenditure.

Procurement processes are built on the key principles of probity, transparency and that suppliers are treated fairly and ethically. Procurement policies highlight the value of a competitive procurement process and promote the purchasing of high quality, appropriately priced local goods and services.

During the year the procurement roadmap continued to deliver significant improvements in acquisition and contractor management. A comprehensive staff intranet portal delivers a single entry point for all procurement and contractor management requirements in an interactive and easy to use format. Council acquired VendorPanel as its preferred procurement platform for quotations and tenders.

Procurement achieved a number of outcomes including:

- Delivering procurement/contractor management training.
- Implementing electronic tendering software VendorPanel.
- Assisting stakeholders to procure goods, works, services and/or professional services.
- Developing contracts for high value/high risk construction/works based on the relevant Australian Standard Contracts.

Media and Events

Media and Events staff provide promotion and event assistance to Council and help keep local residents abreast of projects that are being undertaken and services that are available to the community.

Staff advise and support various areas of Council around publicity, education and event organisation and help departments design and deliver community engagement activities.

Media and Events staff worked with the Community Development team to expand its annual Summer Festival program in 2016. As part

of this we staged our first ever 'Fork on the Road' event at Kings Reserve in February 2016 and an estimated 4,000 people attended this celebration. We worked with numerous external organisations to make this a success and as a result plans are already in hand for a 2017 event.

Our staff also contributed to the successful delivery of the Council's Australia Day Awards, citizenship ceremonies, Mendelson Scholarship ceremony, networking events and the Hilton RSL sub-branch's ANZAC Day Dawn Service.

These events, and many others, were reported in Council's seasonal magazine 'Talking Points', which was produced and delivered to households on time and within budget. Talking Points covered off on many issues including community engagement, financial reporting, community projects and upcoming plans.

In 2014/15 we introduced social media to our communication methods and our follower numbers have been steadily increasing in the past year. Throughout the past financial year our two Facebook pages (City of West Torrens and Hamra Centre Library) saw an average audience growth of 71.6 per cent. The story was similar with our two Twitter accounts which saw an average growth of 51.3 per cent.

Internal Audit and Risk Management

Internal Audit is designed to help the organisation achieve its objectives by providing independent assurance on the effectiveness of risk management, internal control and governance processes.

Internal Audit and Risk Management achieved a number of outcomes including:

- Embedding a risk culture through risk inductions, workshops and training.
- Continuing to develop a business continuity plan.



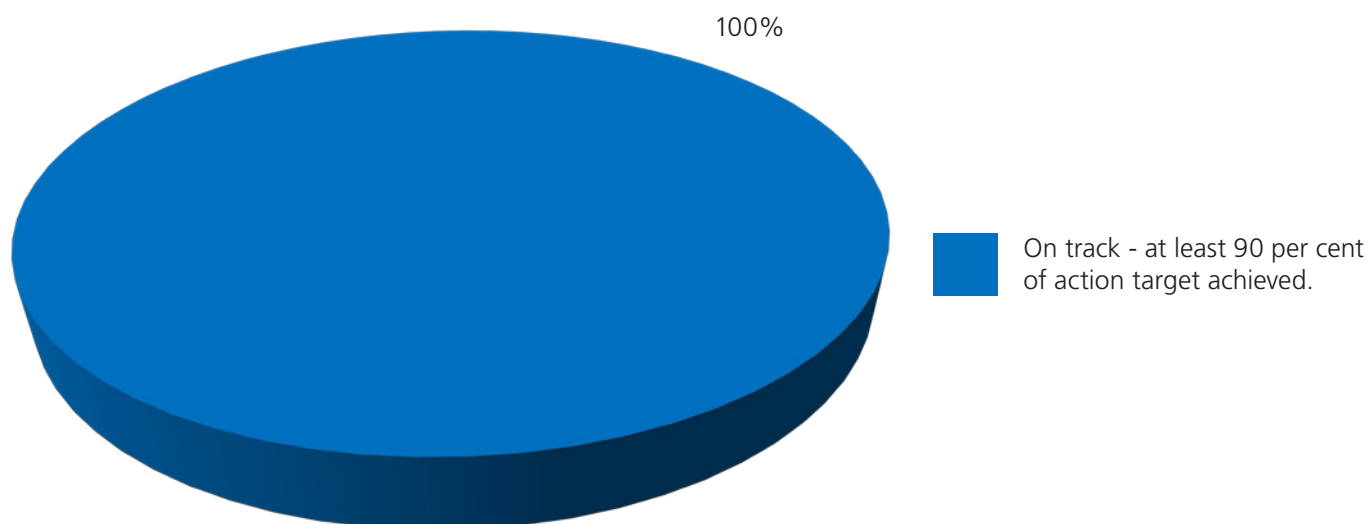
- Identifying, reviewing and updating strategic and operational risks.
- Undertaking internal and legislative audits.
- Providing support to the Audit and Risk Committee.
- Administering the Internal Audit Plan.
- Delivering the annual Risk Management Plan.
- Administration of the 2016/17 Internal Audit Program, including the provision of a range of assurance, compliance, legislative, facilitative or continuous audits.
- Testing and revision of the Business Continuity Plan.
- Administration of the 2016/17 Annual Risk Management Plan and Council's Emergency Management Plan.
- Provision of timely and high quality advice to all stakeholders to ensure sound decisions are being made by the right people.

The coming year

The key priorities for 2016/17 for Business Services will include:

- Identification of cost saving/efficiency improvements through the further establishment of preferred supplier and panel arrangements.
- The creation and/or improvement of contracts, templates and documents which assist procurers to easily and transparently procure goods, works or services.
- Review of our seasonal newsletter Talking Points.
- Establishment of a Community Engagement Strategy.
- Purchase and fit out of a promotional communications vehicle which can be used by staff at events and community engagement projects.

Overall performance of Business Services



City Strategy

City Strategy staff work across all divisions of Council providing advice and support to help achieve the outcomes identified within the Strategic Management Plans. The department provides wide-ranging services to other staff members and management, as well as the local community, in the areas of community, economic, environmental, land use and corporate planning.

Public Health Plan

Implementation of the West Torrens Public Health Plan continued during the 2015/16 year and included active participation in South Australia's inaugural Public Health Week.

Working with other Council departments, City Strategy coordinated the first Public Health Week display in the foyer of the Hamra Centre Library during April 2016. The display was staffed daily, with free fruit and vegetables offered to the many residents and library visitors who stopped by. Over the course of Public Health Week, an estimated 50 - 60 interactions occurred at the display each day, with an average of 30 surveys completed in every two hour session.

A different example of how Council contributes to public health was highlighted each day, enabling staff to engage with community members on a range of topics including:

- Public Health in the 21st Century.
- Opportunities for Healthy Living.
- Preparing for Climate Change.
- Healthier Communities and Neighbourhoods.
- Improving Public Health.

Community Land Management Plans

The City of West Torrens currently has 11 Community Land Management Plans (CLMPs), adopted by Council in 2004. Over time, Council's portfolio of community land has changed, largely through revocation or disposal. Some policies, plans and legislation affecting community land have also altered over the past decade, including the development or update of a number of Council's own corporate plans.

In response to these changes, a desktop review of all CLMPs was undertaken by City Strategy officers in 2015/16 to ensure they were up to date and consistent with the property register. The review included updating Certificates of Title, parcel lot and address details, names/references, ownership and any encumbrances.

This work will be followed in 2016/17 by a review of management objectives, management issues, performance targets and performance measures.

Disability Access and Inclusion Plan

Council recognises that people with disability are an integral part of the fabric of our community and it is important to plan for opportunities to facilitate a shift from segregated to integrated service delivery, mainstream diversity and move beyond minimum compliance.

Following extensive consultation with community and disability groups, City Strategy supported Community Development staff to begin preparation on Council's first draft Disability Access and Inclusion Plan. This plan aims to:

- Align the obligations of the City of West Torrens under the Commonwealth Disability Discrimination Act and the United Nations Convention of the Rights of Persons with Disabilities, with Council's internal planning framework.
- Improve access to services and assets that contribute to a quality of life for residents, visitors and employees of the City of West Torrens.
- Build capacity for active citizenship in partnership with key agencies and service providers within the city.



- Lead attitudinal change in the community through role modelling and advocacy.
- Recognise areas in which Council is successful in supporting access and inclusion.
- Investigate and commit to 'beyond minimum compliance' actions.

The draft Disability Access and Inclusion Plan will be made available for public consultation in 2016/17.

Adelaide Park Lands Strategy Review

During the year, City Strategy staff advocated for the City of West Torrens community by participating in the Adelaide Park Lands Management Strategy Steering Committee. The department also contributed to the future of the Adelaide Park Lands by preparing Council's responses to the 'Shape the Park Lands' public consultation program and resulting draft strategy.

Feedback focussed on the three plans most directly affecting the City of West Torrens: the Bonython Park Precinct, West Park Lands Precinct and South West Park Lands Precinct Plans - as well as two major projects proposed through the draft strategy, being:

- 'Newmarket Urban Park' which will create a high quality formal park focused along the West Terrace and Glover Avenue interfaces, providing an irrigated landscape and amenity to appeal to residents, students and workers from the city's west - along with the broader public. It is also planned to integrate this part of the park with an improved community sporting hub in the west.
- 'People's Park of the West' which will be a large multi-use park with facilities and attractions to encourage community recreation and organised sport, with an ongoing program of large to small events.

Natural Environment

Water Smart Suburbs Project

As part of its road reconstruction and stormwater drainage annual capital works program, Council installed a number of Water Sensitive Urban Design (WSUD) features in streetscapes to assist with improving stormwater quality and amenity of local roads across the city.

The Water Smart Suburbs Project was developed to inform and engage the community on Council projects that deliver ecological and infrastructure benefits in their local area. The project received \$20,000 funding from the Environment Protection Authority Coast to Coast Program and City Strategy led its delivery in collaboration with City Assets, Media and Events, Community Development and City Works.

In 2015/16, community members and students from William Light R-12 School took part in a series of community art workshops, implemented by Council with the assistance of arts worker Gerry McMahon. The project produced a public artwork which was installed at the Gardner Street rain garden in Plympton.

Monitoring our water use and quality

The City of West Torrens' Annual Water Consumption Report tracks water use across Council's operations and benchmarks water consumption. The 2014/15 Water Consumption Report was produced by City Strategy during the year in review and included an assessment of stormwater water quality tested at selected sites across the city.

In 2014/15, an overall increase was recorded in consumption of all water types compared to the previous year. This was influenced by increased use in Council buildings, increased irrigation to sustain enhanced turf visual standards and lower than average rainfall for 2014/15.

The increased water consumption included an alternative supply of an additional 12 megalitres of Glenelg to Adelaide Recycled Water Pipeline water for turf management.

Council increased its network of water quality treatment devices across the city in 2014/15 by just over 83,000 square metres (0.22 per cent) of the Council area.

AdaptWest

The Western Adelaide Region Climate Change Adaptation Plan project, AdaptWest, is being jointly implemented by the Cities of West Torrens, Port Adelaide Enfield and Charles Sturt. The project seeks to create a coordinated and collaborative plan to reduce the vulnerability of the region's communities, environment and infrastructure to the effects of climate change.

The final stage of AdaptWest was implemented in 2015/16. Along with completion of an Integrated Vulnerability Assessment - which included a number of consultations with Elected Members, community groups, residents, regional experts and other stakeholders - a draft regional Action Plan was developed.

Climate Change Corporate Plan

In 2015/16, City Strategy began development of a Climate Change Corporate Plan for the City of West Torrens. The aim of the plan is to set mitigation and adaptation strategies to build the adaptive capacity of the community and sustainability of the city's operations. It also seeks to convert regional level adaptation strategies from the Western Region Adaptation Strategy into more localised opportunities for action.

Community programs

A number of community programs, events and activities were implemented during the year, to raise awareness of the local environment. These included:

- A Native Plant Giveaway in June 2016, in which 5,000 locally indigenous seedlings were offered to residents to promote sustainable gardens in the western suburbs. 3,600 were provided to property owners and tenants, with the remainder distributed to local schools.
- A community planting event along the River Torrens at Lockleys to mark National Tree Day, which saw 103 volunteers help plant 4,500 native seedlings.
- Distribution of almost \$9,000 in environment grants to five organisations for a variety of environmental projects across West Torrens.
- Rebates of between \$100 and \$400 to residents across Council's three rainwater rebate initiatives. A total of \$3,377 was provided in rebates in 2015/16, representing an increase in the total rebate value but a slight decrease in the number of applicants.
- A World Water Day presentation at Plympton Community Centre focusing on 'DIY' water collection, treatment and reuse - which was attended by about 40 people. Models of a planter box rain garden and wicking bed planter box garden were built to demonstrate how roof runoff could be collected, cleaned and then transferred for sub surface plant watering. The presentation showed how easy it can be for residents to make one of these systems and receive a Council rebate.

BioBlitz at Breakout Creek

Hundreds of budding citizen scientists converged at the West Torrens Baseball Club on 18 June 2016, with the venue serving as 'basecamp' for the first City of West Torrens BioBlitz at Breakout Creek Wetlands. Held in conjunction with the University of

South Australia, the inaugural event attracted 700 registrations for the various activities on offer, with around 350 people participating on the day.

A BioBlitz involves a team of scientists and naturalists working with the public to discover and record plants and animals across a particular site. Activities throughout the day included bird and frog searches, nature art and fungi identification. Bat tracking, spotlighting for nocturnal mammals and indigenous astronomy took place in evening.

Built Environment

Housing Diversity DPA

The City of West Torrens' Housing Diversity Development Plan Amendment (DPA) Part 2 was gazetted by the Minister for Planning in June 2015. This complex and far-reaching body of work was undertaken over a number of years with the aim of broadening the range of housing options available within the city. It was required to meet the State Government's population targets for the western region - as stipulated in the 30-Year Plan for Greater Adelaide - by allowing for increased urban infill development over the next three decades. While Council and the State Government agreed on much of the final policy, not all the changes Council sought were supported by the Minister in the end.

From June to December 2015, Council publicised the new provisions extensively to ratepayers through fact sheets, Council's website, local newspaper advertisements and displays. Around 30,000 individualised letters were also sent to all ratepayers living within and outside the City of West Torrens, with property affected by the DPA.

Internally, information sessions were conducted for planning and service centre staff on the changes to the Development Plan to enable accurate use of the new plan and the capacity to answer queries from the community.

Underdale and Torrensville DPA

Issues associated with the proximity of industrial activities to residential areas have long been a concern for residents, businesses and Council. In 2014, Council submitted a 'Statement of Intent' to initiate a Development Plan Amendment (DPA) for the Underdale East Residential/Industry interface to investigate the potential to re-zone a portion of industrial land in the Underdale and Torrensville area to mixed use or medium density residential.

The Minister for Planning responded in April 2015, requesting Council to conduct a number of further studies and consultation before progressing the DPA. This included an analysis of the employment generation provided by this industrial zone and further consultation with current land owners and occupiers within the subject area.

In October 2015, Urban and Regional Planning Solutions and SGS Economics and Planning were commissioned to undertake an analysis of existing available employment data and a survey of local businesses and residents. It was subsequently identified that further detailed investigations, with a focus on the South West Precinct of the Underdale and Torrensville Industry Zone, were needed. A consultant was sought to undertake this work and a second report by Jones Lang LaSalle was commissioned. To ensure the unique circumstances of the Wilford Avenue area were considered, a consultation workshop with Wilford Avenue residents and adjacent businesses was also undertaken in February 2016.

A revised 'Statement of Intent' was prepared, which recommended rezoning the South West Precinct of the Underdale and Torrensville Industry Zone to an Urban Employment Zone. It also recommended removing the non-complying status for low density residential development in existing residential areas as the best approach to balancing employment outcomes and the needs of residents.

Advocating for the community's interests in external plans and policy development

During the year, City Strategy coordinated and drafted Council's response to 20 external plans, policies and proposed legislation released by the State and Federal Governments, other councils and organisations - that could impact on the West Torrens community.

Draft plans and policies for which feedback responses and submissions were prepared included:

- Adelaide and Mount Lofty Ranges NRM Board's draft Business Plan.
- Draft Adelaide Parklands Management Strategy.
- Draft EPA Air Quality Policy.
- National Airports Safeguarding Framework.
- Metropolitan Police Stations review.
- Proposed changes to the Liquor Licensing Act.
- Food Trucks in SA Discussion Paper.

City Prosperity

Building Western Adelaide

Throughout 2015/16, City Strategy staff worked collaboratively with their counterparts in the western region to establish a more coordinated regional approach to economic development. In November 2015, councils in the region signed a Memorandum of Understanding to formalise the Western Alliance between the Cities of West Torrens, Port Adelaide Enfield, Holdfast Bay and Charles Sturt - in relation to economic development matters.

During the year in review, Council also committed to 'Building Western Adelaide', a document identifying 15 major projects that will drive employment and investment in the region for the next 10 to 15 years.

Western Innovation Network

The Western Innovation Network is one of the projects identified in 'Building Western Adelaide'. It aims to provide an opportunity for businesses to network and promote themselves, as well as develop business-to-

business relationships across the western region. The project may also provide a platform to establish a regional newsletter for western businesses.

Staff from the Western Alliance councils met to scope this project and it was proposed that a 12 month trial be undertaken in 2016/17.

Western Region Tourism Destination Action Plan

During the year, City Strategy staff initiated planning for a proposed Western Region Tourism Destination Action Plan (TDAP), also identified in the 'Building Western Adelaide' document. The TDAP is intended to showcase leading destinations and tourism experiences throughout western Adelaide, with the view to making the region a key destination to stay and enjoy. Its ultimate aim is to increase visitor numbers and tourism dollars spent across the western region, leading to increased employment in the tourism and hospitality sector.



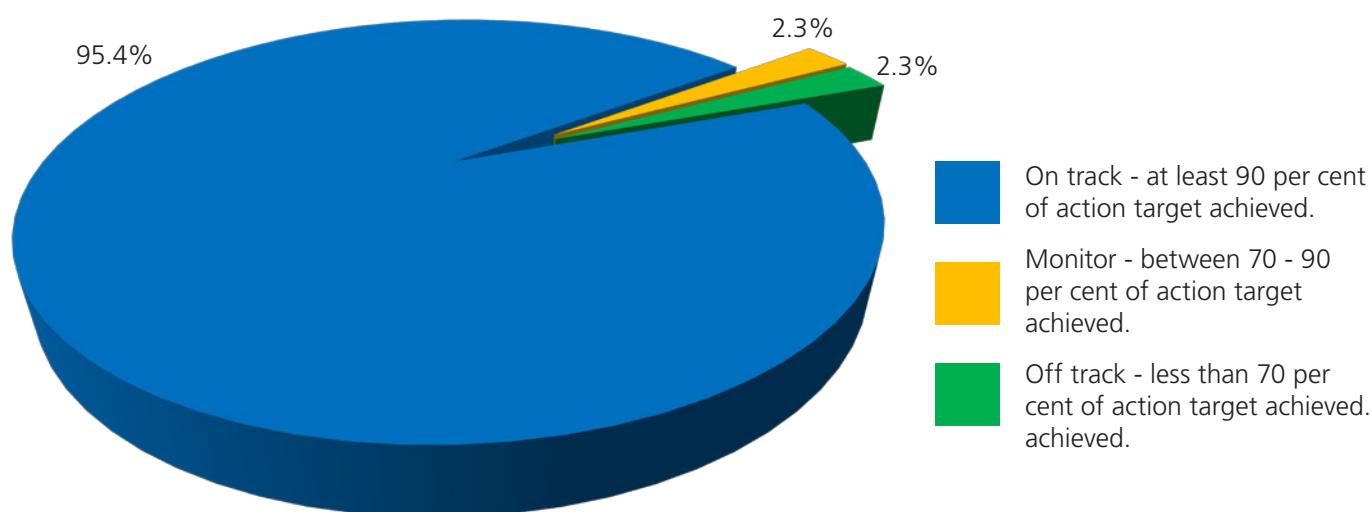
Photograph: Discovery Circle

In the coming year

In 2016/17, City Strategy looks forward to:

- Facilitating the next steps in public health planning including identifying indicators, monitoring, reporting and mapping health service providers.
- Completing the revision and update of Council's Community Land Management Plans.
- Investigating the development of a Heritage Conservation Grants Program to support the conservation of heritage properties.
- Developing an Optimal Water Mix study to identify the best balance of water sources for the current and future needs of the city.
- Developing and implementing a Water Sensitive City Program to engage households and business in water-sensitive practices.
- Working with neighbouring councils to finalise and implement the AdaptWest Climate Change Adaptation Action Plan.
- Consulting with residents and stakeholders on the updated Climate Change Corporate Plan and Disability Access and Inclusion Corporate Plan and their adoption.
- Working with other western region councils to map the urban heat island effect in the region.
- Supporting community-based sustainability initiatives through environmental grants.
- Reviewing and updating the Local Heritage Register.
- Progressing the Underdale and Torrensville Development Plan Amendment.
- Responding to issues arising from the new Planning, Development and Infrastructure Act and upcoming review of the 30-Year Plan for Greater Adelaide.
- Proactively positioning the organisation to address change and influence transitional arrangements relating to the Planning, Development and Infrastructure Act.
- Developing an Open Space Structure Plan which considers the needs of communities in the light of anticipated future infill development.
- Collaborating with partners in 'Building Western Adelaide' to facilitate business enterprise in the western region.
- Advocating for the city's interests in regard to airport planning matters.
- Beginning a Community Needs Analysis to inform planning for community facilities and services.
- Building organisational understanding of the Community Plan and its connection to the development of departmental Annual Service Plans.
- Supporting continued development of an integrated planning program with internal departments.

Overall performance of City Strategy



Regulatory Services

Comprising Council's Waste Management, Environmental Health and Compliance teams, Regulatory Services is responsible for providing quality services to assist the community on issues such as household waste disposal, animal management, immunisation and community health.

