

2020-21 annual report



city features

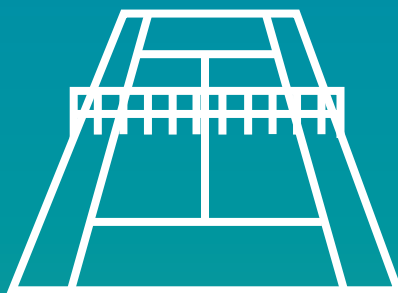
61 playgrounds



2 linear parks



10
outdoor
gyms



53 tennis courts in
13 locations



8 sporting ovals and facilities



37 mobile library stops



93 recreational
reserves and
facilities



21
barbecues

VISION

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

MISSION

VALUES

Accountability
Advocacy
Community Capacity
Community Involvement
Healthy Communities
Inclusivity
Quality
Supportive Working
Environment

To strive for
excellence in
serving our
diverse
community.



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From the Mayor and the Chief Executive Officer

Uncertainty is said to be crueler than the cruellest truth as, without assurance, it is difficult to plan with any sense of confidence.

It's fair to say this cruel reality hung like a dark and foreboding cloud over the City of West Torrens when the COVID-19 global pandemic entered our world, uninvited, in early 2020 and presented us all with real concerns about how our city would be affected.

We took the decision to work off a worst-case scenario basis which, thankfully, never materialised. However, it allowed us, in our first full financial year to unfold entirely in a COVID-19 world, to achieve several significant milestones while working within tight budgets and providing greater financial support to the community. This, we can say, was accomplished through a combination of innovation, commitment and no-frills hard work.

With movement severely restricted during the height of the pandemic, the impact was felt both by businesses experiencing an alarming drop-off in patronage and members of the community having to discover new ways of remaining connected and interacting with each other.

However, amid the myriad challenges, it has been a year of notable outcomes.

Recognising the potential impact of COVID-19 and the tough economic environment, we showed a great deal of nimbleness and alacrity in revisiting our planned rate revenue increase of three percent for 2020-21 and managed to settle on a one percent increase for the year.

Our prudent approach, which saw us deliver the projects we had committed to and defer those less pressing, allowed us to reduce cost without reducing staff numbers or cutting back on key services we provide.

While the body of this annual report will provide details on the many notable achievements, we'd like to share just a few – from our support of economic growth and the roll-out



Mayor
Michael S. Coxon



Chief Executive Officer
Terry Buss PSM

of significant – and world leading – environmental initiatives, to people and community ventures and the many awards and recognitions.

As our role as a Council is to support economic growth and stability, the economic wellbeing of our city and all who call it home was clearly paramount and in March 2021, we endorsed the City of West Torrens Economic Development Plan 2020 - 2025. Written through a COVID-19 lens, it highlights the importance of a strong economy and the need for local diversification to help build resilience into the future.

A more pressing need, though, presented itself: the pandemic demanded that, if we were to remain a vibrant city, we needed to look after every member of the community doing it tough, from the smallest family corner store to our largest landholder, Adelaide Airport.

Our immediate response was to set aside \$1.14 million to support local businesses and the community. In recognising the impact of lockdowns and uncertainty, we invited residents to 'Think, buy, be LOCAL', with a campaign encouraging our community to discover businesses in the area and spend locally.

We further threw our support behind the push by making available some 4,000 vouchers, each valued at \$25, to be spent at participating small businesses. Pleasingly, many of these were snapped up by our community and injected some \$100,000 into the local economy, allowing hard-hit businesses to achieve some turnover.

Furthermore, we introduced a program of Business Resilience Grants, inviting businesses to apply for anything from a \$5,000 capital upgrade grant to a \$3,000 grant to upgrade digital platforms and enhance online business and a \$2,000 grant towards staff training.

In a bid to help the local arts industry get back on its feet, we created a one-off COVID-19 Arts and Culture Grants program of \$50,000, available to eligible local organisations, groups and individuals directly affected by venue closures or reduction in demand because of the pandemic.

On the flipside, we were on the receiving end of several grants that will go a long way towards further improving our built environment, among them a \$4 million Federal Government contribution towards the upgrade of the much-loved Thebarton Theatre, which we will match dollar-for-dollar; and some \$2.1 million in State Government grants

From the Mayor and the Chief Executive Officer

shared evenly between the upgrade of the Peake Gardens Tennis Club in Marleston and the Richmond Oval.

Before touching on major works completed during the year in review, perhaps the most pleasing works-related news was the State Government's announcement of a tunnel hybrid solution to the South Road redevelopment.

It's a solution we have always supported and advocated for as it achieves what we view as four key objectives: it allows us to retain our heritage items along South Road, it reduces the impact on the community, it means fewer properties will need to be compulsorily acquired and, perhaps most importantly, it helps to maintain a positive sense of community across South Road as we move into the future.

A highlight of major works across West Torrens was the progress we made in revamping our designated sporting hubs. This ambitious project was launched some five years ago to retire low-usage or non-income earning assets and use the funds to improve what community consultation told us our residents and ratepayers viewed as three key facilities – Camden, Lockleys and Weigall Ovals.

With the first two completed in earlier financial years, Weigall Oval and its new sporting facilities, clubrooms and soccer and baseball fields, along with additional car parking, was officially unveiled to the public on 1 December 2020. Interestingly – perhaps even uncannily – the original Weigall Oval opened on 1 December 1920 against the backdrop of the Spanish Flu global pandemic, something we discovered when researching information for reopening speeches which were delivered at the relaunch of the revamped oval exactly 100 years later, this time against the backdrop of the COVID-19 global pandemic.