The teams share a commitment to working in partnerships with community, business and government sectors to provide a safe, clean, healthy and sustainable environment.

Waste Management

Reducing waste, reusing items and recycling those no longer of use remained high on the Waste Management team's agenda in 2015/16 and staff actively educated community groups and households about the importance of these practices. During the year, the team:

- Developed a strategy to combat contamination in recycling and organics bins.
- Continued to promote the 'If It Grows, It Can Go' recycling food waste program that encourages residents to place food scraps in a kitchen caddy before disposing into their green organic bins or compost bin/worm farms. Promotion included the continuation of Council's popular compost bin and work farm workshops.
- Continued to promote Council's illegal dumping strategy through community-wide education about the environmental impact of illegal dumping. Evidence of the program's ongoing success was the return-to-property rate of illegally dumped material maintaining an average over 55 per cent and continued cost savings to Council.

- Conducted 'Get Wasted' tours of landfill and recycling sites to educate the community about what happens to items after they are put in a bin. The tours were further supported by multiple shopping centre and school visits to promote waste minimisation and recycling. Council also made educational resources available online, including games and videos for school and community use.
- Participated in the 'Mobilemuster' program to promote the recycling of old mobile phones.
- Continued to provide a battery recycling program for residents, with drop off points at Council's Civic Centre and library.
- Participated in an electrical waste recycling program with Solo Resource Recovery which saw involvement by 694 residents over the year. 1,715 items were disposed of, with 12 tonnes of electrical waste recycled.
- Introduced a kerbside hard waste 'at call' trial collection which resulted in 978.46 tonnes collected and diverted from landfill. 1,103 mattresses were also collected.
- Provided almost 1,200 vouchers allowing residents to dispose of their rubbish at the transfer station instead of waiting for hard rubbish collection. The vouchers also enabled residents to take items to the station that weren't part of the hard waste collection - such as green organics and building materials.
- Attended to 261 requests for free sofa and mattress pick-ups between 1 July 2015 and 30 September 2015, with the items then recycled.
- Continued to provide a rebate program to residents who purchased a worm farm or compost bin by reimbursing up to 50 per cent of the cost, to a maximum of \$50; 15 residents applied for the rebate.

During 2015/16, the Waste Management team continued to provide high quality community-focused customer service by way of waste management advice and education. More than 3,200 customer requests were received across a range of subjects from illegal dumping to various bin issues such as missed collections, repairs, contamination and bins being left out.

The introduction of mobile technology to enable officers to retrieve live data as well as update data while out in the field remained a key project for Regulatory Services. Further enhancements were made during the past 12 months, with mobile technology introduced for illegal dumping inspections allowing officers to view customer requests and update their inspection details while in the field.

Environmental Health

The Environmental Health team promotes and protects the health of the community through the provision and support of public health education and services.

Immunisation

Immunisation clinics were well supported by the community again this past year with clinics conducted for residents, businesses and secondary schools in line with national best-practice clinical guidelines (National Health and Medical Research Council Immunisation Handbook and South Australia Vaccine Administration Code). 4,263 vaccines were administered in 2015/16, including 960 for influenza (flu).

Good food practices

The Environmental Health team continued to provide education sessions to community groups, interested businesses and schools on food hygiene and safety as well as public health.

Environmental Health Officers worked with the community and businesses to monitor and ensure the required health practices were in place to protect public health. Officers attended to 351 customer requests in 2015/16, including food safety and contamination concerns, environmental nuisance issues, poor health and hygiene conditions and communicable diseases.

During the year the City of West Torrens agreed to participate in a Food Safety Rating Scheme, which commenced in May 2016. The Environmental Health team ensured all relevant processes were in place for Council to undertake the program.

Compliance

Council's Compliance team is accountable for enforcing several types of legislation including parking, animal management, overgrown vegetation, backyard burning, goods on footpaths, illegal dumping and building works.

Officers investigated more than 2,551 customer requests in 2015/16, which were handled either through education or enforcement.

Officers who undertook animal management captured 213 dogs reported by residents for wandering at large; 72 were returned direct to their owners, with 96 dogs taken to the Animal Welfare League and later claimed by their owners. Seventy eight per cent of dogs captured were returned to their owners.

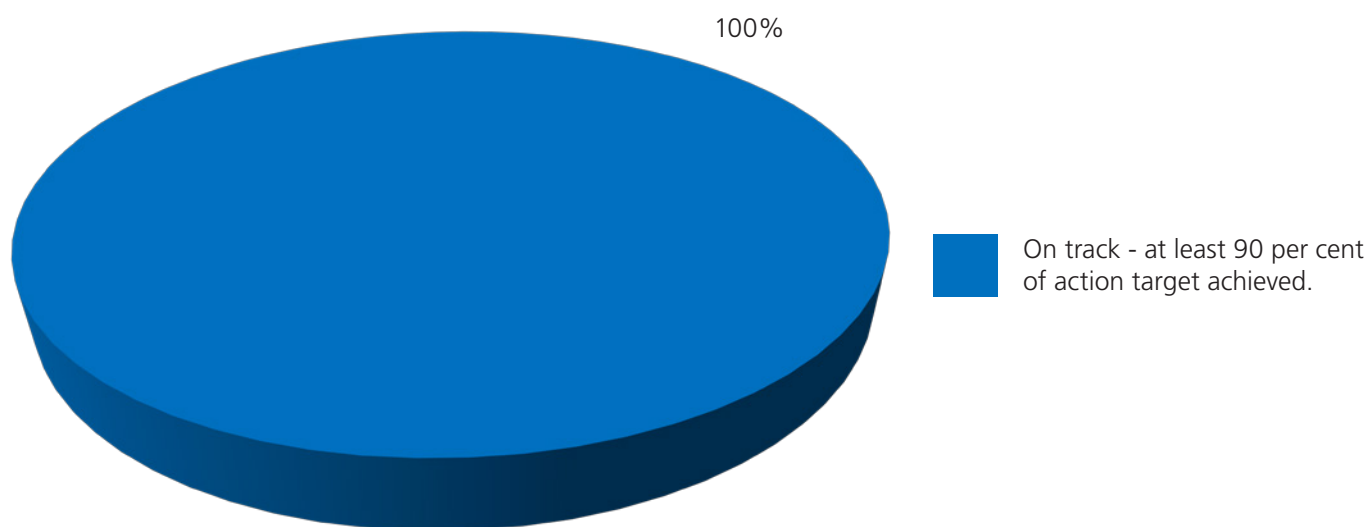
The introduction of mobile technology in the Compliance team allowed officers to see live data in the field in relation to dog registrations, which enabled them to return dogs to their owners, providing the dog had identification. Officers also found it beneficial to receive customer requests out in the field and add notes about actions undertaken, which were simultaneously placed in the corporate database.

The coming year

Over the next 12 months, Regulatory Services will continue to look at new opportunities to reduce waste going to landfill and investigate programs which may help achieve this goal. Activities will include:

- Undertaking training, updating systems and educating the community about changes in legislation, particularly the Dog and Cat Management Act 1995 and Local Nuisance and Litter Control Act 2016.
- Implementing a 'bin tagging' program to educate residents about how to use bins correctly.
- Further promoting food waste recycling within the community by continuing the 'If It Grows, It Can Go' food program.
- Continuing to promote rebates available to residents purchasing worm farms and compost bins.
- Continuing to educate and minimise impacts of illegal dumping within the Council area.
- Hosting a microchipping day so dog and cat owners continue to have the opportunity to microchip their pets for a reduced fee.
- Further implementing mobile technology across Regulatory Services to improve out in the field management.

Overall performance of Regulatory Services



Financial Services

The Financial Services department is responsible for the development, management and coordination of Council's annual budget to ensure long-term and realistic financial goals are in place to deliver the desired services and amenities to residents.

Annual budget

The balanced budget presented to Council for 2015/16 included \$59 million operating expenditure and \$29.8 million capital expenditure. This was achieved while maintaining the second lowest average residential rates in metropolitan Adelaide, with an average 42.7 per cent increase.

Key projects budgeted in 2015/16 included:

- \$6 million towards the ongoing development of community hubs and related facilities.
- \$2 million for the Lockleys catchment drainage project.
- \$3.1 million for the Brown Hill Keswick Creek drainage project.
- \$20.4 million for capital works throughout the city.
- \$4.5 million for waste management.
- \$2.7 million for the recreation program.

Ahead of finalising the 2015/16 budget, Financial Services undertook community consultation including a public meeting in which the community could raise questions and hear about Council's budget plans for the financial year. Residents were encouraged to provide feedback by mail or online, with their comments used to inform Council's final budget decisions.

Reporting

Council met its financial and statutory and reporting requirements for 2015/16, with all statutory audits successfully completed. Financial reporting was conducted on a full cost attribution basis, as required under the Local Government Act 1999, while the reporting of consolidated strategic and financial information continued throughout 2015/16, along with rigorous budget reviews.

Long term Financial Plan

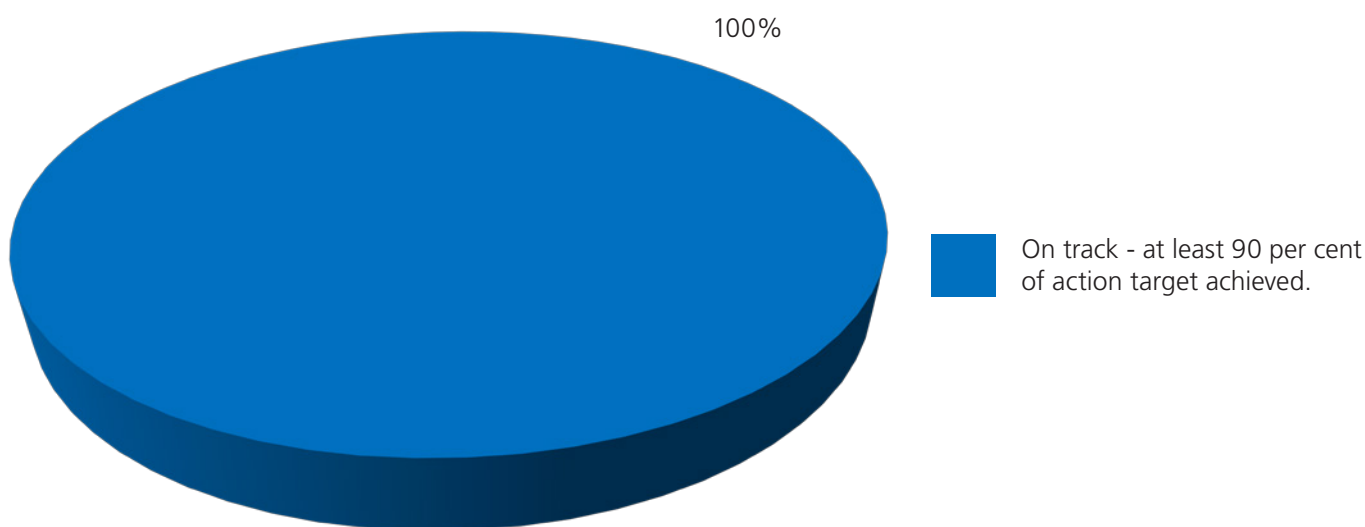
Legislation requires Council to annually review its Long Term Financial Plan with consideration to the Annual Business Plan and the city's Infrastructure and Asset Management Plans. This review was completed in 2015/16 in conjunction with Council's Budget and Annual Business Plan.

Council's Budget and Annual Business Plan for 2016/17 was made available on the city's website as well as the Civic Centre, during business hours, from May 2016.

The coming year

Council's budget for 2016/17 will again deliver a surplus operating result which will help sustain the city's financial position. This includes capital expenditure of \$25.9 million and a residential rate increase of an average of 2.6 per cent, with a minimum rate of \$870.

Overall performance of Financial Services



Human Resources and Service Centre

Council's Human Resources and Service Centre department works with the organisation to provide a safe, supportive and family-friendly working environment. Staff operate proactively and collaboratively across the organisation to manage the work health safety, human resource and injury management activities.

Service Centre

As Council's face to the community, the Service Centre is the first point of contact for many public enquiries and, during the past 12 months, staff further enhanced their organisation-wide knowledge and improved interaction with residents. In summary, Service Centre Officers:

- Answered 75,551 calls.
- Achieved a telephone abandonment rate of 2.15 per cent against Council's three per cent benchmark.
- Achieved an average telephone call wait time of 42 seconds per call against a benchmark of 30 seconds.
- Resolved 80 per cent of all calls (benchmark 80 per cent), the remainder being dealt with by staff from other departments.

Work also began on improving the functionality of the customer request module to further improve service delivery.

Human Resources

During 2015/16, staff under the Local Government Employees Award moved into a new classification structure that was ratified as part of their enterprise agreement.

An online organisation-wide employee induction program was also developed and implemented.

Furthermore, the Performance Development Program (PDP) was enhanced to capture information as part of the development of a corporate learning and development plan. The PDP was formally integrated into the planning cycle alongside City Strategy, Finance and Risk Management.

Work Health Safety

The Work Health and Safety and Injury Management Plan 2014 - 2017 was finalised in the last financial year, with 100 per cent of actions completed within the scheduled timeframes.

The plan was further reviewed in March 2016 to capture the outcomes from the annual Local Government Association Workers Compensation Scheme (LGAWCS) Key Performance Indicator Audit, undertaken in December 2015. The LGAWCS also audited the injury management processes which were found to be fully compliant.

A review of the workers compensation and return to work management processes, including the development of support material for manager/supervisory positions, was also undertaken.

Organisational culture

The year in review saw each department continue to work through the outcomes of the 2015 employee engagement survey through the development of action plans.

The coming year

Top of the agenda for 2016/17 is the development and implementation of initiatives that enhance organisational culture through building capacity and capability.

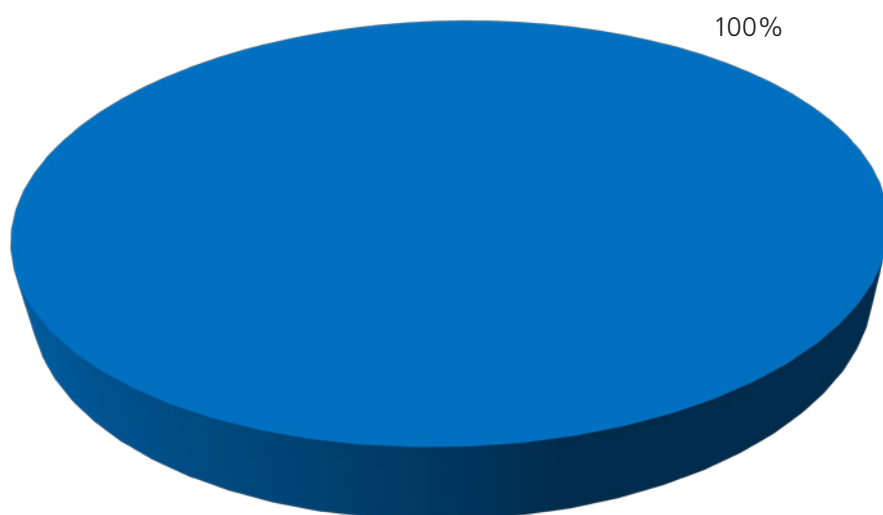
Another substantial component of the Work Health and Safety and Injury Management Plan 2014 - 2017 will also be progressed, while a number of continuous improvement initiatives will look to be implemented. These include reviews of:

- Employee wellbeing initiatives to minimise risk to injuries for employees working in high risk areas.
- The position management module of HR/Payroll Human Resource Management System (CHRIS21) to ensure improved monitoring and reporting on key human resource activities.

Negotiations will also commence on the following Enterprise Agreements:

- Health Services Award.
- South Australian Municipal Salaried Officers Award.
- Local Government Employees Award.

Overall performance of HR and Service Centre



On track - at least 90 per cent of action target achieved.

Information Services

Committed to providing quality services that are continuously improving, the Information Services department assists with information management and technology direction, business systems, support, training and advice.

Performance

During 2015/16, Information Services achieved an average availability of services - including mail services, Council document production, IT infrastructure, business applications, web services, desktops, servers and telephony - of more than 99.97 per cent. This high performance level was due to robust and reliable systems as well as staff commitment.

Internal online services

More than 20 functions that were either paper-based or used spreadsheets were converted in 2015/16 to online services - including functions to handle online forms, Council meeting actions, WHS corrective actions, policy management and staff inductions. The conversions improved efficiency, productivity and staff satisfaction.

Supporting a mobile workforce

During the year, Information Services worked closely with Regulatory Services' field staff to implement mobile technology. The efficiency and productivity of field staff improved demonstrably, with the community also benefiting from the ability to access and provide more timely and accurate information in the field.

Affordable disaster recovery

During the past five years, Information Services has steadily improved its ability to keep Council's business systems functioning smoothly and expedite recovery in the event of a disaster. A key change in 2015/16 was relocating Council's disaster recovery equipment to Adelaide City Council's datacentre for a fifth of the cost of a commercial alternative.

Toward invisible records management

The most significant business system change for the year involved the procurement and installation of the Objective Electronic Content Management (ECM) system. It will deliver a significantly improved user experience and greater functionality in terms of records management for Council. As the first council in South Australia to take up the Objective product, the City of West Torrens

was able to achieve a lower 10 year total cost of ownership than the costs associated with the replaced system.

West Maps, our GIS portal

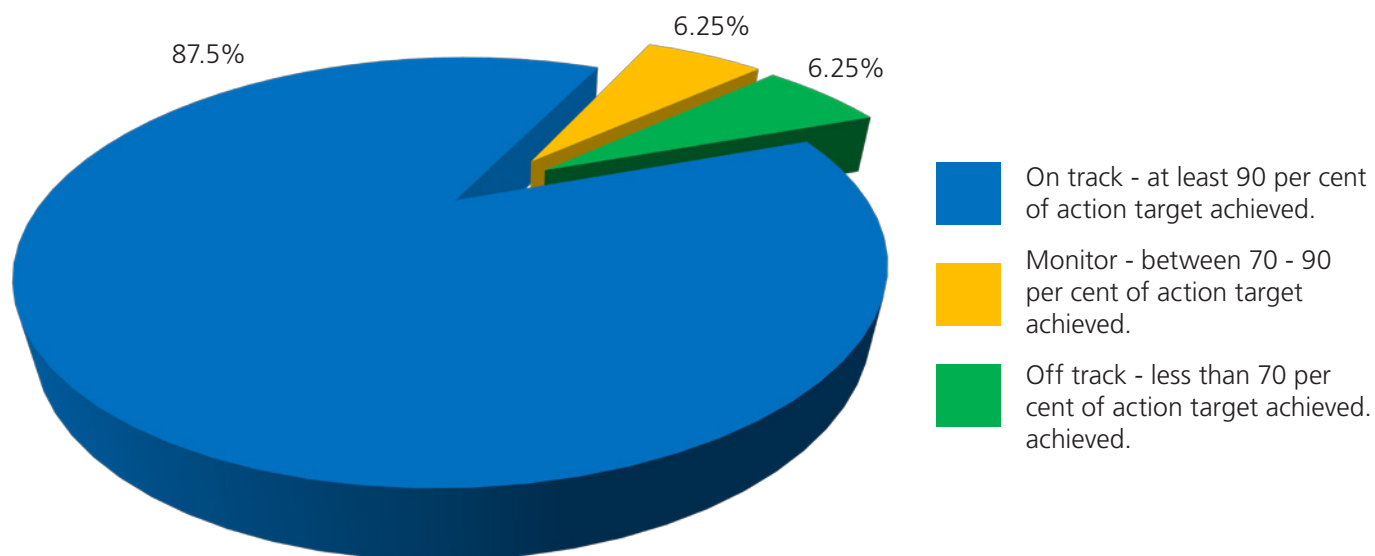
In June 2015, the supplier of Council's GIS (Geographic Information System) portal product informed customers it was discontinuing the product. Council addressed this by successfully adopting the international product, Geocortex. The new system was branded West Maps and was embraced by Council's workforce. This implementation was another 'first' in Local Government in South Australia.

The coming year

Information Services will undertake a range of initiatives in the forthcoming year including:

- Replacing Council's ageing PABX, telephony and call centre system.
- Upgrading IT hardware and software to maintain the currency of Council's IT assets.
- Providing community facing GIS.
- Helping Council's workforce maximise the benefit of leading systems currently available to them including Objective ECM, West Maps and Pathway mobility functionality.

Overall performance of Information Services



Registers, policies and codes

Council maintains a series of registers, policies and codes, in accordance with the Local Government Act 1999. These are listed below.

Registers

- Assessment Register (rateable land)
- Campaign Donations Return for 2014 Local Government Election*
- Delegations and Sub Delegations Register
- Development Application Register
- Elected Member Register of Interest Information
- Register of Allowances and Benefits - Elected Members*
- Register of Delegations and Authorisations under the Road Traffic Act 1961
- Register of By-Laws
- Register of Community Land
- Register of Gifts, Hospitality and Benefits - Elected Members
- Register of Gifts, Hospitality and Benefits - Officers
- Register of Interests - Elected Members and Independent Members
- Register of Interests - Development Assessment Panel Independent Members
- Register of Interests - Officers#
- Register of Land Management Agreements
- Register of Public Roads
- Register of Remuneration and Benefits - Officers.

Registers, other than those listed below, may be viewed during normal business hours at the Civic Centre.

#Register of Interests – Officers is legally not available to view.

*A written application must be received by Council to view these registers.

Council Policies

Council policies may be required by statute, related to the Council as an elected member body and/or be in the public interest.

- Advertising on Council Land and Related Public Infrastructure
- Animal Nuisance Complaints
- Annual Budget
- Asset Management
- Asset Naming
- Building Inspection
- Capitalisation of Assets
- Council Reception Room - Richmond Oval
- Council Suppliers
- Customer Complaints
- Delegations Process
- Elected Member - Recognition of Service
- Elected Member Gifts, Benefits and Hospitality Reporting
- Elected Members Allowances, Facilities, Support and Benefits
- Elected Members Attendance at Conferences
- Elected Members Electronic Communications Facilities
- Elected Members Records Management
- Elected Members Training and Development
- Elections Period Caretaker
- Enterprise Risk Management
- Expiation Notice Decision Review
- Flags
- Fleet Management
- Food Act Inspections and Auditing Fees
- Found Property
- Fraud and Corruption Prevention, Control, Reporting and Investigation

- Graffiti Management
- Grants, Sponsorship and Donations
- Impairment of Assets
- Internal Review of Council Decisions
- Investment
- Kerbside House Numbering
- Libraries
- Liquor Licensing
- Memorials
- Mendelson Foundation Investments
- Mendelson Foundation Support
- Natural Environment
- Ombudsman Enquiries and Investigations
- Order Making
- Parking Permits and Exemption
- Procurement
- Provision of Council Gifts
- Public Comment
- Public Consultation
- Rate Rebates, Remissions and Postponement
- Reporting and Investigating Council Member Code of Conduct Complaints
- Revaluation of Assets
- Sale and Disposal of Assets
- Social Media Use and Management
- Talking Points
- Treasury (Debt Management)
- Urban Tree Management
- Urban Verge Management
- Use of Public Footpaths and Roads for Business Purposes
- Waste Minimisation and Recycling Services
- Whistleblowers



Bylaws

- By Law 1 - Permits and Penalties
- By Law 2 - Local Government Land
- By Law 3 - Roads
- By Law 4 - Moveable Signs
- By Law 5 - Dogs.

Codes

- Mandatory Code of Conduct for Council Members
- Mandatory Code of Conduct for Council Employees
- Code of Conduct - Development Assessment Panel
- Code of Practice - Access to Meetings and Documents
- Code of Practice - Procedures at Meetings.

Terms of Reference

- Audit and Risk Prescribed General Committee
- Building Fire Safety Committee
- Chief Executive Officer's Review Prescribed General Committee
- Civic Non-Prescribed General Committee
- Community Facilities Prescribed General Committee
- Corporate Planning, Policy and Performance Prescribed General Committee
- Development Assessment Panel
- Finance and Regulatory Prescribed Standing Committee
- Governance Prescribed Standing Committee
- Strategy and Community Prescribed Standing Committee
- Urban Services Prescribed Standing Committee.

Administrative Policies

Administration policies, other than some HR policies, are not required by statute. They contain policy statements, procedures and processes to guide employees in relation to particular matters. Administration policies are approved by the Executive Team, not the Elected Council.

- Attendance at South Australian Industrial Relations Commission
- Business Casual Days
- Classification Review and Determination
- Community Transport Program
- Conference Attendance by Employees
- Consultation and Communication
- Contractor Management
- Corporate Planning Framework
- Corporate Wardrobe and Name Badges
- Correspondence
- Credit Cards
- Customer Interaction
- Disposal of Computer and Related Equipment
- Driver's Licence Fee Reimbursement
- Drug and Alcohol
- Employee Assistance Program
- Employee Gifts, Benefits and Hospitality
- Employee Records
- Entertainment Expenses
- Financial Authorities
- Fleet Management
- HACC Disability Executive Standard
- Healthy Lifestyle Incentives

- Higher Duties
- Home and Community Care (HACC) Advocacy
- Home and Community Care (HACC) Assessment and Criteria for Services
- Home and Community Care (HACC) Carer Recognition
- Home and Community Care (HACC) Fees and Charges
- Home and Community Care (HACC) Quality Assurance
- Home and Community Care (HACC) Service User Does Not Respond to a Scheduled Visit
- Income Protection
- Induction
- Informal Gatherings and Discussions
- Information Technology and Its Use
- Leave
- Manager's Flexible Work Options
- Managing Non Work Related Illness or Injury
- Managing Performance, Misconduct, and Inappropriate Behaviour
- Meeting Rooms
- Mobile Devices
- Natural Environment Guidelines for Works, Operations and Contractors
- Police Clearance
- Police Clearance Procedure
- Probation Review and Determination
- Procurement Administration
- Public Consultation
- Purchased Leave

- Recognition of 25 Years of Service
- Recruitment and Selection
- Remote Access and Network Security
- Return from Parental Leave
- Review of an Employment Decision - Employee Initiated
- Risk Management Framework
- Salary Packaging
- Special Leave Without Pay
- Staff Business Cards
- Staff Functions and Catering
- Staff Telephone Service Standards
- Study Assistance
- Subdelegation Process
- Training and Development
- Voicemail
- Volunteers
- WHS and IM Planning
- WHS and IM Responsibilities
- WHS and Injury Management Lead
- WHS Confined Space
- WHS Consultation and Communication
- WHS Corrective and Preventative Actions
- WHS Document Management
- WHS Electrical Safety
- WHS Emergency Management
- WHS First Aid
- WHS Hazard Management
- WHS Hazardous and Dangerous Substances
- WHS Hot Work (including Welding)
- WHS Inclement Weather / Sun Protection
- WHS Induction and Training
- WHS Injury/Incident Reporting and Investigation
- WHS Internal Auditing
- WHS Isolation, Lockout and Tag Out
- WHS Manual Handling
- WHS Non Smoking
- WHS Plant and Equipment Safety
- WHS Prevention of Falls
- WHS Remote and Isolated Work
- WHS Violence in the Workplace
- WHS Workers Compensation and Rehabilitation Management
- WHS Workplace Inspection
- Work Health and Safety Committee
- Workzone Traffic Management





**Western Region Waste Management Authority
Annual Report 2015/16**

WESTERN REGION WASTE MANAGEMENT AUTHORITY

C/- PO Box 75, Woodville SA 5011

Telephone 08 8408 1271 Facsimile 08 8408 1122 Email: asykes@charlessturt.sa.gov.au

ANNUAL REPORT 2015/2016

BOARD OF MANAGEMENT



Cr George Demetriou
City of West Torrens
Chair



Ms Robyn Butterfield
City of West Torrens



Cr Oanh Nguyen
City of Charles Sturt



Cr Stuart Ghent
City of Charles Sturt



Ms Fiona Jenkins
City of Charles Sturt



Cr Mikki Boucheé
City of Holdfast Bay



Cr Peter Jamieson
City of Port Adelaide Enfield



CHAIR'S REPORT

As Chair of the Western Region Waste Management Authority (WRWMA), I am pleased to report that WRWMA's has finalised all its obligations for rehabilitating the Garden Island landfill site and that handover of the site to Renewal SA was finalised on 1 September 2015. The Minister has subsequently approved the winding up of the Authority on 1 July 2016.

By 1 September 2015, WRWMA had successfully completed its works at the Garden Island landfill site, and hence had fulfilled all of its rehabilitation responsibilities within the Environment Performance Agreement entered into with the EPA and Renewal SA (formerly Land Management Corporation) in 2005. There are no outstanding works associated with the closure of the landfill. As such, the forward projection for 2016/17 includes estimates for the continuation of records management, two independent audits, estimated legal costs, sundry items and administration costs associated with the winding up of the Authority.

The Western Region Waste Management Authority, Tonkin Consulting, Leed Engineering and McMahon Services were awarded the winner of the SA Civil Contractors Federation Earth Award (\$10-30 million Category) for the rehabilitation of Garden Island landfill. The awards recognise Civil Construction companies who have recently been involved in a project which has excelled in:

- Construction technique
- Environmental and social management
- Project management

On 1 July 2016 Minister Hunter formally approved the winding up of the WRWMA and on the 7 July 2016 formal notification of the winding up of the WRWMA was made in the Government Gazette.

The Audit Committee comprising of Mr Peter Brass (current Chair and Independent Member), Cr Mikki Boucheé, and Cr Peter Jamieson met on a quarterly basis. This Committee has continued to ensure that the WRWMA Risk Management Plan is up to date and has continued to monitor the financial position of the WRWMA.

The WRWMA Board met on the scheduled quarterly basis. I would like to thank my fellow Board Members for their good work during the year

A big thank you must also go to our Management, Finance and Administration team who are staff at the City of Charles Sturt, and the Manager for WRWMA, Mr Adrian Sykes. Their hard work and dedication continues to ensure that key milestones are achieved on time.

I commend the 2015/2016 Annual Report of the Western Region Waste Management Authority to you.



Councillor George Demetriou
CHAIR

BACKGROUND

The Western Region Waste Management Authority (WRWMA) is a regional subsidiary established under Section 43 of the Local Government Act 1999. The subsidiary is bound by the requirements of the Act (including relevant regulations such as the Local Government (Financial Management) Regulations 2011) and the WRWMA Charter. The regional subsidiary can be subjected to a joint direction of the member Councils as provided for at Clause 26 of Schedule 2 of the Local Government Act 1999.

The Authority is established for the following objects and purposes:

- to manage the Authority's interest and advise the Constituent Councils in relation to the remediation of the Garden Island landfill site;
- to undertake all manner of things relating to and incidental to the management function of the Authority;
- to provide a forum for the discussion and consideration of issues related to the joint obligations and responsibilities of the Constituent Councils in respect of the Garden Island landfill site.

The powers, functions and duties of the Authority as set out in the Charter include:

- accumulation of surplus funds for investment purposes;
- setting aside a reserve fund or funds clearly identified for meeting any liability of the Authority;
- entering into contracts, purchasing, selling, leasing, hiring, renting or otherwise acquiring or disposing of any personal property or interests therein;
- acquiring or disposing of any real property or interests therein, provided that it shall be a condition precedent, that the written approval of the Constituent Councils is first had and obtained;
- employing, engaging or dismissing the Manager of the Authority;
- employing, engaging or retaining professional advisers to the Authority;
- the power to return any or all surplus funds upon completion of the approved remediation plan of Garden Island;
- the power to invest any of the funds of the Authority in any investment authorised by the Trustee Act 1936, or with the Local Government Finance Authority provided that:
- in exercising this power of investment the Authority must exercise the care, diligence and skill that a prudent person of business would exercise in managing the affairs of other persons; and
- the Authority must avoid investments that are speculative or hazardous in nature;
- undertaking all manner of things relating and incidental to the Objects and Purposes of the Authority; and
- the power to do anything else necessary or convenient for or incidental to the exercise, performance or discharge of its powers, functions or duties.

The Constituent Councils in WRWMA are the City of Charles Sturt, the City of West Torrens, the City of Port Adelaide Enfield, and the City of Holdfast Bay.

The equitable interests of the Constituent Councils in the Authority are as follows:

- City of Charles Sturt—56.39%;
- City of West Torrens—23.93%;
- City of Port Adelaide Enfield—13.77%;
- City of Holdfast Bay—5.91%.

The Board of WRWMA consists of 7 members appointed by the Constituent Councils as follows:

- City of Charles Sturt—three persons; Cr Stuart Ghent, Cr Oanh Nguyen and Ms Fiona Jenkins
- City of West Torrens—two persons; Cr George Demetriou, and Ms Robyn Butterfield
- City of Port Adelaide Enfield—one person; Cr Peter Jamieson
- City of Holdfast Bay—one person; Cr Mikki Boucheé

A Board Member shall, subject to the Charter, be appointed for a term not exceeding four years, specified in the instrument of appointment and at the expiration of the term of office will be eligible for re-appointment. The term of office of a Board Member will terminate upon the Council providing written notice to the Board Member and the Board, or upon the Board Member resigning by notice in writing, or upon the happening of any other event through which the Board Member would be ineligible to remain as a member of the Board.

Pursuant to the Act and the Charter, the subsidiary must have an Annual Business Plan which is prepared and adopted in consultation with the member Councils. A Business Plan will remain in force for a period as specified in the plan but must be reviewed, in consultation with the member Councils, on an annual basis.

Further under the Charter, the subsidiary is required to adopt its Annual Budget after 31 May but before 30 June for the next financial year and then provide a copy of it to the CEO of each member Council within 5 business days of adoption.

The Authority must by 30 September in each year submit an Annual Report to the Constituent Councils, on the work and operations of the Authority for the previous operating year detailing achievement of the aims and objectives of its Business Plan and incorporating the audited financial statements of the Authority and any other relevant information. This report is prepared as the WRWMA Annual Report for 2015/16.

STRATEGIC CONTEXT

ENVIRONMENTAL PERFORMANCE AGREEMENT – CLOSURE PLAN

The Western Region Waste Management Authority (WRWMA) signed an agreement in October 2005 with the Environment Protection Authority (EPA) as the licensing body, and Renewal SA (formerly the Urban Renewal Authority and the Land Management Corporation) as the property owner to rehabilitate Garden Island over a maximum period of eight years.

As part of WRWMA's obligations under the Environment Performance Agreement, rehabilitation works (capping and revegetation) for Garden Island landfill were tendered and a contract for these works was awarded to Leed Engineering. Paul Lightbody of Tonkin Consulting was appointed as the Superintendent for these works. Leed Engineering commenced its eight year contract to undertake the civil works, valued at \$12 million, and practical completion was awarded on the 26 October 2012. All defects were addressed by July 2013.

In 2014/15, a contract was awarded to McMahon Services for the remainder of the rehabilitation works including the implementation of a landfill gas management system. The civil works related to the landfill gas management system have been finalised.

WRWMA originally provided a \$12 million financial guarantee through the Local Government Finance Authority (LGFA) to complete the rehabilitation works for Garden Island. In 2012/13 financial year, WRWMA was able to revise down the financial guarantee through LGFA to a value of \$2 million which better reflected that the capping works had been completed, and the anticipated value of costs associated with completing the outstanding rehabilitation works, in particular the installation of a Landfill Gas Management System.

WRWMA successfully completed its works at the Garden Island landfill site, and hence has fulfilled all of its rehabilitation responsibilities within the Environment Performance Agreement entered into with the EPA and Renewal SA (formerly Land Management Corporation) in 2005. There are no outstanding works associated with the closure of the landfill.

State Award Winners and National Nomination

The Western Region Waste Management Authority, Tonkin Consulting, Leed Engineering and McMahon Services were awarded the winner of the SA Civil Contractors Federation Earth Award (\$10-30 million Category) for the rehabilitation of Garden Island landfill. The awards recognise Civil Construction companies who have recently been involved in a project which has excelled in:

- Construction technique
- Environmental and social management
- Project management

As the winners of the State award, the project was nominated for the National Award.



Financial Considerations

The Board commissioned KPMG to undertake an Actuarial Review assessment of all of the liabilities in relation to the rehabilitation of the former Garden Island landfill site. This report was presented to the Audit Committee and the Board in June 2008 and was adopted with a total estimated liability of \$14.3m. This liability has been factored into the audited financial statements as at 30 June 2008, and has been carried forward in to future years Financial Statements as a financial provision.

WRWMA originally provided a \$12 million financial guarantee through the Local Government Finance Authority (LGFA) to complete the works in rehabilitating Garden Island. In 2012/13 financial year, WRWMA was able to revise down the financial guarantee through LGFA to a value of \$2 million because the capping works had been completed. The revised guarantee better reflected the costs associated with completing the outstanding rehabilitation works, in particular the installation of a Landfill Gas Management System.

During the Initial Post Closure phase, a Landfill Gas Management Plan was prepared by Tonkin Consulting on behalf of WRWMA, and was approved by the EPA and Renewal SA in June 2013. This document proposed to design a cost-effective Landfill Gas Management System that would control the LFG emissions in line with EPA criteria. The form of management system proposed was a perimeter (targeted) system rather than a full grid system which was contemplated in the Actuarial Review. The anticipated cost of the perimeter system was in the order of around \$2m.

In September 2015 WRWMA handed over the Garden Island landfill to Renewal SA and ongoing operational management issues are the responsibility of Renewal SA. Upon completion of works and official handover of the site the remaining bank guarantee of \$2 million has been discharged.

The 2016/17 Budget for WRWMA reflects the best estimate of the cost associated with the winding up of the Authority, which are expected to include the following:

- continuation of the records management process
- two external audits
- sundry items
- administrative costs

The Financial Statements for WRWMA hence reflect these ongoing administration, records management, external auditing and legal obligations for the completion of the winding up of the Authority and there is an adjusted forecast return of surplus funds estimated in the 2016/17 budget which take into account the costs associated with the winding up of the Authority.

CURRENT STATUS OF REMEDIAL WORKS AT GARDEN ISLAND

WRWMA successfully completed its works at the Garden Island landfill, and hence had fulfilled all of its rehabilitation responsibilities within the Environment Performance Agreement entered into with the EPA and Renewal SA (formerly Land Management Corporation) in 2005. There are no outstanding works or obligations associated with the closure of the landfill.

WRWMA officially handed over the Garden Island Landfill site to Renewal SA in September 2015.

Hand over to Renewal SA

By 1 September 2015, WRWMA had successfully completed its works at the Garden Island landfill, and hence had fulfilled all of its rehabilitation responsibilities within the Environment Performance Agreement entered into with the EPA and Renewal SA (formerly Land Management Corporation) in 2005.

The program of works completed by 31 August 2015 and hence were completed in time for the official handover to Renewal SA, with works that included:

- The permanent Lo-Cal flare arrived on schedule in mid-August 2015. McMahon Services managed this risk in order to meet this deadline, including negotiations with logistics companies and customs in order to avoid lengthy delays.
- The installation of the permanent Lo-Cal flare, including stack construction, bolting in place and grouting under flare skid as per engineering specifications. The flare manifold and connected to flare flange inlet were completed.
- A security fence around flare compound with tiger rings was installed.
- The temporary flares and associated generators and diesel fuel tanks were demobilised.
- Commissioning of the flare by the manufacturer (software update) occurred in late August and was completed before 1 September 2015 in accordance with contractual timeframes.
- The first stage of flare operation was started.
- The site was handed back to Renewal SA on 1 September, including access keys etc.

Ministers Letter of approval to Wind up WRWMA

At its meeting on 24 March 2016, the Board of WRWMA, having undertaken all necessary due diligence, resolved to take all required steps to facilitate WRWMA being wound up pursuant to the Act.

The CEOs from the constituent Councils, being the City of Charles Sturt, City of Port Adelaide Enfield and the City of Holdfast Bay formally wrote to the Minister seeking approval to wind up the Authority pursuant to clause 33(1)(b) of Schedule 2 of the Act.

On the 1 July 2016 the Minister wrote to the Authority approving the winding up of the Authority. On the 7 July 2016 notification was published in the South Australian Government Gazette that the Minister had approved the winding up of the Authority.

A copy of the Gazette notification is provided below along with a copy of the letter from Minister on the following page.



LOCAL GOVERNMENT ACT 1999

WESTERN REGION WASTE MANAGEMENT AUTHORITY

Notice of Winding-up of a Subsidiary

WESTERN Region Waste Management Authority was established as a Regional Subsidiary pursuant to Schedule 2, Clause 17 of the Local Government Act 1999, with the constituent councils being the City of Charles Sturt, the City of Holdfast Bay, the City of Port Adelaide Enfield, and the City of West Torrens.

Pursuant to Schedule 2, Clause 33 of the Local Government Act 1999, at the request of the constituent councils, I, Geoffrey Graeme Brock MP, Minister for Local Government have determined to wind-up the Western Region Waste Management Authority as of the date of this notice.

Dated 29 June 2016.

GEOFF BROCK, Minister for Local Government

MINING ACT 1971



Government
of South Australia

eA178958

Mr Adrian Sykes
Manager
Western Region Waste Management Authority
PO Box 75
WOODVILLE SA 5011

Dear Mr Sykes *Adrian*

I write in relation to requests that you have provided to me from the four constituent councils that comprise the regional subsidiary, Western Region Waste Management Authority (WRWMA), for my approval to have the WRWMA wound up pursuant to Schedule 2, Part 2, Clause 33 of the *Local Government Act 1999*.

Having reviewed the relevant requests of the councils, namely the City of Charles Sturt, the City of Holdfast Bay, the City of Port Adelaide Enfield, and the City of West Torrens, I am satisfied that the appropriate consents were obtained.

I therefore approve the winding up of the WRWMA.

My office will arrange for the publication of the formal notice to this effect in the South Australian Government Gazette.

WRWMA will formally cease operation on the date that the Notice appears in the Gazette and, as prescribed in the subject legislation, any assets or liabilities at the time of the winding up will vest in the constituent councils in accordance with the WRWMA's charter.

Yours sincerely

Hon Geoff Brock MP
Minister for Regional Development
Minister for Local Government

15 July 2016

Minister for Regional Development
Minister for Local Government

Level 17, 25 Grenfell Street Adelaide SA 5000 | GPO Box 2557 Adelaide SA 5001 DX 667
Tel 08 8226 1300 | Fax 08 8226 0316 | pirsa.MinisterBrock@sa.gov.au



Governance

The Board meets on a scheduled quarterly basis and is responsible for all aspects of WRWMA. The membership, roles and functions are set out in the Charter and briefly as above.


As required by the Local Government Act, WRWMA appointed an Audit Committee to oversee the financial governance of WRWMA. In the 2014/15 financial year, the Board reaffirmed the Board Chair as Cr George Demetriou and the appointment of Mr Peter Brass (Chair and Independent Member), Cr Mikki Bouche  , and Cr Peter Jamieson as the Audit Committee members. The Audit Committee continued to meet on the scheduled quarterly basis. The Council Representatives on the Board and Audit Committee do not receive remuneration.

The annual review of the financial results is overseen by the Audit Committee which reports its findings to the Board for adoption. Other items considered in 2015/16 by the Audit Committee for recommendation to the Board included reviewing and inputting into the risk management plan and risk profile for WRWMA, reviewing the external auditor's audit plan, and reviewing the Budget on a quarterly basis. In addition there was a focus by the Audit Committee and Board on ensuring appropriate internal control measures were in place.