With the hub program now completed, residents and ratepayers enjoy the very best in state-of-the-art facilities that, being in close enough proximity to where everyone lives, are accessible to all.

The Apex Park Reserve also made significant strides towards completion, with new community and equestrian facilities completed in the year under review, along with improvements to the wetlands and local drainage. Work will continue into the new financial year, with completion on track for 2021-22, while across the city in Richmond, upgrades will get underway at the home of the West Adelaide Football Club, Richmond

Oval, after we adopted a masterplan for its redevelopment and contributed \$2.2 million towards facility upgrades. In return, the community will be able to use the facility when not being used by the footy club.

A few other projects worth mentioning include:

- The Bagot Avenue streetscape upgrade, which began in April 2021 and includes the reconstruction of the asphalt road, footpaths and kerbing, the installation of landscaping and stormwater upgrade works.
- Drainage and stormwater flood mitigation work on the Brown Hill/Keswick Creek project (\$1.3 million) and at Packard Street, North Plympton (\$650,000).
- Ongoing maintenance of the 298 kilometres of local roads and 656 kilometres of kerbing we're responsible for, and for which we set aside \$5.9 million; and similar works across our 553 kilometres of footpaths, at a cost of \$563,776.
- Updates – in the region of \$2.6 million – to other sport and recreation facilities, including along the River Torrens Linear Park.
- A city-wide playground upgrades initiative valued at almost \$500,000.



Weigall Oval

The period will also be remembered as the year during which the state's new planning system was introduced and with it, all development applications removed from local government hands and managed through the PlanSA portal. Fully electronic, the system provides online development assessment and processing via an ePlanning platform and will help interested parties to search zoning for their properties, review development rules, lodge and track an application online and track major projects and development activity.

As a Council, we have long been regarded as a leader in the field of environmental initiatives, designed to create a healthier world for residents and ratepayers, and during the period under review, our status in this area received a further boost through innovative programs such as our Weekly Green Bin Trial, our support of the HYDI system, an LED Lighting Replacement program and our rollout of an Adopt A Tree program.

Our West Beach residents were among the first in South Australia to trial weekly collections of organics (green) bins in a 12-month trial that started in February 2021 and will end in February 2022. We are confident that its success will significantly reduce food waste going to landfill by diverting it to composting and saving us some \$700,000 per annum ... savings that will help minimise future rate increases.

Solo Resource Recovery's HYDI system and its drive to reduce carbon emissions has been warmly embraced by the City of West Torrens as it complements our environment and sustainability focus to respond to climate change. In lay language, it involves fitting HYDI Hydrogen technology to Solo's garbage and recyclables collection vehicles.

The pilot system underway in our suburbs generates hydrogen to supplement the fuel for heavy equipment, enabling a more efficient combustion process and a reduction of up to 80 per cent of

diesel particulate matter and other greenhouse gas emissions.

And in a related initiative, we have teamed up with several progressive and likeminded organisations to investigate the potential of using household kerbside waste to produce hydrogen to power vehicles.

We also embarked on a program of replacing street lighting with more energy-efficient and less fossil fuel reliant LED lighting, while our Adopt A Tree program, partly funded by the South Australian Government's 'Greener Neighbourhoods Grant', encourages residents where new street trees are planted to 'adopt' the tree near their house, water it, tend to it and ensure that it grows healthy and strong.



Mayor Michael Coxon (right) with HYDI CEO Roger van der Lee.

All these initiatives – along with our ongoing work partnering with neighbouring Cities of Charles Sturt and Port Adelaide Enfield in the AdaptWest Climate Change Adaptation Program – underscore our unwavering commitment to mitigate the effects of climate change by reducing our carbon footprint, reducing our waste to landfill and promoting a healthier and more vibrant environment.

People, of course, are the ultimate beneficiaries and at the very heart of our Community Plan 2030, adopted in

February 2021 to deliver on our vision of the City of West Torrens as the best place to live, work and enjoy life.

The Community Plan 2030 details our key priorities for the next decade. Built on feedback collected from more than 1,000 people during community engagement events in 2019 and 2020, its five focus areas are built environment, prosperity, environment and sustainability, organisational strength and, of course, community life, the latter providing the perfect segue to achievements in the area of our people.

Indeed, our efforts in creating and implementing a raft of new and innovative ways of delivering our services to residents and ratepayers

during COVID-19 and maintaining the high levels for which we are renowned, were recognised when the state's Chief Public Health Officer, Professor Nicole Spurrer, presented us with SA Health's COVIDSafe Sport and Recreation Award. The award recognised our school holiday 'Get with the Program', which morphed into the online 'Happy at Home' version, and the library's 'Click, Call and Collect' service, both of which helped to retain a connection with the community and contribute to their mental health. In fact, 'Happy at Home', broadcast via Facebook during

From the Mayor and the Chief Executive Officer

the height of the pandemic, went on to increase its viewer audience by around a very impressive 250 per cent.

We also came out in a show of support for our many residents of Greek heritage by, thanks to our relative proximity to the international date line, being the first organisation on the planet to recognise the 200th anniversary of Greek Independence.