WRWMA has appointed an Environmental Performance Group who meet regularly to consider issues and progress the day to day management and implementation of obligations within the Environment Performance Agreement, including the Landfill Capping Implementation Plan, monitoring requirements and issues related to the landfill gas management system. Progress is reported to the Board via Minutes of each meeting and has membership from the WRWMA Board, Renewal SA, the Environment Protection Authority, Leed Engineering (during the civil construction works), McMahon Services (during the landfill gas management works) and Tonkin Consulting. This group discussed and resolved issues and became an effective group that developed good relationships between WRWMA, EPA and Renewal SA.

Management

WRWMA changed its management provider in January 2008 from TJH Management Services Pty Ltd to the City of Charles Sturt. Mr Adrian Sykes, an employee of the City of Charles Sturt was appointed to Manager, WRWMA.



Adrian Sykes
Manager, WRWMA

Garden Island Photographs

Garden Island Handover September 2015



WRWMA Manager Mr Adrian Sykes speaking at the closing handover



WRWMA Chair Mr George Demetriou, SA EPA CEO Mr Tony Circelli and WRWMA Manager Mr Adrian Sykes at the closing handover





WESTERN REGION WASTE MANAGEMENT AUTHORITY

The General Purpose Financial Statement Reports for the year ended 30 June 2016

Western Region Waste Management Authority

GENERAL PURPOSE FINANCIAL REPORTS

For the year ended 30 June 2016

<u>Table of Contents</u>	Page
Principal Financial Statements	
Statement of Comprehensive Income	2
Balance Sheet	3
Statement of Changes in Equity	4
Cash Flow Statement	5
Notes to and forming part of the Principal Financial Statements	
Note 1 Significant Accounting Policies	6 - 7
Note 2 Revenues	8
Note 3 Expenses	8
Note 4 Current Assets	9
Note 5 Non Current Assets – Plant & Equipment	9
Note 6 Current Liabilities	9
Note 7 Current Liabilities	10 - 11
Note 8 Contingencies Assets & Liabilities not recognized in the Balance Sheet	12
Note 9 Reconciliation of Cash Flows from Operating Activities to Net Surplus resulting from Operations	12
Note 10 Financial Instruments	13
Note 11 Return of Funds to Member Councils	14
Note 12 Contingent Liability Risk from possible future events	14
Certification of Financial Statements	15
Certification of Auditor Independence	16
Audit Report	17

Western Region Waste Management Authority

STATEMENT OF COMPREHENSIVE INCOME

For the Year Ended 30 June 2016

	Note	<u>2016</u>	<u>2015</u>
		\$	\$
INCOME			
Investment Income		4,711	34,840
Other Revenues		165	80
Total Income	2	4,876	34,920
EXPENSES			
Materials, contracts and other expenses	3	(27,435)	(1,220,310)
Total Expenses			
OPERATING SURPLUS / (DEFICIT)		32,311	1,255,230
NET SURPLUS		32,311	1,255,230
Transferred to Equity Statement			
Other Comprehensive Income			
Other Comprehensive Income		0	0
Total Other Comprehensive Income			
TOTAL COMPREHENSIVE INCOME		32,311	1,255,230

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

Western Region Waste Management Authority

BALANCE SHEET

As At 30 June 2016

	Note	<u>2016</u> \$	<u>2015</u> \$
ASSETS			
Current Assets			
Cash & Cash Equivalents		306,558	1,394,102
Total Current Assets	4	306,558	1,394,102
Non Current Assets			
Infrastructure, Property, Plant and Equipment		0	0
Total Non Current Assets	5	0	0
Total Assets		306,558	1,394,102
LIABILITIES			
Current Liabilities			
Trade and Other Payables		0	140,293
Provision	7	136,557	793,636
Accrued Expenses		2,828	337,428
GST		(3,443)	(15,560)
Total Current Liabilities	6	135,942	1,255,797
Non Current Liabilities			
Provision for Landfill Restoration		0	0
Total Non Current Liabilities		0	0
Total Liabilities		135,942	1,255,797
NET ASSETS / (LIABILITIES)		170,616	138,305
EQUITY			
Accumulated Surplus / (Deficit)		170,616	138,305
TOTAL EQUITY		170,616	138,305

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

Western Region Waste Management Authority

STATEMENT OF CHANGES IN EQUITY

For the Year Ended 30 June 2016

Note	<u>2016</u> \$	<u>2015</u> \$
Balance at end of previous reporting period	138,305	(1,116,925)
Net Surplus / (Deficit) for Year	32,311	1,255,230
Other Comprehensive Income		
Other Comprehensive Income		
Balance at end of period	<u>170,616</u>	<u>138,305</u>

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

Western Region Waste Management Authority

CASH FLOW STATEMENT

For the Year Ended 30 June 2016

	Note	<u>2016</u> \$	<u>2015</u> \$
Cash Flows From Operating Activities			
Receipts			
Operating Receipts		215	80
Investment Receipts		4,661	34,840
Payments			
Travel & entertainment expenditure		(5,177)	(100)
Net Cash used in Operating Activities	9	<u>(301)</u>	<u>34,820</u>
 Cash Flows from Other Activities			
Payments			
Payments for works – Garden Island		(1,195,261)	(800,984)
Receipts			
ATO GST Refund		108,018	72,406
Net Cash used in Other Activities		<u>(1,087,243)</u>	<u>(728,578)</u>
 Net increase/(decrease) in cash held		(1,087,544)	(693,758)
 Cash & cash equivalents at beginning of the period		1,394,102	2,087,860
 Cash & cash equivalents at end of period		<u>306,558</u>	<u>1,394,102</u>

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

Western Region Waste Management Authority

Notes to and forming part of the Financial Statements

For the Year Ended 30 June 2016

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.

Basis of preparation

Compliance with Australian Accounting Standards

This general purpose financial report has been prepared in accordance with Australian Accounting Standards as they apply, 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 clause 11 of the Local Government (Financial Management) Regulations 1999 dated 30 June 2011.

Income Tax

The Western Region Waste Management Authority (the Authority) operated as a Regional Subsidiary of the Members Council pursuant to section 43 of the Local Government Act 1999. Accordingly, it is not liable to pay income tax.

Plant and Equipment

Plant and equipment is brought to account at cost, less, where applicable, accumulated depreciation. All assets are depreciated over their useful lives commencing from the time that the asset is held ready for use.

The depreciation rates used for items of plant & equipment are:

Furniture and fittings	20%
Computer equipment	33%
Other equipment and vehicles	20%

Cash

For the purposes of the statement of cash flows, cash includes cash on hand and on deposit with banks and the Local Government Financing Authority. The provision for landfill restoration where the time value of money is material shall be the present value of the expenditures expected to settle the obligation.

Western Region Waste Management Authority

Notes to the Financial Statements

For the Year Ended 30 June 2016

Note 1: Significant Accounting Policies (continued)

Going Concern

The financial report has been prepared on a going concern basis as the Board has received a guarantee from Member Councils of continued financial support and the Board Members believe such financial support will continue to be made available.

As all requirements and obligations of the Regional Subsidiary have been met, a request to wind up the Authority from the four constituent councils has been sent to the Minister for Local Government. The subsequent approval from the Minister has been received on 1 July 2016, and formal notice to this effect will be placed in the South Australian Government Gazette. The Authority will during the 2016/17 financial year, complete the requirements to formally cease operations including providing appropriate documents to the State's Department of Premier's Cabinet, State Records of South Australia Agency and final audit and determination of the amount to return to the member councils.



Western Region Waste Management Authority

Notes to the Financial Statements

For the Year Ended 30 June 2016

	<u>2016</u>	<u>2015</u>
Note 2: Revenues		
Investment income		
Local Government Finance Authority	135	318
Banks	4,576	34,522
	<u>4,711</u>	<u>34,840</u>
Other Revenues		
Asset Fund surplus distribution (LGFA)	165	80
	<u>165</u>	<u>80</u>
	<u>4,876</u>	<u>34,920</u>
Note 3: Expenses		
Material, contracts and other expenses		
Travel & entertainment expenditure	4,754	100
Writeback of Provision	7 (32,189)	(1,220,410)
	<u>(27,435)</u>	<u>(1,220,310)</u>

Western Region Waste Management Authority

Notes to the Financial Statements

For the Year Ended 30 June 2016

	<u>2016</u>	<u>2015</u>
Note 4: Current Assets		
Cash & Cash Equivalents		
Cash at Bank – Cheque Account	67,383	128,265
Cash at Bank – Investment Account	239,175	1,254,763
Investments with LGFA	0	11,074
	<u>306,558</u>	<u>1,394,102</u>
Note 5: Non Current Assets		
Plant & Equipment at Cost	0	0
Less: Accumulated Depreciation	0	0
	<u>0</u>	<u>0</u>
Note 6: Current Liabilities		
Provision (refer to Note 7)	136,557	793,636
	<u>136,557</u>	<u>793,636</u>
Other Current Liabilities		
Goods and Services	0	140,293
Accrued Expenses	2,828	337,428
GST Payable	(3,443)	(15,560)
	<u>(615)</u>	<u>462,161</u>
	<u>135,942</u>	<u>1,255,797</u>



Western Region Waste Management Authority

Notes to the Financial Statements

For the Year Ended 30 June 2016

Note: 7 Current Liabilities

Western Region Waste Management Authority (The Authority) operated a landfill on Garden Island up until February 2001 under a licence with Renewal SA (RSA), formerly the Urban Renewal Authority (URA), and the Land Management Corporation. An Environment Performance Agreement between Renewal SA, the Environment Protection Authority (EPA) and the Authority was signed in October 2005. The major obligations for the Authority in that agreement were to supply clay and soil to cap the site; to revegetate the site; to environmentally monitor the site and to install a landfill gas management system across the site. The rehabilitation civil works were accepted as completed by the EPA and RSA 31st August 2013, followed by a 2 year post-closure maintenance period.

A Contract was signed in September 2014 with McMahon Services Australia Pty Ltd to design, construct and operate a landfill gas management system at Garden Island landfill in accordance with the Environment Performance Agreement.

These works were completed and the landfill site was handed back to Renewal SA on 1 September 2015. There is to be no further liability to the Authority.

The contract sum of \$12 million was initially used as the basis for the total provision for the cost of WRWMA meeting their obligation to rehabilitate the landfill site.

The Board of the Authority appointed KPMG Actuaries Pty Ltd to review this provision and to provide an estimate as at June 2008, in accordance with Australian Accounting Standards AASB 137.

Using the assumptions adopted, and allowing for risk, an estimated provision of \$14.3 million was determined consistent with the requirements of AASB137. A risk discount rate of 7.25% had been used to discount the projected rehabilitation costs.

Following the formal handover to Renewal SA on 1 September 2015 estimated provision of \$14.3 million has now been consumed leaving the amount of \$136,557, based on the current assessment of the works to complete the Authority's obligations.

Western Region Waste Management Authority

Notes to the Financial Statements

For the Year Ended 30 June 2016

Note 7: Current Liabilities (continued)

Summary of Provision for Landfill Restoration

Movement	Note	<u>2016</u>	<u>2015</u>
Opening Balance			
Current		793,636	2,979,652
Non Current		0	111,949
		<u>793,636</u>	<u>3,091,601</u>
Writeback of provision		<u>(32,189)</u>	<u>(1,220,410)</u>
		761,447	1,871,191
Less expenditure			
Cash			
LGFA Guarantee		(4,500)	(9,000)
Landfill Gas Installation		(408,866)	(855,890)
WRWMA Management		(63,000)	(63,000)
Consulting/Superintendent		(85,805)	(81,428)
Site Maintenance		(9,364)	(20,298)
Sundry		(6,206)	(4,486)
External Audit & Audit Committee Costs		(6,918)	(6,712)
Insurance		(14,509)	(15,873)
Legal Expenses		(270)	(20,868)
Records Sentencing		(25,452)	0
Total Cash		<u>(624,890)</u>	<u>(1,077,555)</u>
Total Expensed against provision		<u>(657,079)</u>	<u>(2,297,965)</u>
Closing Balance		<u>136,557</u>	<u>793,636</u>
Summarised as follows			
Current liability		136,557	793,636
Non Current Liability		0	0
		<u>136,557</u>	<u>793,636</u>

Western Region Waste Management Authority

Notes to the Financial Statements

For the Year Ended 30 June 2016

Note 8: Contingencies, Assets & Liabilities not recognised in the Balance Sheet

The Authority had a \$12 million bank guarantee pursuant to the Environment Performance Agreement arranged through the Local Government Finance Authority in favour of Renewal SA. This guarantee had been progressively reduced in line with the completion of works under the Civil Works Contract (Leed Engineering), to a \$2 million bank guarantee pursuant to the Environment Performance Agreement. Upon completion of works and official handover of the site the remaining bank guarantee of \$2 million has been discharged.

	<u>2016</u>	<u>2015</u>
	\$	\$
Note 9 : Reconciliation of Cash Flows from Operating Activities to Net Surplus Resulting from Operations		
Net Surplus	32,311	1,255,230
Non-cash Items in Income Statement:		
Depreciation, amortisation and impairment		0
Provision for landfill restoration	(32,189)	(1,220,410)
Add/(Less): Changes in Net Current Assets		
Net Decrease/(Increase) in Receivables		0
Net Decrease/(Increase) in Net GST Claimable	(423)	0
Net Increase/(Decrease) in Trade and Other Payables		0
Net Increase/(Decrease) in Other Provisions		0
Net cash provided by (or used in) operations	<u>(301)</u>	<u>34,820</u>

Western Region Waste Management Authority

Notes to the Financial Statements

For the Year Ended 30 June 2016

Note 10: Financial Instruments

(a) Interest Risk Rate

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

	Weighted Average Interest Rate	Net Fair Value of variable interest rate instruments	Net Fair value of fixed interest rate instruments maturing within one year	Net Fair value of non-interest bearing instruments
Financial Assets				
Cash	0.10%	67,383	-	-
Receivables	0.00%	-	-	-
Investments	1.20%	239,175	-	-
Total Financial Assets	-	306,558	-	-
Financial Liabilities	-	-	-	-
Creditors and Provisions	0.00%	-	-	-
Total Financial Liabilities	-	-	-	-

(b) Credit Risk

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

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

- Trade and other debtors – the Authority's maximum exposure is disclosed in the financial statements net of any provisions for doubtful debts.
- The LGFA investments included in Financial Assets above are capital guaranteed.

(c) Net Fair Value

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

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

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

Western Region Waste Management Authority

Notes to the Financial Statements

For the Year Ended 30 June 2016

Note 11: Return of Funds to Member Councils

In 2003 the Western Region Waste Management Authority received legal advice on its charter that it could return some of its cash holdings to Member Councils subject to each Council signing a Deed of Agreement to repay amounts as and when required to meet the costs of the Garden island site remediation.

The Board of Western Region Waste Management Authority adopted in their meeting dated 24 March 2016 to return any surplus funds to the constituent councils in accordance with the Authority's charter.

Table of Member Council Ownership Interest	%
Charles Sturt	56.39
West Torrens	23.93
Port Adelaide Enfield	13.77
Holdfast Bay	5.91

Note 12: Contingent Liability

There are no known contingent liabilities.

Western Region Waste Management Authority

STATEMENT BY MEMBERS OF THE BOARD

CERTIFICATION OF FINANCIAL STATEMENTS

We have been authorised by the Board 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 Board's financial position at 30 June 2015 and the results of its operations and cash flows for the financial year.
- internal controls implemented by the Board provide a reasonable assurance that the Board's financial records are complete, accurate and reliable and were effective throughout the financial year.
- the financial statements accurately reflect the Board's accounting and other Records.

This statement is made in accordance with a resolution of the Board and is signed for and on behalf of the Members of the Board by:



George Demetriou
CHAIR
WESTERN REGION WASTE MANAGEMENT AUTHORITY

Date: 15/09/2016



Adrian Sykes
MANAGER
WESTERN REGION WASTE MANAGEMENT AUTHORITY

Date: 15/09/2016

ADOPTION STATEMENT

Laid before the Authority and adopted on the 15 day of September 2016.



Western Region Waste Management Authority

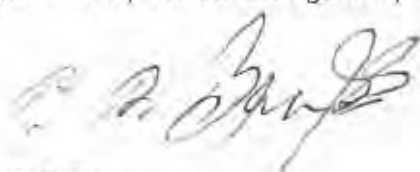
ANNUAL FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 June 2016

CERTIFICATION OF AUDITOR INDEPENDENCE

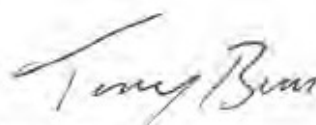
To the best of our knowledge and belief, we confirm that, for the purpose of the audit of Western Region Waste Management Authority for the year ended 30 June 2016, the Board's Auditor, HLB Mann Judd, has maintained its independence in accordance with the requirement of the Local Government Act 1999 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.



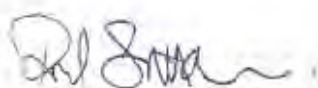
Peter Brass
CHAIR
WESTERN REGION WASTE MANAGEMENT
AUTHORITY AUDIT COMMITTEE

Date: 24/8/2016




Terry Buss
CHIEF EXECUTIVE OFFICER
CITY OF WEST TORRENS

Date: 24/8/2016



Paul Sutton
CHIEF EXECUTIVE OFFICER
CITY OF CHARLES STURT

Date: 23/8/2016



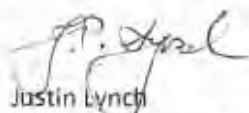
Mark Withers
CHIEF EXECUTIVE OFFICER
CITY OF PORT ADELAIDE ENFIELD

Date: 25/8/2016



George Demetriou
CHAIR
WESTERN REGION WASTE MANAGEMENT
AUTHORITY

Date: 24/8/2016




Justin Lynch
CHIEF EXECUTIVE OFFICER
CITY OF HOLDFAST BAY

Date: 29/8/2016

HLB Mann Judd
Chartered Accountants

The Board
Western Region Waste Management Authority
C/- Mr A Sykes
Manager
PO Box 75
WOODVILLE SA 5011


Corey McGowan
Partner

HLB Mann Judd Audit (SA) Pty Ltd ABN: 32 166 337 097
168 Fullerton Road, Dalwich SA | Telephone +61 (0)8 81 31 5000 | Facsimile +61 (0)8 81 31 6100
Postal: PO Box 377, Kent Town SA 5067

Western Region Waste Management Authority



WESTERN REGION WASTE MANAGEMENT AUTHORITY

ABN 81 252 155 769

INDEPENDENT AUDITOR'S REPORT

To the members of Western Region Waste Management Authority:

We have audited the accompanying financial report of Western Region Waste Management Authority, ("the Regional subsidiary"), which comprises the balance sheet as at 30 June 2016, the statement of comprehensive income, the statement of changes in equity and the cash flow statement for the year then ended, notes comprising a summary of significant accounting policies and other explanatory notes.

Board's Responsibility for the Financial Report

The Board of Western Region Waste Management Authority is responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards and the Local Government Act 1999 and the Local Government (Financial Management) Regulations 2011. The Board's responsibility includes establishing and maintaining internal controls relevant to the preparation and fair presentation of the financial report so that is free from material misstatement, whether due to fraud or error, selecting and applying appropriate accounting policies; and making accounting estimates that are reasonable in the circumstances.

Auditor's Responsibility

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

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

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

Independence

In conducting our audit, we have complied with the independence requirements of the Australian professional accounting bodies and the Local Government Act and Regulations.

Western Region Waste Management Authority



WESTERN REGION WASTE MANAGEMENT AUTHORITY

ABN 81 252 155 769

INDEPENDENT AUDITOR'S REPORT

Opinion

In our opinion;

- (a) the financial report presents fairly, in all material respects, the financial position of Western Region Waste Management Authority as at 30 June 2016 and its performance for the year then ended in accordance with Australian Accounting Standards; and
- (b) the financial report also complies with Australian Accounting Standards (Including the Australian Accounting Interpretations) and the Local Government Act 1999 and Regulations

HLB Mann Judd
HLB Mann Judd
Chartered Accountants

Adelaide, South Australia
21 September 2016

C. McGowan
Corey McGowan
Partner



City of

West Torrens

Financial Report 2015 - 16

City of
West Torrens

Between the City and the Sea



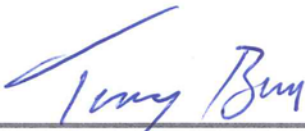
General Purpose Financial Statements
for the year ended 30 June 2016

Certification of Financial Statements

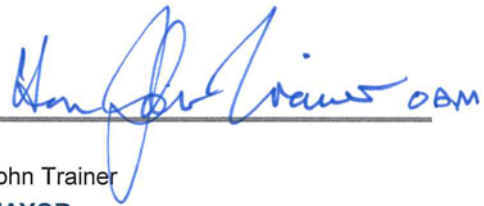
We have been authorised by the Council to certify the financial statements in their final form.

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 2016 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.



Terry Joseph Buss
CHIEF EXECUTIVE OFFICER



John Trainer
MAYOR

Date: 21/10/2016.

General Purpose Financial Statements for the year ended 30 June 2016

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 & 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 2016.

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 4 "primary" financial statements:

1. A Statement of Comprehensive Income

A summary of Council's financial performance for the year, listing all income & expenses.

2. A Balance Sheet

A 30 June snapshot of Council's financial position including its assets & liabilities.

3. A Statement of Changes in Equity

The overall change for the year (in dollars) of Council's "net wealth".

4. A 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 4 Primary Financial Statements.

About the Auditor's Reports

Council's Financial Statements are required to be audited by external accountants (that generally specialize 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.