A special flag-raising ceremony at the West Torrens Memorial Gardens on the morning of Thursday 25 March was attended by the Consul-General of Greece in Adelaide, George Psiachas, who spoke about the importance of independence and what the commemoration of this event meant to the local Greek community who have, over years, made such an important contribution to West Torrens. The Greek flag was hoisted outside the Civic Centre and will continue to fly for the remainder of the calendar year.

Speaking of dignitaries, Council further voted in 2020-21 to confer one of our highest honours, the West Torrens Civic Award that recognises services rendered to the community, to the Governor of South Australia, His Excellency Hieu Van Le, AC, who during his term of office that ends on 31 August 2021, served as patron of many organisations within our city.

Clare Valley artist Christopher Meadows, who spent his formative years in West Torrens, also joined the awards roll when his entry, 'Solar Reflections' won the 'A Sustainable Future' themed 2020 West Torrens Art Prize. 'Solar Reflections', as the title suggests, reflects on the past while looking forward to a sustainable future.

Keeping the warm feelings going, we thought we'd share a few projects we're currently hard at work on, which we feel will add to our community spirit and bring joy to many people, both within and beyond our borders. Both relate to the sad demise of the SA Brewing Company and the imminent closure of its facility on Port Road at Thebarton.

Always mindful of our role in the community and our responsibility to seek to improve the lives of our residents and ratepayers at a local level, we have reached out to holding company Lion to explore how we might continue its much-loved community tradition, the Christmas Lights Display on the banks of the River Torrens. While it's early days, we remain quietly confident that, in partnership with the brewer, we will be able to save the event for generations to come.

Similarly – and with demolition looming for the old brewery site – we are looking to transfer another South Australian tradition, the painting of the SANFL premiership winner's colours, from the brewery stack to the chimney at the Brickworks.

Both are wholly dependent on sponsorship and will in no way impact on or shift cost to ratepayers.

In conclusion, while none of us would want a repeat of COVID-19, it has delivered a silver lining in that it has

taught us many lessons, none more so than how we can be more innovative in the delivery of our services, beyond the traditional ways.

All credit goes to our wonderful staff, who have cleared every hurdle placed before them, and we thank each and every one of them for their contributions. We can assure you, the lessons learned will be put to good use, for the benefit of all who call West Torrens home.

We commend to you our Annual Report for 2020-21 and assure you that, as always, we will strive to provide our services and programs in the best possible manner.

Michael S. Coxon, Mayor

Terry Buss PSM, CEO



Christopher Meadows and his prize-winning artwork.

The City of West Torrens

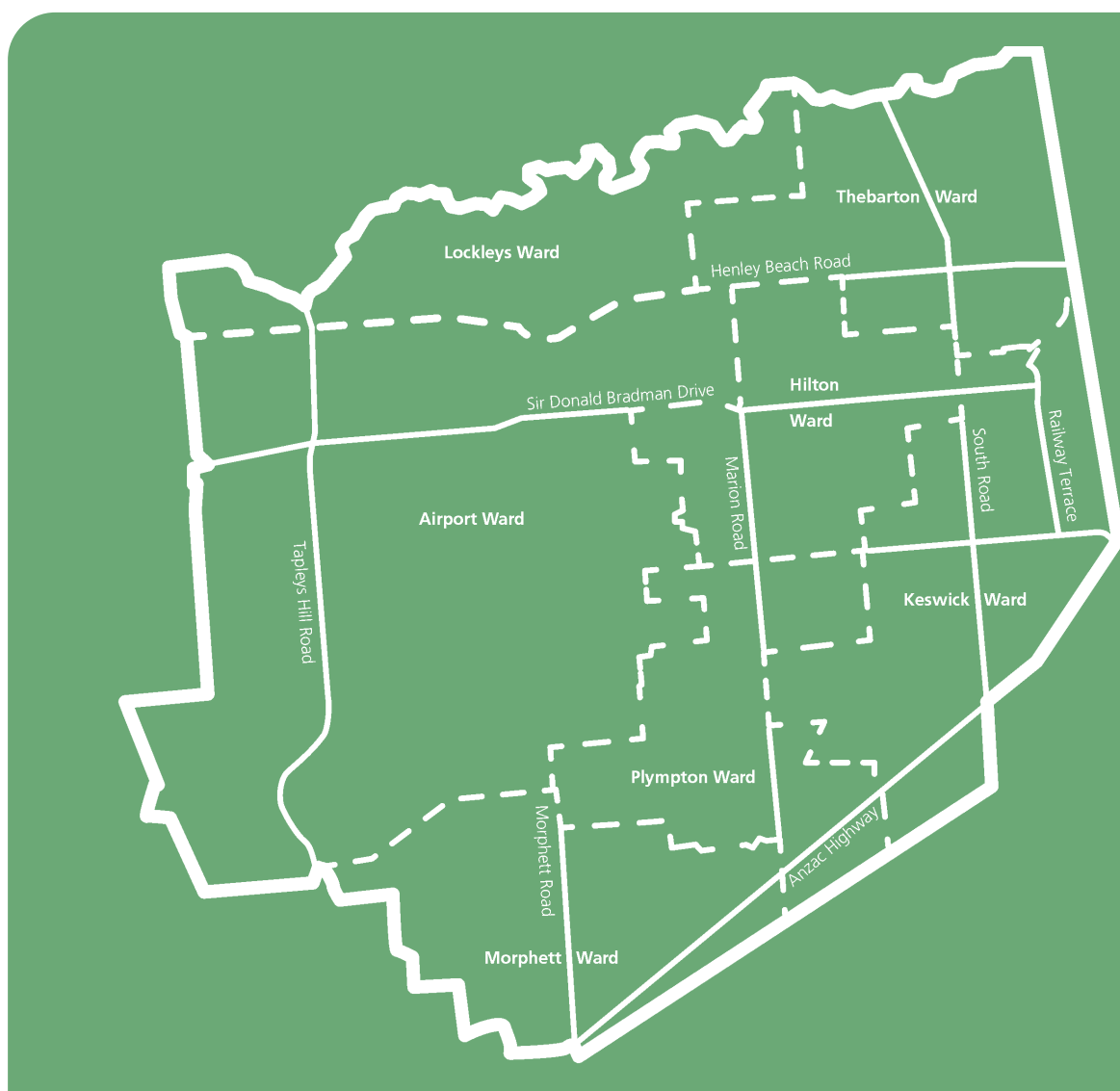
West Torrens is an appealing metropolitan location as it is close to the Adelaide Central Business District (CBD) and the city's coastline. It provides retail, industrial and service opportunities that contribute to a vibrant employment sector.