Statement of Comprehensive Income
for the year ended 30 June 2016

\$ '000	Notes	2016	2015
Income			
Rates Revenues	2a	51,254	49,069
Statutory Charges	2b	2,262	1,675
User Charges	2c	1,187	8,877
Grants, Subsidies and Contributions	2g	2,260	4,183
Investment Income	2d	598	618
Reimbursements	2e	303	302
Other Income	2f	679	738
Net Gain - Equity Accounted Council Businesses	19	8	300
Total Income		58,551	65,762
Expenses			
Employee Costs	3a	21,018	25,723
Materials, Contracts & Other Expenses	3b	21,440	21,528
Depreciation, Amortisation & Impairment	3c	10,987	10,851
Finance Costs	3d	1,611	829
Total Expenses		55,056	58,931
Operating Surplus / (Deficit)		3,495	6,831
Asset Disposal & Fair Value Adjustments	4	18,473	(201)
Amounts Received Specifically for New or Upgraded Assets	2g	1,612	1,521
Physical Resources Received Free of Charge	2i	2,781	118
Net Surplus / (Deficit) ¹		26,361	8,269
Other Comprehensive Income			
<i>Amounts which will not be reclassified subsequently to operating result</i>			
Changes in Revaluation Surplus - I,PP&E	9a	45,277	5,420
<i>Amounts which will be reclassified subsequently to operating result</i>			
Nil			
Total Other Comprehensive Income		45,277	5,420
Total Comprehensive Income		71,638	13,689

¹ Transferred to Equity Statement

Statement of Financial Position

as at 30 June 2016

\$ '000	Notes	2016	2015
ASSETS			
Current Assets			
Cash and Cash Equivalents	5a	19,022	17,680
Trade & Other Receivables	5b	2,612	2,091
Other Financial Assets	5c	994	1,065
Inventories	5d	12	11
Subtotal		22,640	20,847
Non-Current Assets Held for Sale	20	-	13,259
Total Current Assets		22,640	34,106
Non-Current Assets			
Equity Accounted Investments in Council Businesses	6a	41	33
Infrastructure, Property, Plant & Equipment	7a	607,481	555,196
Other Non-Current Assets	6b	4,518	3,913
Total Non-Current Assets		612,040	559,142
TOTAL ASSETS		634,680	593,248
LIABILITIES			
Current Liabilities			
Trade & Other Payables	8a	5,248	8,516
Borrowings	8b	-	2,075
Provisions	8c	3,815	2,335
Subtotal		9,063	12,926
Liabilities relating to Non-Current Assets Held for Sale	20	-	17,297
Total Current Liabilities		9,063	30,223
Non-Current Liabilities			
Borrowings	8b	-	8,928
Provisions	8c	300	418
Total Non-Current Liabilities		300	9,346
TOTAL LIABILITIES		9,363	39,569
Net Assets		625,317	553,679
EQUITY			
Accumulated Surplus		57,693	45,761
Asset Revaluation Reserves	9a	532,344	487,728
Other Reserves	9b	35,280	20,190
Total Council Equity		625,317	553,679

Statement of Changes in Equity

for the year ended 30 June 2016

\$ '000	Notes	Asset			Total Equity
		Accumulated Surplus	Revaluation Reserve	Other Reserves	
2016					
Balance at the end of previous reporting period		45,761	487,728	20,190	553,679
a. Net Surplus / (Deficit) for Year		26,361	-	-	26,361
b. Other Comprehensive Income					
- Gain (Loss) on Revaluation of I,PP&E	7a	-	45,277	-	45,277
- Transfer to Accumulated Surplus on Sale of I,PP&E	9a	661	(661)	-	-
Other Comprehensive Income		661	44,616	-	45,277
Total Comprehensive Income		27,022	44,616	-	71,638
c. Transfers between Reserves		(15,090)	-	15,090	-
Balance at the end of period		57,693	532,344	35,280	625,317
2015					
Balance at the end of previous reporting period		33,210	482,803	23,977	539,990
a. Net Surplus / (Deficit) for Year		8,269	-	-	8,269
b. Other Comprehensive Income					
- Gain (Loss) on Revaluation of I,PP&E	7a	-	5,420	-	5,420
- Share of OCI - Equity Accounted Council Businesses	19	495	(495)	-	-
Other Comprehensive Income		495	4,925	-	5,420
Total Comprehensive Income		8,764	4,925	-	13,689
c. Transfers between Reserves		3,787	-	(3,787)	-
Balance at the end of period		45,761	487,728	20,190	553,679

Statement of Cash Flows

for the year ended 30 June 2016

\$ '000	Notes	2016	2015
Cash Flows from Operating Activities			
Receipts			
Rates Receipts		51,049	48,960
Statutory Charges		2,488	1,808
User Charges		1,306	9,679
Grants, Subsidies and Contributions (operating purpose)		2,361	4,497
Investment Receipts		682	546
Reimbursements		333	332
Other Receipts		3,822	4,590
Payments			
Payments to Employees		(21,885)	(25,718)
Payments for Materials, Contracts & Other Expenses		(26,378)	(25,310)
Finance Payments		(1,611)	(853)
Net Cash provided by (or used in) Operating Activities	11b	12,167	18,531
Cash Flows from Investing Activities			
Receipts			
Amounts Received Specifically for New/Upgraded Assets		1,612	1,521
Sale of Replaced Assets		634	616
Sale of Surplus Assets		45	8,576
Proceeds from Disposal of Business		14,210	-
Repayments of Loans by Community Groups		7	7
Payments			
Expenditure on Renewal/Replacement of Assets		(12,080)	(12,615)
Expenditure on New/Upgraded Assets		(4,198)	(8,996)
Capital Contributed to Equity Accounted Council Businesses		(8)	300
Net Cash provided by (or used in) Investing Activities		222	(10,591)
Cash Flows from Financing Activities			
Receipts			
Proceeds from Aged Care Facility Deposits		-	5,700
Payments			
Repayments of Borrowings		(10,966)	(1,912)
Repayment of Finance Lease Liabilities		(37)	(61)
Repayment of Bonds & Deposits		(44)	-
Repayment of Aged Care Facility Deposits		-	(6,979)
Net Cash provided by (or used in) Financing Activities		(11,047)	(3,252)
Net Increase (Decrease) in Cash Held		1,342	4,688
plus: Cash & Cash Equivalents at beginning of period	11	17,680	12,992
Cash & Cash Equivalents at end of period	11	19,022	17,680
Additional Information:			
plus: Investments on hand - end of year	5c	994	1,065
Total Cash, Cash Equivalents & Investments		20,016	18,745

Notes to and forming part of the Financial Statements
for the year ended 30 June 2016

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 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 1 November 2016.

1.2 Historical Cost Convention

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

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

1.4 Rounding

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

2 The Local Government Reporting Entity

City of West Torrens is incorporated under the South Australian *Local Government Act 1999* and has its principal place of business at 165 Sir Donald Bradman Drive, Hilton. These financial statements include the Council's direct operations and all entities through which Council controls resources to carry on its functions. In the process of reporting on the Council as a single unit, all transactions and balances between activity areas and controlled entities have been eliminated.

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

3 Income Recognition

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

Where grants, contributions and donations recognised as incomes during the reporting period were obtained on the condition that they be expended in a particular manner or used over a particular period, and those conditions were undischarged as at the reporting date, the amounts subject to those undischarged conditions are disclosed in these notes. Also disclosed is the amount of grants, contributions and receivables recognised as incomes in a previous reporting period which were obtained in respect of the Council's operations for the current reporting period.

In recent years the payment of untied financial assistance grants has varied from the annual allocation as shown in the table below:

	Cash Payment Received	Annual Allocation	Difference
2013/14	\$000,000	\$1,853,592	\$1,853,592
2014/15	\$941,344	\$1,795,598	\$854,254
2015/16	\$000,000	\$1,882,688	\$1,882,668

Notes to and forming part of the Financial Statements
for the year ended 30 June 2016

Note 1. Summary of Significant Accounting Policies (continued)

Because these grants 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 at cost. Costs are assigned on a specific identification basis and include costs and appropriate overheads if any.

6 Infrastructure, Property, Plant & 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.

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 given below. No capitalisation threshold is applied to the acquisition of land or interests in land.

Office Furniture & Equipment	\$2,000
Other Plant & Equipment	\$2,000
Buildings - new construction/extensions	\$10,000
Infrastructure	\$10,000

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. 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. Further detail of existing valuations, methods and valuers are provided at Note 7.

Notes to and forming part of the Financial Statements for the year ended 30 June 2016

Note 1. Summary of Significant Accounting Policies (continued)

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.

Major depreciation periods for each class of asset are listed below. 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.

Plant, Furniture & Equipment

Furniture, Equipment and Fittings	2 to 50 years
Plant and Equipment	2 to 30 years

Building & Other Structures

Buildings and Components	10 to 100 years
Other Structures	10 to 100 years

Infrastructure

Land Improvements including Park and Other Structures	10 to 80 years
Sealed Roads – Surface	15 to 50 years
Sealed Roads – Structure	55 to 80 years
Other Transport	10 to 70 years
Footpaths, Kerb, Gutter and Cycle Tracks	10 to 80 years
Stormwater	25 to 100 years
Glenelg to Adelaide Pipeline	50 years
Bridges	35 to 100 years

Other Assets

Library Resources	2 to 7 years
Artworks	80 to 100 years

In 2016 Council had an independent condition based audit completed on our road structure which has resulted in a reduction of our accumulated depreciation. Following on from this audit, Council is now reviewing our useful lives for roads, with the intention that new useful lives will be implemented in the 2016/17 financial year.

6.5 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 inflows 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 Council 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.

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

6.6 Borrowing Costs

Borrowing costs in relation to qualifying assets (net of offsetting investment revenue) have been capitalised in accordance with AASB 123 "Borrowing Costs". The amounts of borrowing costs recognised as an expense or as part of the carrying amount of qualifying assets are disclosed in Note 3, and the amount (if any) of interest revenue offset against borrowing costs in Note 2.

7 Payables

7.1 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.

7.2 Payments Received in Advance & Deposits

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

Notes to and forming part of the Financial Statements
for the year ended 30 June 2016

Note 1. Summary of Significant Accounting Policies (continued)

8 Borrowings

Borrowings are initially recognised at fair value, net of transaction costs incurred and are subsequently measured at amortised cost. Any difference between the proceeds (net of transaction costs) and the redemption amount is recognised in the income statement over the period of the borrowings using the effective interest method.

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 & 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.

Weighted avg. discount rate 0.2% (2014/15, 0.3%)

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

9.2 Superannuation

The Council makes employer superannuation contributions in respect of its employees to the Statewide Superannuation Scheme. The Scheme has two types of membership, each of which is funded differently. No changes in accounting policy

have occurred during either the current or previous reporting periods. Details of the accounting policies applied and Council's involvement with the schemes are reported in Note 18.

10 Leases

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

In respect of finance leases, where Council substantially carries all of the risks incidental to ownership, the leased items are initially recognised as assets and liabilities equal in amount to the present value of the minimum lease payments. The assets are disclosed within the appropriate asset class, and are amortised to expense over the period during which the Council is expected to benefit from the use of the leased assets. Lease payments are allocated between interest expense and reduction of the lease liability, according to the interest rate implicit in the lease.

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

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, which are only recognised if material, are accounted for in accordance with AASB 128 and set out in detail in Note 19.

12 GST Implications

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

- Receivables and Creditors include GST receivable and payable.
- Except in relation to input taxed activities, revenues and operating expenditures exclude GST receivable and payable.

Notes to and forming part of the Financial Statements
for the year ended 30 June 2016

Note 1. Summary of Significant Accounting Policies (continued)

- 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.

13 New accounting standards and UIG interpretations

As at the date of authorisation of the financial statements, the standards and interpretations listed below were in issue but not yet effective.

Effective for periods commencing 1 January 2016:

- AASB 14 *Regulatory Deferral Accounts*
- AASB 1057 *Application of Australian Accounting Standards*
- AASB 2014-3 *Amendments to Australian Accounting Standards-Accounting for Acquisitions of Interests in Joint Operations*
- AASB 2014-4 *Amendments to Australian Accounting Standards-Clarification of Acceptable Methods of Depreciation and Amortisation*
- AASB 2014-6 *Amendments to Australian Accounting Standards-Agriculture: Bearer Plants*
- AASB 2014-9 *Amendments to Australian Accounting Standards – Equity Method in Separate Financial Statements* [AASB 1, 127 & 128]
- AASB 2014-10 *Amendments to Australian Accounting Standards – Sale or Contribution of Assets between an Investor and its Associate or Joint Venture* [AASB 10 & AASB 128]
- AASB 2015-1 *Amendments to Australian Accounting Standards – Annual Improvements to Australian Accounting Standards 2012–2014 Cycle* [AASB 1, AASB 2, AASB 3, AASB 5, AASB 7, AASB 11, AASB 110, AASB 119, AASB 121, AASB 133, AASB 134, AASB 137 & AASB 140]

- AASB 2015-2 *Amendments to Australian Accounting Standards – Disclosure Initiative: Amendments to AASB 101* [AASB 7, AASB 101, AASB 134 & AASB 1049]
- AASB 2015-5 *Amendments to Australian Accounting Standards – Investment Entities: Applying the Consolidation Exception* [AASB 10, AASB 12 & AASB 128]
- AASB 2014-1 *Amendments to Australian Accounting Standards* (Part D)

Effective for periods commencing 1 July 2016:

- AASB 1056 *Superannuation Entities*
- AASB 2015-6 *Amendments to Australian Accounting Standards – Extending Related Party Disclosures to Not-for-Profit Public Sector Entities* [AASB 10, AASB 124 & AASB 1049]

Effective for periods commencing 1 January 2017:

- AASB 2014-5 *Amendments to Australian Accounting Standards arising from AASB 15*
- AASB 2015-8 *Amendments to Australian Accounting Standards – Effective Date of AASB 15*

Effective for periods commencing 1 January 2018:

- AASB *Financial Instruments* (December 2009)
- AASB 15 *Revenue from Contracts with Customers*
- AASB 2010-7 *Amendments to Australian Accounting Standards arising from AASB 9* (December 2010)
- AASB 2014-1 *Amendments to Australian Accounting Standards* (Part E)
- AASB 2014-7 *Amendments to Australian Accounting Standards arising from AASB 9* (December 2014)

Notes to and forming part of the Financial Statements
for the year ended 30 June 2016

Note 1. Summary of Significant Accounting Policies (continued)

Effective for periods commencing 1 January 2019:

- AASB 16 *Leases*

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.

Notes to and forming part of the Financial Statements
for the year ended 30 June 2016

Note 2. Income

\$ '000	Notes	2016	2015
(a). Rates Revenues			
General Rates			
General Rates		50,612	48,438
Less: Mandatory Rebates		(683)	(668)
Less: Discretionary Rebates, Remissions & Write Offs		(72)	(72)
Total General Rates		49,857	47,698
Other Rates (Including Service Charges)			
Natural Resource Management Levy		1,240	1,212
Total Other Rates		1,240	1,212
Other Charges			
Penalties for Late Payment		120	105
Legal & Other Costs Recovered		51	68
Total Other Charges		171	173
Less: Discretionary Rebates, Remissions & Write Offs		(14)	(14)
Total Rates Revenues		51,254	49,069
(b). Statutory Charges			
Development Act Fees		746	668
Animal Registration Fees & Fines		302	256
Parking Fines / Expiation Fees		1,123	675
Environmental Control Fines		5	5
Other Licences, Fees & Fines		39	30
Sundry		47	41
Total Statutory Charges		2,262	1,675
(c). User Charges			
Hall & Equipment Hire		108	96
Property Lease		473	424
Subsidies Received on Behalf of Users		47	71
Sundry		60	482
St Martins		-	7,636
Cummins House		30	34
Waste royalties		104	134
Employee Contributions		174	-
Road Permits		78	-
Other		113	-
Total User Charges		1,187	8,877

Notes to and forming part of the Financial Statements
for the year ended 30 June 2016

Note 2. Income (continued)

\$ '000	Notes	2016	2015
(d). Investment Income			
Interest on Investments			
- Local Government Finance Authority		503	135
- Banks & Other		109	407
Market movement on investments		(76)	10
Dividend income including franking credits		62	66
Total Investment Income		598	618
(e). Reimbursements			
Roadworks		11	7
Private Works		13	6
Joint Undertakings		20	-
Electricity & Gas		82	-
Insurance		24	-
Rates & Taxes		94	-
Employee Costs		32	-
Other		27	289
Total Reimbursements		303	302
(f). Other Income			
Insurance & Other Recoupments - Infrastructure, IPP&E		6	61
Rebates Received		428	424
Sundry		112	253
Donations		32	-
Fuel Tax Credits		33	-
Airport Stormwater Contribution		50	-
Mendelson Scholarships		18	-
Total Other Income		679	738
(g). Grants, Subsidies, Contributions			
Amounts Received Specifically for New or Upgraded Assets		1,612	1,521
Other Grants, Subsidies & Contributions		766	4,183
Untied - Financial Assistance Grant		597	-
Home and Community Care Grant		502	-
Library & Communications		395	-
Total Grants, Subsidies, Contributions		3,872	5,704

The functions to which these grants relate are shown in Note 12.

Notes to and forming part of the Financial Statements for the year ended 30 June 2016

Note 2. Income (continued)

\$ '000	Notes	2016	2015
(i) Sources of grants			
Commonwealth Government		2,752	922
State Government		1,112	4,774
Other		8	8
Total		3,872	5,704
 (h). Conditions over Grants & Contributions			
Grants and contributions which were obtained on the condition that they be expended for specified purposes or in a future period, but which are not yet expended in accordance with those conditions, are as follows:			
Unexpended at the close of the previous reporting period		977	420
<i>Less:</i>			
<i>Expended during the current period from revenues recognised in previous reporting periods</i>			
Immunisation & Preventive Health		(51)	(41)
Health Services		(60)	(47)
Bridges		-	(38)
Other Environment		(13)	(7)
Parks & Gardens		-	(275)
Roads Sealed		(836)	-
Other Community Support		(17)	(12)
Subtotal		(977)	(420)
<i>Plus:</i>			
<i>Amounts recognised as revenues in this reporting period but not yet expended in accordance with the conditions</i>			
Roads Infrastructure		14	-
Health Services		-	60
Immunisation & Preventive Health		-	51
Parks & Gardens		146	-
Roads Sealed		128	836
Other Community Amenities		-	17
Other Environment		281	13
Subtotal		569	977
Unexpended at the close of this reporting period		569	977
Net increase (decrease) in assets subject to conditions in the current reporting period		(408)	557

Notes to and forming part of the Financial Statements
for the year ended 30 June 2016

Note 2. Income (continued)

\$ '000	Notes	2016	2015
(i). Physical Resources Received Free of Charge			
Roads, Bridges & Footpaths		2,275	-
Stormwater Drainage		132	-
Buildings & Structures		374	118
Total Physical Resources Received Free of Charge		2,781	118

Note 3. Expenses

(a). Employee Costs

Salaries & Wages		18,198	22,217
Employee Leave Expense		486	557
Superannuation	18	1,608	1,968
Workers' Compensation Insurance		841	1,017
Other		643	627
Less: Capitalised & Distributed Costs		(758)	(663)
Total Operating Employee Costs		21,018	25,723
Total Number of Employees (full time equivalent at end of reporting period)		214	290

(b). Materials, Contracts and Other Expenses

(i) Prescribed Expenses

Auditor's Remuneration			
- Auditing the Financial Reports		25	23
Bad & Doubtful Debts		8	2
Elected Members' Expenses		437	445
Election Expenses		-	160
Operating Lease Rentals - Non-Cancellable Leases	17		
- Minimum Lease Payments		134	134
Subtotal - Prescribed Expenses		604	764

Notes to and forming part of the Financial Statements
for the year ended 30 June 2016

Note 3. Expenses

\$ '000	Notes	2016	2015
(b). Materials, Contracts and Other Expenses			
(ii) Other Materials, Contracts and Expenses			
Contractors		8,495	7,222
Energy		477	664
Maintenance		378	510
Legal Expenses		390	499
Levies Paid to Government - NRM levy		1,225	1,197
Levies - Other		179	119
Parts, Accessories & Consumables		523	525
Professional Services		1,189	1,195
Sundry		1,961	4,209
Materials		801	804
Insurance		931	828
Street lighting		857	886
Aged care facility - sundry		20	881
Brown Hill Keswick Creek Project		908	1,225
Advertising & Marketing		298	-
Memberships & Subscriptions		203	-
Printing, Postage & Stationery		425	-
Software, Licensing & Maintenance		835	-
Water Rates		741	-
Subtotal - Other Material, Contracts & Expenses		20,836	20,764
Total Materials, Contracts and Other Expenses		21,440	21,528

Notes to and forming part of the Financial Statements
for the year ended 30 June 2016

Note 3. Expenses (continued)

\$ '000	Notes	2016	2015
(c). Depreciation, Amortisation and Impairment			
Depreciation and Amortisation			
Land Improvements		507	425
Buildings & Other Structures		1,616	1,841
Infrastructure			
- Sealed Roads		4,750	4,614
- Stormwater Drainage		1,370	1,177
- Other Transport		30	38
- Footways / cycle tracks		998	943
- Glenelg to Adelaide Pipeline		49	44
- Bridges		119	119
Plant & Equipment		836	803
Furniture & Fittings		374	327
Library Books		282	332
Leased Assets - IT		56	60
Aged care - plant, equipment, furniture and fittings		-	128
Total Depreciation, Amortisation and Impairment		10,987	10,851
(d). Finance Costs			
Interest on Loans		1,611	829
Total Finance Costs		1,611	829

Note 4. Asset Disposal & Fair Value Adjustments

Infrastructure, Property, Plant & Equipment

(i) Assets Renewed or Directly Replaced

Proceeds from Disposal	634	616
Less: Carrying Amount of Assets Sold	(673)	(612)
Gain (Loss) on Disposal	(39)	4

(ii) Assets Surplus to Requirements

Proceeds from Disposal	45	695
Less: Carrying Amount of Assets Sold	-	(900)
Gain (Loss) on Disposal	45	(205)

Disposal of Business

Consideration received	31,354	-
Less: Carrying Amount of Assets Sold	(12,887)	-
Gain (Loss) on Disposal	18,467	-

Net Gain (Loss) on Disposal or Revaluation of Assets	18,473	(201)
---	---------------	--------------

Notes to and forming part of the Financial Statements
for the year ended 30 June 2016

Note 5. Current Assets

\$ '000	Notes	2016	2015
(a). Cash & Cash Equivalents			
Cash on Hand at Bank		2,583	1,958
Deposits at Call		3,743	12,555
Short Term Deposits & Bills, etc.		12,500	3,000
Investment- Mendelson		196	167
Total Cash & Cash Equivalents		19,022	17,680
(b). Trade & Other Receivables			
Rates - General & Other		864	669
Council Rates Postponement Scheme		13	3
Accrued Revenues		103	68
Debtors - General		1,034	553
GST Recoupment		596	769
Prepayments		2	6
Loans to Community Organisations		-	7
Sundry		-	16
Total Trade & Other Receivables		2,612	2,091
(c). Other Financial Assets (Investments)			
Shares in listed companies - Mendelson Foundation		781	844
Units in managed funds - Mendelson Foundation		213	221
Total Other Financial Assets (Investments)		994	1,065
Amounts included in other financial assets that are not expected to be received within 12 months of reporting date are disclosed in Note 13			
(d). Inventories			
Stores & Materials		12	11
Total Inventories		12	11

Notes to and forming part of the Financial Statements
for the year ended 30 June 2016

Note 6. Non-Current Assets

\$ '000	Notes	2016	2015
(a). Equity Accounted Investments in Council Businesses			
Western Region Waste Management Authority	19	41	33
Total Equity Accounted Investments in Council Businesses		41	33
(b). Other Non-Current Assets			
Capital Works-in-Progress		4,518	3,913
Total Other Non-Current Assets		4,518	3,913

Notes to and forming part of the Financial Statements
for the year ended 30 June 2016

Note 7a. Infrastructure, Property, Plant & Equipment

	Fair Value Level	as at 30/6/2015					Asset Movements during the Reporting Period							as at 30/6/2016					
		At Fair Value	At Cost	Accumulated Dep'n	Impairment	Carrying Value	Asset Additions		WDV of Asset Disposals	Depreciation Expense (Note 3c)	WIP Transfers	Adjustments & Transfers	Revaluation Decrements to Equity (ARR) (Note 9)	Revaluation Increments to Equity (ARR) (Note 9)	At Fair Value	At Cost	Accumulated Dep'n	Impairment	Carrying Value
							New / Upgrade	Renewals											
\$ '000	Capital Work in Progress	-	3,913	-	-	3,913	4,314	-	-	-	-	(2,752)	(957)	-	-	4,518	-	-	4,518
	Land - Community	3	183,481	-	-	183,481	-	-	-	-	-	-	-	-	183,481	-	-	183,481	
	Land - Other	2	35,775	-	-	35,775	-	-	-	-	-	-	-	-	35,775	-	-	35,775	
	Land Improvements	3	8,509	3,241	2,287	9,463	548	1,332	-	(507)	185	-	(40)	-	11,589	2,064	2,673	10,980	
	Buildings & Other Structures	2	91,292	-	52,673	38,619	530	644	-	(1,321)	19	-	-	-	92,485	-	53,995	38,491	
	Buildings & Other Structures	3	46,919	-	25,131	21,788	-	888	-	(295)	-	-	-	-	47,807	-	25,426	22,382	
	Infrastructure																		
	- Sealed Roads	3	285,449	7,863	157,694	135,618	377	5,590	-	(4,750)	2,027	-	-	41,185	296,087	8,053	124,094	180,046	
	- Stormwater Drainage	3	114,031	1,345	44,819	70,557	817	12	-	(1,370)	145	-	-	2,667	121,134	974	49,280	72,828	
	- Other Transport	3	1,166	74	247	993	217	170	-	(30)	121	-	-	7	1,695	-	218	1,477	
	- Footways / cycle tracks	3	68,401	1,448	28,933	40,916	283	1,287	-	(998)	159	-	-	1,422	72,691	1,729	31,351	43,069	
	- Glenelg to Adelaide Pipeline	3	2,441	-	108	2,333	-	-	-	(49)	-	-	(16)	-	2,424	-	155	2,269	
	- Bridges	3	10,637	-	2,972	7,665	807	-	1,418	(119)	-	-	-	53	10,712	807	3,113	8,406	
	Plant & Equipment		-	8,922	3,505	5,417	335	1,418	(629)	(836)	97	-	-	-	9,554	9,554	3,751	5,803	
	Furniture & Fittings		-	6,893	5,344	-	1,549	224	130	(1)	(374)	-	-	-	-	7,237	5,710	1,527	-
	Library Books	3	1,912	-	956	956	-	308	(44)	(282)	-	-	-	-	1,705	-	767	938	-
	Leased Assets - IT		-	181	115	-	66	-	-	(56)	-	-	-	-	-	181	171	-	10
Total Infrastructure, Property, Plant & Equipment		850,013	33,880	324,784	-	559,109	8,450	11,779	(673)	(10,987)	(0.0)	(957)	(56)	45,333	877,585	35,117	300,704	-	611,999
Comparatives		845,468	32,932	324,030	-	554,370	10,220	9,726	(1,512)	(10,850)	-	(12,176)	-	5,420	850,013	33,880	324,784	-	559,109

Notes to and forming part of the Financial Statements
for the year ended 30 June 2016

Note 7b. Valuation of Infrastructure, Property, Plant & Equipment &
Investment Property

\$ '000

Valuation of Assets

The fair value of assets and liabilities must be estimated in accordance with various Accounting Standards for either recognition and measurement requirements or for disclosure purposes.

AASB 13 Fair Value Measurement requires all assets and liabilities measured at fair value to be assigned to a "level" in the fair value hierarchy as follows:

Level 1: Unadjusted quoted prices in active markets for identical assets or liabilities that the entity can access at the measurement date.

Level 2: Inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly or indirectly.

Level 3: Inputs for the asset or liability that are not based on observable market data (unobservable inputs).

Refer to Note 7a for the disclosure of the Fair Value Levels of Infrastructure, Property, Plant and Equipment Assets.

Information on Valuations

Certain land, and the buildings and structures thereon, are shown above as being based on fair value hierarchy level 2 valuation inputs. They are based on prices for similar assets in an active market, with directly or indirectly observable adjustments for specific advantages or disadvantages attaching to the particular asset.

Valuations of Crown land, community land and land subject to other restrictions on use or disposal, shown above as being based on fair value hierarchy level 3 valuation inputs, are based on prices for similar assets in an active market, but include adjustments for specific advantages or disadvantages attaching to the particular asset that are not directly or indirectly observable in that market, or the number and / or amount of observable adjustments of which are so great that the valuation is more fairly described as being based on level 3 valuation inputs.

There is no known market for buildings, infrastructure and other assets. These assets are valued at depreciated current replacement cost. This method involves:

- The determination of the cost to construct the asset (or its modern engineering equivalent) using current prices for materials and labour, the quantities of each being estimated based on recent experience of this or similar Councils, or on industry construction guides where these are more appropriate.
- The calculation of the depreciation that would have accumulated since original construction using current estimates of residual value and useful life under the prime cost depreciation method adopted by Council.

This method has significant inherent uncertainties, relying on estimates of quantities of materials and labour, residual values and useful lives, and the possibility of changes in prices for materials and labour, and the potential for development of more efficient construction techniques.

Notes to and forming part of the Financial Statements
for the year ended 30 June 2016

Note 7b. Valuation of Infrastructure, Property, Plant & Equipment & Investment Property (continued)

\$ '000

Valuation of Assets (continued)

Other Information

At 1 July 2004 upon the transition to AIFRS, Council elected pursuant to AASB 1.19 to retain a previously established deemed cost under GAAP as its deemed cost. With subsequent addition at cost, this remains as the basis of recognition of non-material asset classes.

Upon revaluation, the current new replacement cost and accumulated depreciation are re-stated such that the difference represents the fair value of the asset determined in accordance with AASB 13 Fair Value Measurement: accumulated depreciation is taken to be the difference between current new replacement cost and fair value. In the case of land, current replacement cost is taken to be the fair value.

Highest and best use

All of Council's non financial assets are considered as being utilised for their highest and best use.

Transition to AASB 13 - Fair Value Measurement

The requirements of AASB 13 Fair Value Measurement have been applied to all valuations undertaken since 1 July 2013 as shown by the valuation dates by individual asset classes below.

Valuation Techniques used to derive Level 2 Fair Values recognised in the Financial Statements

The following table sets out the valuation techniques used to measure fair value within Level 2, including a description of the significant inputs used.

Description	Valuation approach and inputs used
Land - Other	Direct comparison of the market evidence approach. This method seeks to determine the current value of an asset by reference to recent comparable transactions involving the sale of similar assets. The valuation is based on price per square metre.
Buildings & Other Structures - Market Approach	The valuation of each Buildings under this scenario has been undertaken utilising the Direct Comparison Method of valuation by reference to market data and the subsequent apportionment of the Land and Structural Components.
Buildings & Other Structures - Income Approach	The valuation of Buildings under this scenario have been undertaken by reference to actual or imputed income and capitalised at market rates
Buildings & Other Structures - Cost Approach	The calculated value is based on Replacement Cost data sourced from the Maloney Field Services' Replacement Cost Database and / or Rawlinsons Australia Construction Handbook 2016. Under this valuation scenario the all-inclusive rate per square metre has been provided to comply with the requirement for Disclosure.

Notes to and forming part of the Financial Statements
for the year ended 30 June 2016

Note 7b. Valuation of Infrastructure, Property, Plant & Equipment &
Investment Property (continued)

\$ '000

Valuation of Assets (continued)

Valuation Techniques used to derive Level 3 Fair Values recognised in the Financial Statements

The following table sets out the valuation techniques used to measure fair value within Level 3.

Description	Valuation approach
Land - Community	Market Approach The valuation of Community Land has been undertaken utilising the Market Approach, more specifically the Direct Comparison Method of Valuation by reference to comparable market data and subsequently adjusted to reflect the level of risk associated with alienating the Land to make it available for disposal.
Buildings & Other Structures	The calculated value is based on Replacement Cost data sourced from the Maloney Field Services' Replacement Cost Database and / or Rawlinsons Australia Construction Handbook 2016. Under this valuation scenario the all-inclusive rate per square metre has been provided to comply with the requirement for Disclosure. The unique nature of such Buildings and Structures and the lack of definitive valuation inputs requires that we inform users of this information that the valuation may vary from the generally acceptable range of +/- 10%.
Land Improvements	The valuation is Replacement Cost data sourced from the Maloney Field Services' Replacement Cost Database. Alternatively when Maloneys cannot provide a valuation an asset is valued at cost and indexed each year following for CPI increases.
Roads Sealed	Formulated using Rawlinsons Australia Construction Handbook 2016 data and recent schedule of rates as provided by tendered works. This is subject to an independent condition audit by an industry expert every 5 years. Annual CPI are applied each year thereafter.
Other Transport	Asset is valued at cost and indexed each year following for CPI increases.
Footways / Cycle Tracks	Formulated using Rawlinsons Australia Construction Handbook 2016 data and recent schedule of rates as provided by tendered works. Alternatively where unit rate application is not applicable asset is valued at cost and indexed each year following for CPI increases. This is subject to an independent condition audit by industry expert every 5 years.
Stormwater	Formulated using Rawlinsons Australia Construction Handbook 2016 data and recent schedule of rates as provided by tendered works. Alternatively where unit rate application is not applicable asset is valued at cost and indexed each year following for CPI increases.
Glenelg to Adelaide Pipeline	Formulated using Rawlinsons Australia Construction Handbook 2016 data and recent schedule of rates as provided by tendered works. Alternatively where unit rate application is not applicable asset is valued at cost and indexed each year following for CPI increases.
Bridges	This is subject to an independent condition audit by industry expert every 5 years. This is subject to annual CPI increases for each year following.

Notes to and forming part of the Financial Statements for the year ended 30 June 2016

Note 7b. Valuation of Infrastructure, Property, Plant & Equipment & Investment Property (continued)

\$ '000

Valuation of Assets (continued)

Land & Land Improvements

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 is valued at written down replacement cost. Independent valuations of land and land improvements were determined at 30 June 2014 by Peta Mantzarapis, B Bus Property (Valuation) AAPI, Certified Practising Valuer, of Maloney Field Services.

Buildings & Other Structures

Buildings and other structures are initially recognised on the cost basis.

Independent valuations of buildings and other structures were determined on the 30 June 2014 by Peta Mantzarapis, B Bus Property (Valuation) AAPI, Certified Practising Valuer, of Maloney Field Services. Buildings and other structures are then valued at written down replacement costs.

Infrastructure

Infrastructure assets are measured based on periodic valuations by external independent valuers less, where applicable, any accumulated depreciation and impairment losses. Any additions made during the periods between revaluations are carried at cost.

Land improvements are valued at written down replacement cost. Independent valuations of land and land improvements were determined at 30 June 2014 by Peta Mantzarapis, B Bus Property (Valuation) AAPI, Certified Practising Valuer, of Maloney Field Services.

Valuations on roads sealed assets were determined by Mr Joseph Ielasi, Dip Civil Eng, in conjunction with Mr Norman Biggs, BEc, ASA, in conjunction with Asset Engineering for the year ended 30 June 2016.

Valuations on footways and cycle tracks were determined by Mr Joseph Ielasi, Dip Civil Eng, in conjunction with Mr Norman Biggs, BEc, ASA, in conjunction with Asset Engineering for the year ended 30 June 2016.

Valuations on stormwater and Glenelg to Adelaide pipeline were determined by Mr Joseph Ielasi, Dip Civil Eng, in conjunction with Mr Norman Biggs BEc, ASA (both Council employees) in conjunction with Asset Engineering for the year ended 30 June 2016.

Independent valuations of bridges were determined on the 30 June 2015 by Paul Allen, B Eng, Certified Practising Engineer, of Kellogg Brown & Root. Bridges are then valued at written down replacement costs.

Plant & Equipment, Furniture & Fittings

Council has elected to recognise these assets on the cost basis.

Library Resources

Library resources are valued at written down current cost. Library resources are measured at valuation as at 30 June 2016 undertaken by library staff. Any accumulated depreciation at the date of revaluation is restated proportionately with the change in the gross carrying amount of the asset so that the carrying amount of the asset after revaluation equals its revalued amount.

All other Assets

Pursuant to Council's election, these assets are recognised on the cost basis.

Notes to and forming part of the Financial Statements
for the year ended 30 June 2016

Note 8. Liabilities

\$ '000	Notes	2016 Current	2016 Non Current	2015 Current	2015 Non Current
(a). Trade and Other Payables					
Goods & Services		4,392	-	5,378	-
Payments Received in Advance		97	-	115	-
Accrued Expenses - Employee Entitlements		345	-	2,443	-
Accrued Expenses - Other		338	-	461	-
Deposits, Retentions & Bonds		75	-	119	-
Other		1	-	-	-
Total Trade and Other Payables		5,248	-	8,516	-
(b). Borrowings					
Loans		-	-	2,038	8,928
Finance Leases	14c	-	-	37	-
Total Borrowings		-	-	2,075	8,928
All interest bearing liabilities are secured over the future revenues of the Council					
(c). Provisions					
Employee Entitlements (including oncosts)		3,815	300	2,335	418
Total Provisions		3,815	300	2,335	418

Notes to and forming part of the Financial Statements
for the year ended 30 June 2016

Note 9. Reserves

\$ '000	1/7/2015	Increments (Decrements)	Transfers	Impairments	30/6/2016
(a). Asset Revaluation Reserve					
Land - Community	221,237	-	(2,469)	-	218,768
Land - Other	805	-	-	-	805
Land Improvements	2,050	(40)	-	-	2,010
Buildings & Other Structures	40,836	-	1,849	-	42,685
Infrastructure					
- Sealed Roads	114,500	41,185	-	-	155,685
- Stormwater Drainage	54,721	2,667	-	-	57,388
- Other Transport	36	7	-	-	43
- Footways / cycle tracks	46,624	1,422	-	-	48,046
- Glenelg to Adelaide Pipeline	488	(16)	-	-	472
- Bridges	5,976	53	-	-	6,029
Plant & Equipment	44	-	-	-	44
Library Books	411	-	(40)	-	370
Total Asset Revaluation Reserve	487,728	45,277	(660)	-	532,344
Comparatives	482,803	5,420	-	(495)	487,728

\$ '000	1/7/2015	Tfrs to Reserve	Tfrs from Reserve	Other Movements	30/6/2016
(b). Other Reserves					
Development Reserve	6,090	4,577	-	-	10,667
Committed Expenditure Reserve	12,985	11,628	-	-	24,613
St Martins' Reserve	1,115	-	(1,115)	-	-
Total Other Reserves	20,190	16,205	(1,115)	-	35,280
Comparatives	23,977	165	(3,952)	-	20,190

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 Reserve

The development reserve largely holds funds from the sale of assets and is used for developmental purposes.

Committed Expenditure Reserve

The committed expenditure reserve holds unspent funds being carried forward to 2016/17 for capital and operational purposes.

Notes to and forming part of the Financial Statements
for the year ended 30 June 2016

Note 10. Assets Subject to Restrictions

\$ '000	Notes	2016	2015
<p>The uses of the following assets are restricted, wholly or partially, by legislation or other externally imposed requirements. The assets are required to be utilised for the purposes for which control was transferred to Council, or for which the revenues were originally obtained.</p>			
Cash & Financial Assets			
Unexpended amounts received from Federal Government			
Mendelson Foundation		1,213	1,275
St Martins' facility deposits		-	5,467
Total Cash & Financial Assets		1,213	6,742
Total Assets Subject to Externally Imposed Restrictions		1,213	6,742

Mendelson Foundation funds are restricted to the Trust Deed (see Note 22).

Note 11. Reconciliation to Statement of Cash Flows

(a). Reconciliation of Cash

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

Total Cash & Equivalent Assets	5	19,022	17,680
Balances per Statement of Cash Flows		19,022	17,680

Notes to and forming part of the Financial Statements
for the year ended 30 June 2016

Note 11. Reconciliation to Statement of Cash Flows (continued)

\$ '000	Notes	2016	2015
(b). Reconciliation of Change in Net Assets to Cash from Operating Activities			
Net Surplus/(Deficit)		26,361	8,269
Non-Cash Items in Income Statements			
Depreciation, Amortisation & Impairment		10,987	10,851
Fair Value Adjustments		-	(54)
Equity Movements in Equity Accounted Investments (Increase)/Decrease		(8)	(300)
Non-Cash Asset Acquisitions		(2,781)	(118)
Grants for Capital Acquisitions (Treated as Investing Activity Receipts)		(1,612)	(1,521)
Net (Gain) Loss on Disposals		(18,473)	201
Other		84	-
		14,558	17,328
Add (Less): Changes in Net Current Assets			
Net (Increase)/Decrease in Receivables		(528)	(5,333)
Net (Increase)/Decrease in Inventories		(1)	12
Net Increase/(Decrease) in Trade & Other Payables		(3,224)	6,795
Net Increase/(Decrease) in Unpaid Employee Benefits		1,362	(4)
Net Increase/(Decrease) in Other Liabilities		-	(267)
Net Cash provided by (or used in) operations		12,167	18,531
(c). Non-Cash Financing and Investing Activities			
Acquisition of assets by means of:			
- Physical Resources Received Free of Charge	2i	2,781	118
Amounts recognised in Income Statement		2,781	118
Total Non-Cash Financing & Investing Activities		2,781	118

Notes to and forming part of the Financial Statements
for the year ended 30 June 2016

Note 11. Reconciliation to Statement of Cash Flows (continued)

\$ '000	Notes	2016	2015
(d). Disposal of Business			
During the year, St Martins was sold. Aggregate details of this transaction are:			
Disposal Price		14,100	
Price adjustment		769	
Interest on escrow accounts		52	
Transaction costs		(711)	
Cash consideration		14,210	
Assets and liabilities held at disposal date:			
Property, Plant & Equipment		12,176	
Employee entitlement		(641)	
Other payables		(15)	
Bond liabilities		(15,777)	
		(4,257)	
Net (loss)/gain on disposal		18,467	
Net cash received		14,210	

(e). Financing Arrangements

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

Corporate Credit Cards	117	173
LGFA Cash Advance Debenture Facility	5,000	5,000

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

Notes to and forming part of the Financial Statements for the year ended 30 June 2016

Note 12a. Functions

Functions/Activities	Income, Expenses and Assets have been directly attributed to the following Functions / Activities. Details of these Functions/Activities are provided in Note 12(b).									
	INCOME		EXPENSES		OPERATING SURPLUS (DEFICIT)		GRANTS INCLUDED IN INCOME		TOTAL ASSETS HELD (CURRENT & NON-CURRENT)	
	Actual 2016	Actual 2015	Actual 2016	Actual 2015	Actual 2016	Actual 2015	Actual 2016	Actual 2015	Actual 2016	Actual 2015
\$ '000	82	-	-	-	82	-	-	-	-	-
Business Undertakings										
Community Services										
- Public Order & Safety	26	3	233	154	(207)	(151)	-	-	299	292
- Health Services	104	7,839	357	8,847	(253)	(1,008)	11	23	92	13,262
- Community Support	808	795	2,585	2,277	(1,777)	(1,482)	502	531	29,054	29,106
- Community Amenities	0	-	136	111	(136)	(111)	-	-	231	-
Culture										
- Library services	432	450	3,311	3,111	(2,879)	(2,661)	395	406	4,024	4,859
- Cultural services	193	175	871	773	(678)	(598)	-	2	22,173	21,211
Economic Development										
Environment										
- Waste Management	194	222	4,813	4,649	(4,619)	(4,427)	-	-	10,565	10,589
- Other Environment	1,261	1,251	9,573	9,897	(8,312)	(8,646)	159	9	87,465	83,844
Recreation	226	300	5,531	5,095	(5,305)	(4,795)	300	674	193,179	193,194
Regulatory Services	2,269	1,681	4,798	4,134	(2,529)	(2,453)	-	-	124	1,363
Transport & Communication	1,798	1,424	12,616	11,201	(10,818)	(9,777)	268	733	238,179	187,276
Plant Hire & Depot/Indirect	40	89	-	5	40	84	-	-	3,913	3,864
Unclassified Activities	3	12	-	-	3	12	-	-	2,667	2,667
Council Administration	51,115	51,181	10,094	8,548	41,021	42,633	625	1,805	42,715	41,721
Total Functions/Activities	58,551	65,462	55,056	58,931	3,495	6,531	2,260	4,183	634,680	593,248

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

Notes to and forming part of the Financial Statements
for the year ended 30 June 2016

Note 12b. Components of Functions

\$ '000

The activities relating to Council functions are as follows:

COMMUNITY SERVICES

Public Order and Safety, Crime Prevention, Emergency Services, Other Fire Protection, Other Public Order and Safety, Health Services, Pest Control – Health, Immunisation, Nursing Homes, Preventive Health Services, Other Health Services, Community Support, Elderly Citizens Facilities, Home Assistance Scheme, Other Services for the Aged and Disabled, Child Care Centres, Children and Youth Services, Community Assistance, Community Transport, Family and Neighbourhood Support, Other Community Support, Community Amenities, Bus Shelters, Cemeteries / Crematoria, Public Conveniences, Car Parking – non-fee-paying, Telecommunications Networks, and Other Community Amenities.