With a population of around 62,000 residents, housing needs are increasing and new residential developments are being established up each year. It also means that there is a greater need for public amenities and, as such, our Council has focussed its efforts on providing these either by way of new facilities, redeveloped or upgraded amenities.

In recent years, we have earmarked millions of dollars for upgrading recreational and sporting facilities to better cater for our community's needs; these facilities often serve more than one purpose. As you'll see in this year's report, we have opened a range of new community and sporting facilities, despite the effects of COVID-19 restrictions in SA.

Data released from the Australia Bureau of Statistics shows that we are attracting higher proportions of people born in India, the UK and China and that more than 30 per cent of our residents were born overseas. West Torrens is attractive to those in the 20 - 45 age group and our older population (75+) is still strong in our community.

West Torrens is well-known for its larger 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. Our bioscience precinct in Thebarton is also a drawcard for the area, as this technology hub comprises a range of bioscience-related enterprises.



Climate Impact Statement

As a Council, the City of West Torrens acknowledges the scientific consensus regarding the existence of climate change and the substantial contribution the human population is making to this via greenhouse gas emissions.

We are committed to reading and adapting to the impact of climate change by:

- Considering climate adaptation in our decision making processes.
- Regularly reviewing and responding to the risks associated with climate change.
- Participating in the AdaptWest Climate Adaptation Program.
- Participating in the Western Adelaide Zone Emergency Management Committee.
- Reducing our carbon footprint by reducing energy and fossil fuel usage.
- Increasing the use of renewable energy and sustainable fuel sources.

The City of West Torrens will help increase the resilience of our community by:

- providing community programs and grants
- responsive infrastructure and greening programs that reduce urban heat
- encouraging active transport and outdoor activities
- protecting the community from the consequences of severe weather events and heatwaves.



Elected Council operations

Elected 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 2020-21 year the Council comprised:

Mayor

Michael Coxon

Airport Ward

Suburbs included: Brooklyn Park (part), Fulham, Lockleys, West Beach, Airport, Glenelg North (part)
Councillor Brandon Reynolds
Councillor Jassmine Wood



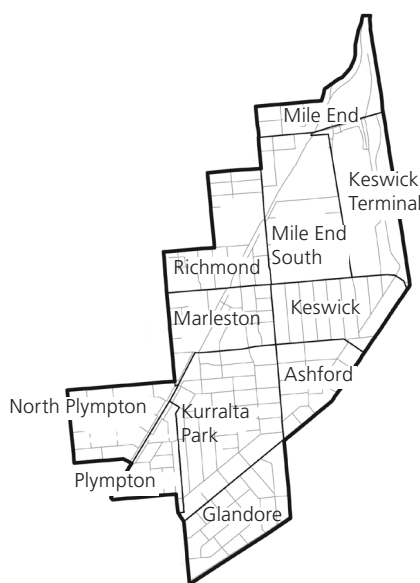
Hilton Ward

Suburbs included: Brooklyn Park (part), Cowandilla, Hilton, Mile End (part), Richmond (part), Torrensville (part), West Richmond
Councillor Cindy O'Rielly
Councillor George Vlahos



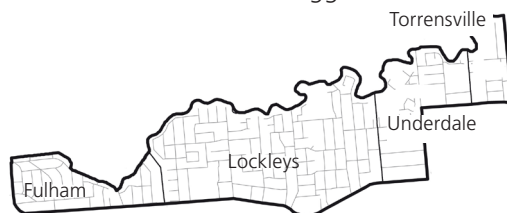
Keswick Ward

Suburbs included: Ashford, Glandore, Keswick, Keswick Terminal, Kurralt Park, Marleston (part), Mile End (part), Mile End South, North Plympton (part), Plympton (part), Richmond (part)
Councillor John Woodward
Councillor Elisabeth Papanikolaou



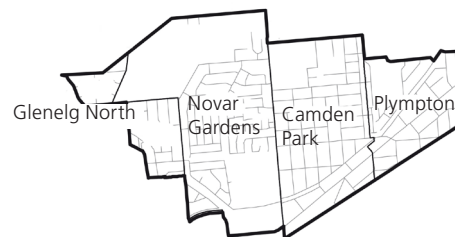
Lockleys Ward

Suburbs included: Fulham (part), Lockleys (part), Torrensville (part), Underdale (part)
Councillor Kym McKay
Councillor Daniel Huggett