CULTURE

Library Services, Mobile Libraries and Housebound Services, Static Libraries, Other Library Services, Cultural Services, Cultural Venues, Heritage, Museums and Art Galleries, and Other Cultural Services.

ECONOMIC DEVELOPMENT

Employment Creation Programs, Regional Development, Support to Local Businesses, Tourism, and Other Economic Development.

ENVIRONMENT

Agricultural Services, Agricultural Water, Animal/Plant Boards, Landcare, Other Agricultural Services, Waste Management, Domestic Waste, Green Waste, Recycling, Transfer Stations, Waste Disposal Facility, Other Waste Management, Other Environment, Coastal Protection, Stormwater and Drainage, Street Cleaning, Street Lighting, Streetscaping, Natural Resource Management Levy, and Other Environment.

RECREATION

Parks and Gardens, Sports Facilities – Indoor, Sports Facilities – Outdoor, and Other Recreation.

REGULATORY SERVICES

Dog and Cat Control, Building Control, Town Planning, Clean Air/Pollution Control, Litter Control, Health Inspection, Parking Control, and Other Regulatory Services.

TRANSPORT

Bridges, Bus Service, Footpaths and Kerbing, Roads – sealed, Roads – formed, Roads – natural formed, Roads – unformed, Traffic Management, LGGC – roads (formula funded), and Other Transport.

COUNCIL ADMINISTRATION

Governance, Administration n.e.c., Elected Members, Organisational, Support Services, Accounting/Finance, Payroll, Housing for Council Employees, Human Resources, Information Technology, Communication, Rates Administration, Records, Occupancy, Contract Management, Customer Service, Other Support Services, Revenues, LGGC – General Purpose, and Separate and Special Rates.

Notes to and forming part of the Financial Statements
for the year ended 30 June 2016

Note 13. Financial Instruments

\$ '000

Recognised Financial Instruments

Bank, Deposits at Call, Short Term Deposits

Accounting Policy:

Carried at lower of cost and net realisable value; Interest is recognised when earned.

Terms & Conditions:

Deposits are returning fixed interest rates between 2.37% and 2.66% (2015: 2.05% and 3.14%). Short term deposits have an average maturity of 132 days and an average interest rate of 2.55% (2015: 144 days and 3.2%).

Carrying Amount:

Approximates fair value due to the short term to maturity.

Receivables

Rates & Associated Charges

(including legals & penalties for late payment)

Note: These receivables do not meet the definition of "financial instruments" and have been excluded from the following disclosures.

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 & Conditions:

Secured over the subject land, arrears attract interest of 0.60% (2015: 0.65%). 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 & 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 & 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).

Notes to and forming part of the Financial Statements
for the year ended 30 June 2016

Note 13. Financial Instruments (continued)

\$ '000

Recognised Financial Instruments

Receivables

Other Levels of Government

Accounting Policy:

Carried at nominal value.

Terms & 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.

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 & 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 & Conditions:

Secured over future revenues, borrowings are repayable by equal 6 monthly instalments of principle and interest; interest is charged at fixed rates between 5.30% and 7.31% (2015: 5.30% and 7.31%).

Carrying Amount:

Approximates fair value.

Liabilities

Finance Leases

Accounting Policy:

Accounted for in accordance with AASB 117.

Notes to and forming part of the Financial Statements

for the year ended 30 June 2016

Note 13. Financial Instruments (continued)

\$ '000	Due < 1 year	Due > 1 year & ≤ 5 years	Due > 5 years	Total Contractual Cash Flows	Carrying Values
2016					
Financial Assets					
Cash & Equivalents	19,021	-	-	19,021	19,022
Receivables	1,776	-	-	1,776	1,746
Other Financial Assets	994	-	-	994	1,035
Total Financial Assets	21,791	-	-	21,791	21,803
Financial Liabilities					
Payables	4,564	-	-	4,564	4,564
Total Financial Liabilities	4,564	-	-	4,564	4,564
2015					
Financial Assets					
Cash & Equivalents	17,682	-	-	17,682	17,680
Receivables	2,535	-	-	2,535	1,419
Other Financial Assets	1,065	-	-	1,065	1,098
Total Financial Assets	21,282	-	-	21,282	20,197
Financial Liabilities					
Payables	22,454	-	-	22,454	5,612
Current Borrowings	2,075	-	-	2,075	2,075
Non-Current Borrowings	-	4,774	6,192	10,966	8,928
Total Financial Liabilities	24,529	4,774	6,192	35,495	16,615

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

	30 June 2016		30 June 2015	
	Weighted Avg Interest Rate	Carrying Value	Weighted Avg Interest Rate	Carrying Value
Fixed Interest Rates	6.06%	-	6.14%	11,003
		-		11,003

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.

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 & 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.

Notes to and forming part of the Financial Statements
for the year ended 30 June 2016

Note 13. Financial Instruments (continued)

\$ '000

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

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

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

Note 14. Commitments for Expenditure

\$ '000

Notes

2016

2015

(a). Capital Commitments

Capital expenditure committed for at the reporting date but not recognised in the financial statements as liabilities:

Land	9,742	6,463
Buildings	10,083	4,298
Plant & Equipment	390	564
	20,215	11,325

These expenditures are payable:

Not later than one year	20,215	11,325
Later than one year and not later than 5 years	-	-
Later than 5 years	-	-
	20,215	11,325

(b). Other Expenditure Commitments

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

Audit Services	43	62
Waste Management Services	10,440	11,555
Grants Funding (restricted)	369	1,057
Operational Expenditure	436	317
Information Technology Commitments	30	94
Other Contractual Agreements	18	36
	11,336	13,121

Notes to and forming part of the Financial Statements
for the year ended 30 June 2016

Note 14. Commitments for Expenditure

\$ '000	Notes	2016	2015
These expenditures are payable:			
Not later than one year		4,552	5,180
Later than one year and not later than 5 years		6,783	7,941
Later than 5 years		-	-
		11,336	13,121

(c). Finance Lease Commitments

Council has no Finance Leases.

Commitments under finance leases at the reporting date are as follows:

Not later than one year	-	37
Later than one year and not later than 5 years	-	-
Later than 5 years	-	-
Minimum Lease Payments	-	37
Less: Future Finance Charges	-	-
Net Lease Liability	-	37

Representing lease liabilities:

Current	8	-	37
Non-Current	8	-	-
		-	37

Notes to and forming part of the Financial Statements
for the year ended 30 June 2016

Note 15. Financial Indicators

	Amounts	Indicator	Prior Periods	
\$ '000	2016	2016	2015	2014

These Financial Indicators have been calculated in accordance with *Information paper 9 - Local Government Financial Indicators* prepared as part of the LGA Financial Sustainability Program for the Local Government Association of South Australia.

1. Operating Surplus Ratio

Operating Surplus	3,495			
Total Operating Revenue	58,551	6%	10%	9%

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

1a. Adjusted Operating Surplus Ratio

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

3,495			
58,551	6%	9%	8%

2. Net Financial Liabilities Ratio

Net Financial Liabilities	(13,265)			
Total Operating Revenue	58,551	-23%	28%	27%

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.

3. Asset Sustainability Ratio

Net Asset Renewals	11,446			
Infrastructure & Asset Management Plan required expenditure	10,987	104%	111%	103%

Net asset renewals expenditure is defined as net capital expenditure on the renewal and replacement of existing assets, and excludes new capital expenditure on the acquisition of additional assets.

Notes to and forming part of the Financial Statements
for the year ended 30 June 2016

Note 15. Financial Indicators - Graphs (continued)

<div><div><div><div><div><div></div><div></div></div><div><div></div><div></div></div></div><div><div><div></div><div></div></div><div><div></div><div></div></div></div><div><div><div></div><div></div></div><div><div></div><div></div></div></div><div><div><div></div><div></div></div><div><div></div><div></div></div></div></div><div><div><div></div><div></div></div><div><div></div><div></div></div></div><div><div><div></div><div></div></div><div><div></div><div></div></div></div></div><div><div><div></div><div></div></div><div><div></div><div></div></div></div></div> <div><div><div></div><div></div></div><div><div></div><div></div></div></div> <div><div><div><div></div><div></div></div><div><div></div><div></div></div></div><div><div><div></div><div></div></div><div><div></div><div></div></div></div><div><div><div></div><div></div></div><div><div></div><div></div></div></div></div> <div><div><div></div><div></div></div><div><div></div><div></div></div></div> <div><div><div></div><div></div></div><div><div></div><div></div></div></div> <div><div><div><div></div><div></div></div><div><div></div><div></div></div></div><div><div><div></div><div></div></div><div><div></div><div></div></div></div><div><div><div></div><div></div></div><div><div></div><div></div></div></div></div> <div><div><div></div><div></div></div><div><div></div><div></div></div></div> <div><div><div></div><div></div></div><div><div></div><div></div></div></div> <div><div><div><div></div><div></div></div><div><div></div><div></div></div></div><div><div><div></div><div></div></div><div><div></div><div></div></div></div><div><div><div></div><div></div></div><div><div></div><div></div></div></div></div> <div><div><div></div><div></div></div><div><div></div><div></div></div></div> <div><div><div></div><div></div></div><div><div></div><div></div></div></div> <div><div><div><div></div><div></div></div><div><div></div><div></div></div></div><div><div><div></div><div></div></div><div><div></div><div></div></div></div><div><div><div></div><div></div></div><div><div></div><div></div></div></div></div> <div><div><div></div><div></div></div><div><div></div><div></div></div></div> <div><div><div></div><div></div></div><div><div></div><div></div></div></div> <div><div><div><div></div><div></div></div><div><div></div><div></div></div></div><div><div><div></div><div></div></div><div><div></div><div></div></div></div><div><div><div></div><div></div></div><div><div></div><div></div></div></div></div> <div><div><div></div><div></div></div><div><div></div><div></div></div></div> <div><div><div></div><div></div></div><div><div></div><div></div></div></div> <div><div><div><div></div><div></div></div><div><div></div><div></div></div></div><div><div><div></div><div></div></div><div><div></div><div></div></div></div><div><div><div></div><div></div></div><div><div></div><div></div></div></div></div> <div><div><div></div><div></div></div><div><div></div><div></div></div></div> <div><div><div></div><div></div></div><div><div></div><div></div></div></div> <div><div><div><div></div><div></div></div><div><div></div><div></div></div></div><div><div><div></div><div></div></div><div><div></div><div></div></div></div><div><div><div></div><div></div></div><div><div></div><div></div></div></div></div> <div><div><div></div><div></div></div><div><div></div><div></div></div></div> <div><div><div></div><div></div></div><div><div></div><div></div></div></div> <div><div><div><div></div><div></div></div><div><div></div><div></div></div></div><div><div><div></div><div></div></div><div><div></div><div></div></div></div><div><div><div></div><div></div></div><div><div></div><div></div></div></div></div> <div><div><div></div><div></div></div><div><div></div><div></div></div></div> <div><div><div></div><div></div></div><div><div></div><div></div></div></div> <div><div><div><div></div><div></div></div><div><div></div><div></div></div></div><div><div><div></div><div></div></div><div><div></div><div></div></div></div><div><div><div></div><div></div></div><div><div></div><div></div></div></div></div> <div><div><div></div><div></div></div><div><div></div><div></div></div></div> <div><div><div></div><div></div></div><div><div></div><div></div></div></div> <div><div><div><div></div><div></div></div><div><div></div><div></div></div></div><div><div><div></div><div></div></div><div><div></div><div></div></div></div><div><div><div></div><div></div></div><div><div></div><div></div></div></div></div> <div><div><div></div><div></div></div><div><div></div><div></div></div></div> <div><div><div></div><div></div></div><div><div></div><div></div></div></div> <div><div><div><div></div><div></div></div><div><div></div><div></div></div></div><div><div><div></div><div></div></div><div><div></div><div></div></div></div><div><div><div></div><div></div></div><div><div></div><div></div></div></div></div> <div><div><div></div><div></div></div><div><div></div><div></div></div></div> <div><div><div></div><div></div></div><div><div></div><div></div></div></div> <div><div><div><div></div><div></div></div><div><div></div><div></div></div></div><div><div><div></div><div></div></div><div><div></div><div></div></div></div><div><div><div></div><div></div></div><div><div></div><div></div></div></div></div> <div><div><div></div><div></div></div><div><div></div><div></div></div></div> <div><div><div></div><div></div></div><div><div></div><div></div></div></div> <div><div><div><div></div><div></div></div><div><div></div><div></div></div></div><div><div><div></div><div></div></div><div><div></div><div></div></div></div><div><div><div></div><div></div></div><div><div></div><div></div></div></div></div> <div><div><div></div><div></div></div><div><div></div><div></div></div></div> <div><div><div></div><div></div></div><div><div></div><div></div></div></div> <div><div><div><div></div><div></div></div><div><div></div><div></div></div></div><div><div><div></div><div></div></div><div><div></div><div></div></div></div><div><div><div></div><div></div></div><div><div></div><div></div></div></div></div> <div><div><div></div><div></div></div><div><div></div><div></div></div></div> <div><div><div></div><div></div></div><div><div></div><div></div></div></div> <div><div><div><div></div><div></div></div><div><div></div><div></div></div></div><div><div><div></div><div></div></div><div><div></div><div></div></div></div><div><div><div></div><div></div></div><div><div></div><div></div></div></div></div> <div><div><div></div><div></div></div><div><div></div><div></div></div></div> <div><div><div></div><div></div></div><div><div></div><div></div></div></div> <div><div><div><div></div><div></div></div><div><div></div><div></div></div></div><div><div><div></div><div></div></div><div><div></div><div></div></div></div><div><div><div></div><div></div></div><div><div></div><div></div></div></div></div> <div><div><div></div><div></div></div><div><div></div><div></div></div></div> <div><div><div></div><div></div></div><div><div></div><div></div></div></div> <div><div><div><div></div><div></div></div><div><div></div><div></div></div></div><div><div><div></div><div></div></div><div><div></div><div></div></div></div><div><div><div></div><div></div></div><div><div></div><div></div></div></div></div> <div><div><div></div><div></div></div><div><div></div><div></div></div></div> <div><div><div></div><div></div></div><div><div></div><div></div></div></div> <div><div><div><div></div><div></div></div><div><div></div><div></div></div></div><div><div><div></div><div></div></div><div><div></div><div></div></div></div><div><div><div></div><div></div></div><div><div></div><div></div></div></div></div> <div><div><div></div><div></div></div><div><div></div><div></div></div></div> <div><div><div></div><div></div></div><div><div></div><div></div></div></div> <div><div><div><div></div><div></div></div><div><div></div><div></div></div></div><div><div><div></div><div></div></div><div><div></div><div></div></div></div><div><div><div></div><div></div></div><div><div></div><div></div></div></div></div> <div><div><div></div><div></div></div><div><div></div><div></div></div></div> <div><div><div></div><div></div></div><div><div></div><div></div></div></div> <div><div><div><div></div><div></div></div><div><div></div><div></div></div></div><div><div><div></div><div></div></div><div><div></div><div></div></div></div><div><div><div></div><div></div></div><div><div></div><div></div></div></div></div> <div><div><div></div><div></div></div><div><div></div><div></div></div></div> <div><div><div></div><div></div></div><div><div></div><div></div></div></div> <div><div><div><div></div><div></div></div><div><div></div><div></div></div></div><div><div><div></div><div></div></div><div><div></div><div></div></div></div><div><div><div></div><div></div></div><div><div></div><div></div></div></div></div> <div><div><div></div><div></div></div><div><div></div><div></div></div></div> <div><div><div></div><div></div></div><div><div></div><div></div></div></div> <div><div><div><div></div><div></div></div><div><div></div><div></div></div></div><div><div><div></div><div></div></div><div><div></div><div></div></div></div><div><div><div></div><div></div></div><div><div></div><div></div></div></div></div> <div><div><div></div><div></div></div><div><div></div><div></div></div></div> <div><div><div></div><div></div></div><div><div></div><div></div></div></div> <div><div><div><div></div><div></div></div><div><div></div><div></div></div></div><div><div><div></div><div></div></div><div><div></div><div></div></div></div><div><div><div></div><div></div></div><div><div></div><div></div></div></div></div> <div><div><div></div><div></div></div><div><div></div><div></div></div></div> <div><div><div></div><div></div></div><div><div></div><div></div></div></div> <div><div><div><div></div><div></div></div><div><div></div><div></div></div></div><div><div><div></div><div></div></div><div><div></div><div></div></div></div><div><div><div></div><div></div></div><div><div></div><div></div></div></div></div> <div><div><div></div><div></div></div><div><div></div><div></div></div></div> <div><div><div></div><div></div></div><div><div></div><div></div></div></div> <div><div><div><div></div><div></div></div><div><div></div><div></div></div></div><div><div><div></div><div></div></div><div><div></div><div></div></div></div><div><div><div></div><div></div></div><div><div></div><div></div></div></div></div> <div><div><div></div><div></div></div><div><div></div><div></div></div></div> <div><div><div></div><div></div></div><div><div></div><div></div></div></div> <div><div><div><div></div><div></div></div><div><div></div><div></div></div></div><div><div><div></div><div></div></div><div><div></div><div></div></div></div><div><div><div></div><div></div></div><div><div></div><div></div></div></div></div> <div><div><div></div><div></div></div><div><div></div><div></div></div></div> <div><div><div></div><div></div></div><div><div></div><div></div></div></div> <div><div><div><div></div><div></div></div><div><div></div><div></div></div></div><div><div><div></div><div></div></div><div><div></div><div></div></div></div><div><div><div></div><div></div></div><div><div></div><div></div></div></div></div> <div><div><div></div><div></div></div><div><div></div><div></div></div></div> <div><div><div></div><div></div></div><div><div></div><div></div></div></div> <div><div><div><div></div><div></div></div><div><div></div><div></div></div></div><div><div><div></div><div></div></div><div><div></div><div></div></div></div><div><div><div></div><div></div></div><div><div></div><div></div></div></div></div> <div><div><div></div><div></div></div><div><div></div><div></div></div></div> <div><div><div></div><div></div></div><div><div></div><div></div></div></div> <div><div><div><div></div><div></div></div><div><div></div><div></div></div></div><div><div><div></div><div></div></div><div><div></div><div></div></div></div><div><div><div></div><div></div></div><div><div></div><div></div></div></div></div> <div><div><div></div><div></div></div><div><div></div><div></div></div></div> <div><div><div></div><div></div></div><div><div></div><div></div></div></div> <div><div><div><div></div><div></div></div><div><div></div><div></div></div></div><div><div><div></div><div></div></div><div><div></div><div></div></div></div><div><div><div></div><div></div></div><div><div></div><div></div></div></div></div> <div><div><div></div><div></div></div><div><div></div><div></div></div></div> <div><div><div></div><div></div></div><div><div></div><div></div></div></div> <div><div><div><div></div><div></div></div><div><div></div><div></div></div></div><div><div><div></div><div></div></div><div><div></div><div></div></div></div><div><div><div></div><div></div></div><div><div></div><div></div></div></div></div> <div><div><div></div><div></div></div><div><div></div><div></div></div></div> <div><div><div></div><div></div></div><div><div></div><div></div></div></div> <div><div><div><div></div><div></div></div><div><div></div><div></div></div></div><div><div><div></div><div></div></div><div><div></div><div></div></div></div><div><div><div></div><div></div></div><div><div></div><div></div></div></div></div> <div><div><div></div><div></div></div><div><div></div><div></div></div></div> <div><div><div></div><div></div></div><div><div></div><div></div></div></div> <div><div><div><div></div><div></div></div><div><div></div><div></div></div></div><div><div><div></div><div></div></div><div><div></div><div></div></div></div><div><div><div></div><div></div></div><div><div></div><div></div></div></div></div> <div><div><div></div><div></div></div><div><div></div><div></div></div></div> <div><div><div></div><div></div></div><div><div></div><div></div></div></div> <div><div><div><div></div><div></div></div><div><div></div><div></div></div></div><div><div><div></div><div></div></div><div><div></div><div></div></div></div><div><div><div></div><div></div></div><div><div></div><div></div></div></div></div> <div><div><div></div><div></div></div><div><div></div><div></div></div></div> <div><div><div></div><div></div></div><div><div></div><div></div></div></div> <div><div><div><div></div><div></div></div><div><div></div><div></div></div></div><div><div><div></div><div></div></div><div><div></div><div></div></div></div><div><div><div></div><div></div></div><div><div></div><div></div></div></div></div> <div><div><div></div><div></div></div><div><div></div><div></div></div></div> <div><div><div></div><div></div></div><div><div></div><div></div></div></div> <div><div><div><div></div><div></div></div><div><div></div><div></div></div></div><div><div><div></div><div></div></div><div><div></div><div></div></div></div><div><div><div></div><div></div></div><div><div></div><div></div></div></div></div> <div><div><div></div><div></div></div><div><div></div><div></div></div></div> <div><div><div></div><div></div></div><div><div></div><div></div></div></div> <div><div><div><div></div><div></div></div><div><div></div><div></div></div></div><div><div><div></div><div></div></div><div><div></div><div></div></div></div><div><div><div></div><div></div></div><div><div></div><div></div></div></div></div> <div><div><div></div><div></div></div><div><div></div><div></div></div></div> <div><div><div></div><div></div></div><div><div></div><div></div></div></div> <div><div><div><div></div><div></div></div><div><div></div><div></div></div></div><div><div><div></div><div></div></div><div><div></div><div></div></div></div><div><div><div></div><div></div></div><div><div></div><div></div></div></div></div> <div><div><div></div><div></div></div><div><div></div><div></div></div></div> <div><div><div></div><div></div></div><div><div></div><div></div></div></div> <div><div><div><div></div><div></div></div><div><div></div><div></div></div></div><div><div><div></div><div></div></div><div><div></div><div></div></div></div><div><div><div></div><div></div></div><div><div></div><div></div></div></div></div> <div><div><div></div><div></div></div><div><div></div><div></div></div></div> <div><div><div></div><div></div></div><div><div></div><div></div></div></div> <div><div><div><div></div><div></div></div><div><div></div><div></div></div></div><div><div><div></div><div></div></div><div><div></div><div></div></div></div><div><div><div></div><div></div></div><div><div></div><div></div></div></div></div> <div><div><div></div><div></div></div><div><div></div><div></div></div></div> <div><div><div></div><div></div></div><div><div></div><div></div></div></div> <div><div><div><div></div><div></div></div><div><div></div><div></div></div></div><div><div><div></div><div></div></div><div><div></div><div></div></div></div><div><div><div></div><div></div></div><div><div></div><div></div></div></div></div> <div><div><div></div><div></div></div><div><div></div><div></div></div></div> <div><div><div></div><div></div></div><div><div></div><div></div></div></div> <div><div><div><div></div><div></div></div><div><div></div><div></div></div></div><div><div><div></div><div></div></div><div><div></div><div></div></div></div><div><div><div></div><div></div></div><div><div></div><div></div></div></div></div> <div><div><div></div><div></div></div><div><div></div><div></div></div></div> <div><div><div></div><div></div></div><div><div></div><div></div></div></div> <div><div><div><div></div><div></div></div><div><div></div><div></div></div></div><div><div><div></div><div></div></div><div><div></div><div></div></div></div><div><div><div></div><div></div></div><div><div></div><div></div></div></div></div> <div><div><div></div><div></div></div><div><div></div><div></div></div></div> <div><div><div></div><div></div></div><div><div></div><div></div></div></div> <div><div><div><div></div><div></div></div><div><div></div><div></div></div></div><div><div><div></div><div></div></div><div><div></div><div></div></div></div><div><div><div></div><div></div></div><div><div></div><div></div></div></div></div> <div><div><div></div><div></div></div><div><div></div><div></div></div></div> <div><div><div></div><div></div></div><div><div></div><div></div></div></div> <div><div><div><div></div><div></div></div><div><div></div><div></div></div></div><div><div><div></div><div></div></div><div><div></div><div></div></div></div><div><div><div></div><div></div></div><div><div></div><div></div></div></div></div> <div><div><div></div><div></div></div><div><div></div><div></div></div></div> <div><div><div></div><div></div></div><div><div></div><div></div></div></div> <div><div><div><div></div><div></div></div><div><div></div><div></div></div></div><div><div><div></div><div></div></div><div><div></div><div></div></div></div><div><div><div></div><div></div></div><div><div></div><div></div></div></div></div> <div><div><div></div><div></div></div><div><div></div><div></div></div></div> <div><div><div></div><div></div></div><div><div></div><div></div></div></div> <div><div><div><div></div><div></div></div><div><div></div><div></div></div></div><div><div><div></div><div></div></div><div><div></div><div></div></div></div><div><div><div></div><div></div></div><div><div></div><div></div></div></div></div> <div><div><div></div><div></div></div><div><div></div><div></div></div></div> <div><div><div></div><div></div></div><div><div></div><div></div></div></div> <div><div><div><div></div><div></div></div><div><div></div><div></div></div></div><div><div><div></div><div></div></div><div><div></div><div></div></div></div><div><div><div></div><div></div></div><div><div></div><div></div></div></div></div> <div><div><div></div><div></div></div><div><div></div><div></div></div></div> <div><div><div></div><div></div></div><div><div></div><div></div></div></div> <div><div><div><div></div><div></div></div><div><div></div><div></div></div></div><div><div><div></div><div></div></div><div><div></div><div></div></div></div><div><div><div></div><div></div></div><div><div></div><div></div></div></div></div> <div><div><div></div><div></div></div><div><div></div><div></div></div></div> <div><div><div></div><div></div></div><div><div></div><div></div></div></div> <div><div><div><div></div><div></div></div><div><div></div><div></div></div></div><div><div><div></div><div></div></div><div><div></div><div></div></div></div><div><div><div></div><div></div></div><div><div></div><div></div></div></div></div> <div><div><div></div><div></div></div><div><div></div><div></div></div></div> <div><div><div></div><div></div></div><div><div></div><div></div></div></div> <div><div><div><div></div><div></div></div><div><div></div><div></div></div></div><div><div><div></div><div></div></div><div><div></div><div></div></div></div><div><div><div></div><div></div></div><div><div></div><div></div></div></div></div> <div><div><div></div><div></div></div><div><div></div><div></div></div></div> <div><div><div></div><div></div></div><div><div></div><div></div></div></div> <div><div><div><div></div><div></div></div><div><div></div><div></div></div></div><div><div><div></div><div></div></div><div><div></div><div></div></div></div><div><div><div></div><div></div></div><div><div></div><div></div></div></div></div> <div><div><div></div><div></div></div><div><div></div><div></div></div></div> <div><div><div></div><div></div></div><div><div></div><div></div></div></div> <div><div><div><div></div><div></div></div><div><div></div><div></div></div></div><div><div><div></div><div></div></div><div><div></div><div></div></div></div><div><div><div></div><div></div></div><div><div></div><div></div></div></div></div> <div><div><div></div><div></div></div><div><div></</div></div></div>