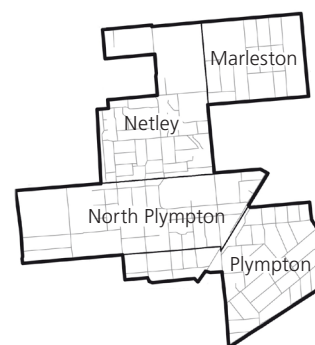
Morphett Ward

Suburbs included: Camden Park, Glenelg North, Novar Gardens, Plympton (part)
Councillor Anne McKay
Councillor David Wilton



Plympton Ward

Suburbs included: Marleston (part), Netley, North Plympton (part), Plympton (part)
Councillor Simon Tsiaparis
Councillor Surender Pal



Thebarton Ward

Suburbs included: Mile End (part), Thebarton, Torrensville (part), Underdale (part)
Councillor Graham Nitschke
Councillor Dominic Mugavin



Elected Council operations

Council's representation quota

In accordance with Section 12 of the Local Government Act 1999 (the Act), a council is required to conduct an Elector Representation Review at least once in every eight years. A review may relate to the composition of the council, or of the wards of the council, or may relate to those matters generally.

The Act sets out the requirements for conducting a review and stipulates timeframes to ensure that members of the public have ample opportunity to make submissions at key stages of the review process.

In order to commence a review, a council is required to prepare

a Representations Options Paper (the Paper) which outlines the representation structures available. The Paper addresses the representation and governance issues that are likely to arise with respect to the matters under review and also presents the advantages and disadvantages of the options under consideration.

At the end of the consultation process, the council must submit a report, which details a summary of any amendments resulting from the public consultation process, to the Electoral Commissioner of South Australia for certification.

Section 28 of the Act 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.

The City of West Torrens began an Elector Representation Review in October 2020; this will be completed in late 2021.

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	Population	Electors	Elected Members (including Mayor)	Representation quota
Burnside	46,127	32,083	13	2,468
Campbelltown	53,082	36,254	11	3,296
Holdfast Bay	37,315	28,562	13	2,197
Mitcham	67,907	48,930	14	3,495
Norwood, Payneham, St Peters	37,462	25,862	14	1,847
Unley	39,416	27,602	13	2,123
West Torrens	61,732	42,378	15	2,825

Source: Local Government Association of South Australia



Elected Member allowances

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

Allowances payable to members for the 2020-2021 financial year were:

Position	Figure per annum
Mayor	\$86,484
Councillors	\$21,621
Deputy Mayor	\$5,405.25
Chair of a Prescribed Committee	\$5,405.25
Member of the Mendelson Foundation	\$5,405.25
Presiding Member of the Council's Assessment Panel (CAP)	\$11,892
Member of the CAP	\$6,486
Independent Member of Audit General Committee	\$871 sitting fee

Note: When an Elected Member occupies one or more of the additional positions listed above (eg Deputy Mayor and Chair of a Committee) they receive only one additional allowance - i.e. councillor allowance of \$21,621 plus one additional allowance of \$5,405.25 = \$27,026.25.

In addition to the annual allowance determined by the Remuneration Tribunal, Elected Members were provided with communications equipment, such as computers, tablets and mobile telephones, to assist them in the proper discharge and performance of their legislative duties.

Elected Members were also afforded the opportunity to attend training and conferences in order to ensure that their knowledge and understanding of local government was contemporary, in order to make sound strategic, policy and financial decisions.

The Mayor was also provided with a vehicle to undertake official duties.

Elected Members were required to reimburse Council for any private use of equipment provided.

Elected Members professional development

The Council Policy 'Elected Members Professional Development' was adopted by Council on 5 November 2019. Following the declaration of a Public Health Emergency due to COVID-19 in March 2020, Elected Members attendance at local, state and national seminars and conferences was restricted during the 2020-2021 period to comply with the relevant public health guidelines.

Some of the training and development workshops, seminars and conferences attended included:

- Local Government Association Annual General Meeting.
- Elected Member Workshop - Planning and Design Code.
- Elected Member Workshop - Representation Review.
- Elected Member Workshop - Public Art Strategy.
- Australian Local Government Association National General Assembly.
- Local Government Association Elected Member Leadership Session.
- Local Government Association Briefing - Local Government (Elections) Act (via Zoom).
- Elected Member Workshop - Post September COVID measures for the City of West Torrens Community.

Decision making framework

Council 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 2020 and one in January 2021. Meetings were held in the City of West Torrens Civic Centre, 165 Sir Donald Bradman Drive, Hilton, or via the teleconferencing platform Zoom (where required). The teleconference meetings were in response to relevant public health guidelines and recommendations as a result of COVID-19.

Notices of meetings

Meeting schedules, 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, westtorrens.sa.gov.au. Members of the public could obtain copies for a fee, or view the information free of charge from our website.

Agendas and minutes

Council, Committee and Council Assessment Panel agendas were placed on public display not less than three days before meetings. Minutes of the meetings were on display in the Civic Centre and Hamra Centre within five days of the meeting being held. Meeting agendas and minutes also appeared on Council's website.

Designated informal gatherings

Section 90(8) and (8a) of the Local Government Act 1999 (Act) operate to enable Council to lawfully hold informal gatherings or discussions of members of Council or a Council Committee, with or without Council employees, provided that:

- any matters discussed relating to a matter that would ordinarily form part of the agenda for a formal meeting of the Council or a Council Committee are not dealt with in such a way as to obtain, or effectively obtain a decision; and
- the Council has adopted a policy on the holding of informal gatherings and discussions and the informal gatherings and discussions comply with the policy.

In 2020-2021, under Section 90(8) and (8a) of the Local Government Act 1999, the Council held 17 informal gatherings, of which one was designated confidential and 14 were not open to public due to the declaration of a Public Health Emergency due to COVID-19.

Council Committees

Council committees were appointed in accordance with Section 41 of the Local Government Act 1999. In line with its 'Terms of Reference', the role of each committee was to consider reports and other information, such as the results of community consultation, and then make recommendations to Council. The recommendations were given effect only when adopted by Council.

City Finance and Governance Standing Committee

Presiding members:

- Cr George Vlahos (1 July 2020 to 30 November 2020)
- Cr Brandon Reynolds (1 December 2020 to 30 June 2021)

Meetings: 3rd Tuesday of every month in conjunction with Council.

Met to discuss issues and make recommendations to Council on:

- financial sustainability and reporting
- long-term financial plan and annual plan and budget
- budget review
- rating matters
- procurement
- information technology
- fees and charges
- accounting functions
- creditor payments and credit card reporting
- Elected Member allowances and benefits reporting
- Australian and State government funding
- records management
- corporate governance
- by-laws and legislation
- legislation
- roads opening and closing
- annual report
- legislation
- Freedom of Information.

City Services and Climate Adaption Standing Committee

Presiding members:

- Cr Simon Tsiaparis (1 July 2020 to 30 November 2020)
- Cr Dominic Mugavin (1 December 2020 to 30 June 2021)

Meetings: 1st Tuesday of every month in conjunction with Council

Met to discuss issues and make recommendations to Council on:

- public works
- traffic and parking management
- library services
- aged services
- youth services
- service centre
- capital works
- fleet management

- animal management
- parking matters
- public and environmental health
- immunisation
- stormwater drainage
- public lighting
- development control administration
- environmental sustainability
- climate change.

City Advancement and Prosperity General Committee

Presiding members:

- Cr Cindy O'Rielley (1 July 2020 to 30 November 2020)
- Cr George Vlahos (1 December 2020 to 30 June 2021)

Meetings: 4th Tuesday of the month in February, April, June, August, October.

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

- strategic asset management
- economic development
- corporate planning, performance and policy
- strategic land use policy
- community land management plans
- community and partnership grants
- community engagement
- Civic awards and Australia Day awards
- festivals and events.

City Facilities and Waste Recovery General Committee

Presiding member: Cr Kym McKay

Meetings: 4th Tuesday of the month in March, May, July, September, November

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

- open space, sport and recreation
- community hubs and management of community centres
- property leasing, disposal and acquisition
- building and facilities management
- waste management and resource recovery.

Audit General Committee

Presiding Member:
Cr John Woodward

Meetings 2nd Tuesday of the month in February, April, June, August, October.

Comprised of three Elected Members and two independent members.

Established pursuant to Section 126 of the Local Government Act 1999 with responsibility to monitor the risk management and internal control environment of Council's operations as well as overseeing Council's internal and statutory audit functions.

Chief Executive Officer Performance Review General Committee

Presiding members:

- Cr Anne McKay (1 July 2020 to 30 November 2020)
- Cr Cindy O'Rielley (1 December 2020 to 30 June 2021)

Meetings: annually.

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

Council Assessment Panel

The Council established its independent Council Assessment Panel in accordance with the Planning, Development and Infrastructure Act 2016 on 1 October 2017.

Presiding members:

- Colleen Dunn (1 July 2020 - 31 December 2020)
- Shanti Ditter (1 January 2021 - 30 June 2021)

Meetings: 2nd Tuesday of each month.

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

Building Fire Safety Committee

Meetings: as required

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

Working parties

Council has two working parties consisting of Elected Members, staff and members of the community to investigate and examine specific issues. These included:

- City of West Torrens Road Safety Group.
- Local Area Traffic Management Working Party



Elected Council operations

Public participation

Members of the public could express their views and opinions to Council in a number of ways including:

Deputations

A deputation is a verbal way of presenting an issue to the notice of all Elected Members at a Council meeting. It is undertaken in accordance with the Code of Practice - Procedures at Meetings and the Local Government (Procedures at Meetings) Regulations 2013. All deputation requests must be made in writing to the Chief Executive Officer no later than one week before the Council meeting.

During the year the CEO and Mayor approved five deputations, however only four occurred as one failed to attend the meeting of Council to address their issue. While the public were excluded from Council meetings due to COVID-19 restrictions, approved delegations were an exception.

Date	Nature of deputation
19 January 2021	User-friendly exercise station at Mile End Common.
2 February 2021	Opposition to the Brown Hill Keswick Creek South Parklands project - depute did not attend meeting to address Council.
2 February 2021	Establishment of a Suicide Prevention Network in West Torrens.
2 March 2021	Petition to amend Council Policy - Mobile Food Vendors.
18 May 2021	Improve safety on Turner Avenue, Plympton.

Petitions

A petition is a formal written request or submission to Council, which has been signed by multiple people. A standard petition form is available on Council's website and provides a template for compiling a petition.