Notes to and forming part of the Financial Statements
for the year ended 30 June 2016

Note 16. Uniform Presentation of Finances

\$ '000	2016	2015
<p>The following is a high level summary of both operating and capital investment activities of the Council prepared on a simplified Uniform Presentation Framework basis.</p> <p>All Councils in South Australia have agreed to summarise annual budgets and long-term financial plans on the same basis.</p> <p>The arrangements ensure that all Councils provide a common 'core' of financial information, which enables meaningful comparisons of each Council's finances.</p>		
Income	58,551	65,762
less Expenses	(55,056)	(58,931)
Operating Surplus / (Deficit)	3,495	6,831
less Net Outlays on Existing Assets		
Capital Expenditure on Renewal and Replacement of Existing Assets	12,080	12,615
less Depreciation, Amortisation and Impairment	(10,987)	(10,851)
less Proceeds from Sale of Business	(14,210)	-
less Proceeds from Sale of Replaced Assets	(634)	(616)
Subtotal	(13,751)	1,148
less Net Outlays on New and Upgraded Assets		
Capital Expenditure on New and Upgraded Assets (including Investment Property & Real Estate Developments)	4,198	8,996
less Amounts Received Specifically for New and Upgraded Assets	(1,612)	(1,521)
less Proceeds from Sale of Surplus Assets (including Investment Property & and Real Estate Developments)	(45)	(8,576)
Subtotal	2,541	(1,101)
Net Lending / (Borrowing) for Financial Year	14,705	6,784

Notes to and forming part of the Financial Statements
for the year ended 30 June 2016

Note 17. Operating Leases

\$ '000	2016	2015
---------	------	------

Leases Providing Revenue to the Council

Council owns various buildings, plant and other facilities that are available for hire or lease (on a non-cancellable basis wherever practicable) in accordance with the published revenue policy. Rentals received from such leases are disclosed as rent and hire of non-investment property in Note 2.

(i) Non-Investment Property

Rentals received, and outgoings reimbursed, in relation to Non-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

Leases commitments under all non-cancellable lease agreements, including those relating to Non-Investment Property, are as follows:

Not later than one year	606	641
Later than one year and not later than 5 years	1,939	1,562
Later than 5 years	1,026	204
	3,571	2,407

(ii) Lease Payment Commitments of Council

Council has entered into non-cancellable operating leases for various items of computer and other plant and equipment.

No contingent rentals were paid during the current or previous reporting periods.

No lease imposes any additional restrictions on Council in relation to additional debt or further leasing.

Leases in relation to computer and office equipment permit Council, at expiry of the lease, to elect to re-lease return or acquire the equipment leased

No lease contains any escalation clause

Commitments under non-cancellable operating leases that have not been recognised in the financial statements are as follows:

Not later than one year	12	70
Later than one year and not later than 5 years	1	30
Later than 5 years	-	-
	13	100

Notes to and forming part of the Financial Statements
for the year ended 30 June 2016

Note 18. Superannuation

\$ '000

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

Accumulation only Members

Accumulation only members receive both employer and employee contributions on a progressive basis. Employer contributions are based on a fixed percentage of ordinary time earnings in accordance with superannuation guarantee legislation (9.50% in 2015/16; 9.50% in 2014/15). 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 2014/15) of "superannuation" salary.

In addition, Council makes a separate contribution of 3.2% 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 119.32(b), Council does not use defined benefit accounting for these contributions.

The most recent actuarial investigation was conducted by the Fund's actuary, A C Miller, FIAA, of Russell Employee Benefits Pty Ltd as at 30 June 2014. The Trustee has determined that the current funding arrangements are adequate for the expected Salarylink liabilities. However, future financial and economic circumstances may require changes to 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.

Superannuation contributions paid by council for 12 months to 30 June 2016 totalled \$1,608,463 (\$1,968,214 in 2014/15).

Notes to and forming part of the Financial Statements
for the year ended 30 June 2016

Note 19. Interests in Other Entities

\$ '000

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

	Council's Share of Net Income		Council's Share of Net Assets	
	2016	2015	2016	2015
Joint Ventures	8	300	41	33
Total	8	300	41	33

(i) JOINT VENTURES, ASSOCIATES AND JOINT OPERATIONS

(a) Carrying Amounts

Name of Entity	Principal Activity	2016	2015
Western Region Waste Management Authority	Remediation Site	41	33
Total Carrying Amounts - Joint Ventures & Associates		41	33

Western Region Waste Management Authority

The Western Region Waste Management Authority (WRWMA) operated a waste landfill site on Garden Island on behalf of four councils, including the City of West Torrens, until February 2001. Remediation of the site was required of the authority, and this included the supply of clay and soil, revegetation, environmental monitoring and the installation of a gas extraction system.

A \$12 million contract was signed in October 2005 with Leed Engineering to undertake civil works, including the supply of clay and soil, and this contract provided the basis for provision estimates to 30 June 2007. An actuarial review of the provision was subsequently commissioned by member Councils, and it estimated a liability amount of \$14.3 million as at 30 June 2008.

The West Torrens Council share of WRWMA liabilities is 23.93% per cent of the surplus shown below as at 30 June 2016 or \$40,828.

The WRWMA has obligations under an EPA agreement for the rehabilitation of Garden Island to (1) rectify any ground water contamination and (2) rectify any air contamination should gas burners fail to control gas emissions. These risks were considered in the actuarial review, but no provision was considered necessary under AASB 137 Provisions, Contingent Liabilities and Contingent Assets requirements. The likelihood of either event is considered to be very low, and their consequences are either insignificant (air contamination) or not assessable (ground water contamination).

Completing installation of a gas extraction system is all that remains to be done by the Authority as at balance date

(b) Relevant Interests

Name of Entity	Interest in Operating Result		Ownership Share of Equity		Proportion of Voting Power	
	2016	2015	2016	2015	2016	2015
Western Region Waste Management Authority	24%	24%	24%	24%	29%	29%

Notes to and forming part of the Financial Statements
for the year ended 30 June 2016

Note 19. Interests in Other Entities (continued)

\$ '000

(c) Movement in Investment in Joint Venture or Associate

	Western Region Waste Management Authority	
	2016	2015
Opening Balance	33	(267)
Share in Operating Result	8	300
Council's Equity Share in the Joint Venture or Associate	41	33

(d) Summarised Financial Information of the Equity Accounted Business

Statement of Financial Position

	Western Region Waste Management Authority	
	2016	2015
Cash and Cash Equivalents	307	1,394
Total Assets	307	1,394
Current Trade and Other Payables	136	1,256
Total Liabilities	136	1,256
Net Assets	171	138

Statement of Comprehensive Income

	2016	2015
Other Income	-	-
Interest Income	5	35
Total Income	5	35
Materials, Contracts & Other Expenses	(27)	(1,220)
Total Expenses	(27)	(1,220)
Operating Result	32	1,255

(ii) INDIVIDUALLY IMMATERIAL COUNCIL BUSINESSES

Council did not have any individually immaterial businesses

(iii) UNCONSOLIDATED STRUCTURED ENTITIES

Council has no Unconsolidated Structured Entities

Notes to and forming part of the Financial Statements
for the year ended 30 June 2016

Note 20. Non-Current Assets Held for Sale & Discontinued Operations

\$ '000	2016	2015
(i). Non Current Assets & Disposal Group Assets		
- Aged Care Operation - St Martins (Total Assets)	-	13,259
- Aged Care Operation - St Martins (Payables)	-	(17,297)
Total Non Current Assets & Disposal Group Assets	-	(4,038)
(ii). Financial Performance & Cash Flow Information		
Revenue	-	7,890
Expenses (excluding Depreciation)	-	(7,749)
Depreciation Expense	-	(348)
Operating Result of Discontinued Operation	-	(207)
Net Cash Inflow from Operating Activities	-	141
Total	-	141
Carrying Amounts of Assets and Liabilities		
Infrastructure, Property, Plant and Equipment	-	12,176
Receivables	-	1,083
Total Assets	-	13,259
Payables	-	(17,297)
Total Liabilities	-	(17,297)
Net Assets	-	(4,038)

This disposal group was previously classified as part of Community Services in Note 12.

As the consideration expected to be received exceeds the carrying amount, these assets have been recognised at the carrying amount.

Note 21. Events after the Balance Sheet Date

Events that occur after the reporting date of 30 June 2016, up to and including the date when the financial statements are "authorised for issue" have been taken into account in preparing these statements.

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

Accordingly, the "authorised for issue" date is 24/10/16.

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

Notes to and forming part of the Financial Statements
for the year ended 30 June 2016

Note 22. Mendelson Foundation

\$ '000

This note has been made available for specific Council Notes.

The Max and Bette Mendelson Foundation is a charitable fund established in 1996 under a Deed of Charitable Trust, and it is dedicated in perpetuity to the promotion and encouragement of education in conjunction with South Australian universities. Foundation funds were bequeathed to the City of West Torrens under the terms of the Trust Deed.

Financial Performance & Cash Flow Information

Income Statement - Mendelson Foundation

	2016	2015
REVENUE		
Dividend Income including Franking Credits	61	66
Interest income	4	5
Fair Value Movement on Financial Assets	(76)	10
Council Contribution	18	15
	<u>7</u>	<u>96</u>
EXPENDITURE		
Scholarships	39	36
Fund Management	11	11
Member Emoluments	19	20
	<u>69</u>	<u>67</u>
CHANGE IN FOUNDATION WEALTH	<u>(62)</u>	<u>29</u>

Balance Sheet - Mendelson Foundation

	2016	2015
CURRENT ASSETS		
Cash & Cash Equivalents	213	194
Trade & Other Receivables	6	16
Units in Managed Funds	213	221
Shares in Listed Companies	781	844
Non Current Assets	<u>-</u>	<u>-</u>
Total Assets	<u>1,213</u>	<u>1,275</u>
LIABILITIES		
Current Liabilities	-	-
Non Current Liabilities	<u>-</u>	<u>-</u>
Total Liabilities	<u>-</u>	<u>-</u>
Net Assets	<u>1,213</u>	<u>1,275</u>
FOUNDATION WEALTH		
Accumulated Surplus	<u>1,213</u>	<u>1,275</u>

INDEPENDENT AUDITOR'S REPORT TO THE PRINCIPAL MEMBER OF THE CITY OF WEST TORRENS

Report on the Financial Report

We have audited the accompanying financial report of the City of West Torrens ("the Council"), which comprises the statement of financial position as at 30 June 2016, the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, notes comprising a summary of significant accounting policies and other explanatory information, and the certification of the financial statements by the Chief Executive Officer and the Principal Member of the Council.

Council's Responsibility for the Financial Report

The Council's officers are responsible for the preparation 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 controls as the Council's officers determine is necessary to enable the preparation of the financial report that gives a true and fair view and is free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

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

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

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



Opinion

In our opinion the financial report of the City of West Torrens presents fairly, in all material respects, the Council's financial position as at 30 June 2016 and its financial performance for the year ended on that date in accordance with Australian Accounting Standards, the Local Government Act 1999 and the Local Government (Financial Management) Regulations 2011.

A stylized, handwritten signature of 'BDO' in blue ink.

BDO Audit (SA) Pty Ltd

A handwritten signature in blue ink, appearing to read 'G Edwards'.

G K Edwards
Director

Adelaide, 24 October 2016

INDEPENDENT ASSURANCE REPORT ON THE INTERNAL CONTROLS OF THE CITY OF WEST TORRENS

We have audited the compliance of City of West Torrens ("the Council") with the requirements of Section 125 of the *Local Government Act 1999* in relation only to the Internal Controls established by the Council to ensure that financial transactions relating to the receipt, expenditure and investment of money, acquisition and disposal of property and incurring of liabilities for the period 1 July 2015 to 30 June 2016 have been conducted properly and in accordance with law.

The Council's Responsibility for the Internal Controls

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

Our Responsibility

Our responsibility is to express a conclusion on the Council's compliance with Section 125 of the *Local Government Act 1999* in relation only to the Internal Controls established by the Council to ensure that financial transactions relating to the receipt, expenditure and investment of money, acquisition and disposal of property and incurring of liabilities have been conducted properly and in accordance with law in all material respects,. Our engagement has been conducted in accordance with applicable Australian Standards on Assurance Engagements ASAE 3100 Compliance Engagements, issued by the Australian Auditing and Assurance Standards Board, in order to provide reasonable assurance that, the Council has complied with Section 125 of the *Local Government Act 1999* in relation only to the Internal Controls specified above for the period 1 July 2015 to 30 June 2016. ASAE 3100 also requires us to comply with the relevant ethical requirements of the Australian professional accounting bodies. Our procedures included assessing the controls of the Council based on the criteria in the Better Practice Model—Internal Financial Controls, specifically:

1. Obtaining an understanding of controls in relation to the receipt, expenditure and investment of money, the acquisition and disposal of property and the incurring of liabilities
2. Evaluating management's assessment of these controls
3. Assessing the risk that a material weakness exists
4. Testing and evaluating the design and implementation of controls on a sample basis based on the assessed risk

These procedures have been undertaken to form a conclusion as to whether the Council has complied in all material respects, with the Section 125 of the *Local Government Act 1999* in relation only to the Internal Controls established by the Council to ensure that financial transactions relating to the receipt, expenditure and investment of money, acquisition and disposal of property and incurring of liabilities have been conducted properly and in accordance with law, for the period 1 July 2015 to 30 June 2016.

Inherent Limitations

Because of the inherent limitations of any compliance procedure, it is possible that fraud, error or non-compliance may occur and not be detected. A reasonable assurance engagement is not designed to detect all instances of non-compliance with Section 125 of the *Local Government Act 1999* in relation to the Internal Controls specified above, as the engagement is not performed continuously throughout the period and the procedures performed in respect of compliance with Section 125 of the *Local Government Act 1999* in relation to the Internal Controls specified above are undertaken on a test basis.

The conclusion expressed in this report has been formed on the above basis.

Independence

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

Conclusion

In our opinion, the Council has complied, in all material respects, with Section 125 of the *Local Government Act 1999* in relation to Internal Controls established by the Council in relation to the receipt, expenditure and investment of money, acquisition and disposal of property and incurring of liabilities have been conducted properly and in accordance with law for the period 1 July 2015 to 30 June 2016.



BDO Audit (SA) Pty Ltd



G K Edwards
Director

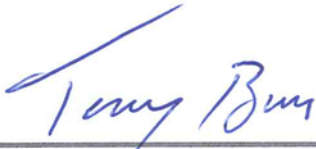
Adelaide, 24 October 2016

General Purpose Financial Statements
for the year ended 30 June 2016

Certification of Auditor Independence

To the best of our knowledge and belief, we confirm that, for the purpose of the audit of City of West Torrens for the year ended 30 June 2016, the Council's Auditor, BDO Audit Partnership 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*.



Terry Joseph Buss
CHIEF EXECUTIVE OFFICER



Arthur Mangos
PRESIDING MEMBER, AUDIT COMMITTEE

Date: 21/10/2016

CERTIFICATION OF AUDITOR INDEPENDENCE

I confirm that, for the audit of the financial statements of the City of West Torrens for the year ended 30 June 2016, I have maintained my independence in accordance with the requirements of APES 110 - Code of Ethics for Professional Accountants, Section 290, published by the Accounting Professional and Ethical Standards Board, in accordance with the Local Government Act 1999 and the Local Government (Financial Management) Regulations 2011 made under that Act.

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



G K Edwards
Director

BDO Audit (SA) Pty Ltd

Adelaide, 24 October 2016



A: 165 Sir Donald Bradman Drive, Hilton SA 5033
P: (08) 8416 6333
E: csu@wtcc.sa.gov.au
W: westtorrens.sa.gov.au