Four petitions were presented to Council this reporting year.

Date	Nature of petition
19 January 2021	Request to install user-friendly exercise station at Mile End Common.
2 March 2021	Amend Council Policy - Mobile Food Vendors.
18 May 2021	Improve safety on Turner Avenue, Plympton
1 June 2021	Remove parking restrictions on Formby Street, Hilton.

Written requests

A member of the public may write to Council on any Council policy, activity or service.

Elected Members

Members of the public may contact Elected Members to discuss any issue relevant to Council. Elected Member contact details are available on Council's website.

Website

The Council's website provides an online feedback form which may be completed to provide any comment on Council's services or programs.

Your Say

Your Say is Council's primary online community engagement tool with a membership of more than 1,000 subscribers. Your Say provides our community with the opportunity to be kept up-to-date with community engagement projects and sessions throughout the year.

Other

Members of the public can also contact Council via phone, sms, online chat, email, social media and face to face.

Council, Committees and CAP meetings

The table below details the number of Council and/or committee meetings for the reporting period.

Meetings from 1 July 2020 to 30 June 2021:

Type of meeting	Number
Council	22
City Services and Climate Adaptation Standing Committee	11
City Finance and Governance Standing Committee	11
Special Meeting of City Finance and Governance Standing Committee	1
Audit General Committee	5
City Advancement and Prosperity General Committee	5
City Facilities and Waste Recovery General Committee	4
Council Assessment Panel	12
Special Meeting of Council Assessment Panel	1
Chief Executive Officer Performance Review General Committee	1
Building and Fire Safety Committee	4
Special Meeting of Building and Fire Safety Committee	1

Due to the COVID-19 emergency declaration, amendments to the Local Government Act 1999 via Electronic Participation in Council Meetings Notice No1 2020 were issued by the Minister for Transport, Infrastructure and Local Government on 31 March 2020 which enabled Members to participate in, and the public to attend, council meetings via electronic means. Council and Committee meetings were livestreamed via a Zoom public link, available on Council's website. Due to COVID-19 physical distancing restrictions, members of the public were excluded from attending Council meetings.

One Council meeting was held via the teleconferencing platform Zoom, two Council Assessment Panel (CAP) meetings were held via the teleconferencing platform Zoom while one CAP meeting was held as a hybrid meeting. Two Audit General Committee meetings were held via the teleconferencing platform Zoom and one Special Meeting of Building and Fire Safety Committee was held via the teleconferencing platform Zoom in the 2020-2021 financial year.



Elected Member attendance

Council and Standing Committee meetings 1 July 2020 to 30 June 2021

Elected Member	Full Council	Standing Committees	Special meeting of City Finance and Governance Standing Committee	Total number of meetings	Leave of absence granted	Apology for meeting
Total number of meetings	22	22	1	45	N/A	N/A
Mayor M Coxon	22	22	1	45	0	0
Cr B Reynolds	18	20	1	39	3	3
Cr J Wood	13	12	1	26	6	13
Cr C O'Rielley	21	21	1	43	0	2
Cr G Vlahos	22	22	1	45	0	0
Cr E Papanikolaou	21	21	1	43	0	2
Cr J Woodward	22	22	1	45	0	0
Cr K McKay	22	22	1	45	0	0
Cr D Huggett	21	21	1	43	0	2
Cr A McKay	21	20	1	42	0	3
Cr D Wilton	16	16	1	33	0	12
Cr S Pal	19	19	1	39	4	2
Cr S Tsiaparis	21	21	1	43	0	2
Cr G Nitschke	21	22	1	44	0	1
Cr D Mugavin	22	22	1	45	0	0

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

Confidential items and review of Council decisions

Confidential items

Section 90(2) of the Local Government Act 1999 (Act) specifies that Council and Committee meetings are to be held in a place open to the public. 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 that may be discussed in confidence.

The relevant subsections that were applied to business items considered during 2020-21 are detailed here.

Council meetings

From 1 July 2020 to 30 June 2021, 16 of 367 items (4.36 per cent) of Council and Standing Committees business were dealt with and/or retained in confidence. Of the 16 items retained in confidence, 2.5 were released and 13.5 remained in confidence as at 30 June 2021.

Confidential orders are reviewed by the Chief Executive Officer on a monthly basis and are revoked if required. Any confidential order that exceeds 12 months, or requires extension, is reviewed by Council.

2020-2021 items

Five business items, tabled below, were considered under s90(3)(a) and two were retained in confidence under s91(7) of the Act on the basis

that the premature disclosure of this information would be unreasonable, given it contained personal information relating to the applicants which could inadvertently prejudice their future career aspirations and breach any duty of confidentiality owed to them by Council. Two were released in this financial year (2020-21). One was partially released, with the report and minutes arising released while the attachments and any associated documentation continue to be retained under confidence until the conclusion of the term of appointment for the relevant Board member to the Brown Hill and Keswick Creeks Stormwater Board.

Meeting date	Item	Status
4 August 2020	Appointment of Members to the Brown Hill and Keswick Creeks Stormwater Board.	Confidential Report and Minutes released 16 November 2020. Attachments and any associated documentation - confidential.
18 August 2020	2020 Max and Bette Mendelson Foundation - scholarship recipients	Released 1 September 2020
6 October 2020	Chief Executive Officer's performance - 2020	Released 6 April 2021
8 December 2020	Appointment of Council Assessment Panel 2021-2022	Confidential
1 June 2021	Reappointment of Member to the Brown Hill and Keswick Creeks Stormwater Board (Attachment One)	Confidential

Nine business items, tabled below, were considered under s90(3)(b)(i) and (ii) and retained in confidence under s 91(7) of the Act on the basis that they may prejudice the commercial position of the Council and lead to Council not obtaining or securing the best possible price or outcome which would, on balance, be contrary to the public interest.

Meeting date	Item	Status
7 July 2020	Weslo Holdings and Thebarton Theatre - update	Confidential
18 August 2020	Possible Acquisition of Land - update	Confidential
20 October 2020	Weslo Holdings - update	Confidential
3 November 2020	Possible acquisition of land - update	Confidential
17 November 2020	Weslo - request for new lease	Confidential
16 March 2021	Lease matters for 3RT Technologies - Tenant of 240 Morphett Rd, North Plympton (Depot)	Confidential
4 May 2021	Thebarton Theatre Complex - update	Confidential
	Possible acquisition of land - update	Confidential
18 May 2021	Confidential Motion with Notice - possible acquisition of land	Confidential

One business item, tabled below, was considered under s90(3)(b)(i), b(ii) and (g) and retained in confidence under s 91(7) of the Act on the basis that it could reasonably be expected to severely prejudice Council's ability to achieve the best possible outcome relating to the rate equivalent payments and would, on balance, be contrary to the public interest. Council also needed to ensure that it did not breach any duty of confidence owed to Adelaide Airport Limited.

Meeting date	Item	Status
7 July 2020	Rate equivalent payments by Adelaide Airport Limited	Confidential

One business item, tabled below, was considered under s90(3)(d)(i) and (ii) and retained in confidence under s91(7) of the Act on the basis that the Central Adelaide Waste and Recycling Authority (CAWRA) offer was provided in confidence and is not for public disclosure.

Meeting date	Item	Status
20 April 2021	Waste recycling options assessment	Confidential

Elected Council operations

Confidential Items from 2019-20 that were reviewed in the 2020-2021 financial year

Two items that were retained in confidence during 2019-20 financial year were released in this financial year (2020-2021) and eight items were retained in confidence as tabled below.

Meeting date	Item	Status
2 July 2019	Divestment of Council property at 108-120 Marion Road, Brooklyn Park	Confidential
6 August 2019	Amazone Tower legal advice	Confidential
20 August 2019	Reappointment of Member to the Brown Hill and Keswick Creeks Stormwater Board (Attachment 1)	Released 20 August 2020
3 September 2019	Divestment of Council property at 108-120 Marion Road, Brooklyn Park	Confidential
21 January 2020	Sale of property for the non-payment of rates	Released 21 January 2021
18 February 2020	Weslo Holdings - update	Confidential
3 March 2020	3RT Technologies Pty Ltd Lease - 240 Morphett Road, North Plympton	Confidential
17 March 2020	Weslo Holdings - update	Confidential
31 March 2020	(Special Council) Interim COVID-19 support measures for commercial leases and licences	Confidential
5 May 2020	Possible acquisition of property	Confidential

Confidential Items from 2018-19 that were reviewed in the 2020-2021 financial year

One item that was retained in confidence during 2018-19 financial year was released in this financial year (2020-2021) and three items were retained in confidence as tabled below.

Meeting date	Item	Status
15 January 2019	Audit General Committee establishment (Attachment 2)	Confidential
19 February 2019	Divestment of Council property	Confidential
16 April 2019	Weigall Oval Masterplan and facilities upgrade	Released 21 April 2021
4 June 2019	Sale of Property for the Non Payment of Rates	Confidential

Confidential Items from 2017-18 that were reviewed in the 2019-2020 financial year

One item that was retained in confidence during the 2017-18 financial year was not released in this financial year (2020-2021) and still remains in confidence as tabled below.

Meeting date	Item	Status
19 June 2018	Divestment of Council property	Confidential

Confidential Items from 2016-17 that were reviewed in the 2020-2021 financial year

There are no items retained in confidence from the 2016-17 financial year.

Confidential Items from 2015-16 that were reviewed the 2020-2021 financial year

Three items that were retained in confidence during the 2015-16 financial year were not released in this financial year (2020-2021) and remain in confidence as tabled below.

Meeting date	Item	Status
15 April 2016	Rates agreement - Adelaide Airport	Confidential
3 May 2016	Divestment proposal - Brickworks Riverfront land	Confidential
7 June 2016	Divestment proposal update - Brickworks Riverfront land	Confidential

Confidential Items from 2014-15 that were reviewed in the 2020-2021 financial year

Three items that were retained in confidence during the 2014-15 financial year were not released in this financial year (2020-2021) and remain in confidence as tabled below.

Meeting date	Item	Status
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 reviewed in the 2020-2021 financial year

One item that was retained in confidence during the 2013-14 financial year was not released in this financial year (2020-2021) and remains in confidence as tabled below.

Meeting date	Item	Status
19 November 2013	Brickworks Markets - retained land	Confidential

Confidential items from 2012-13 that were reviewed in the 2020-2021 financial year

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

Confidential items from 2011-12 that were reviewed in the 2020-2021 financial year

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

Confidential items from 2010-11 that were reviewed in 2020-2021 financial year

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

City Facilities and Waste Recovery General Committee Meetings

The City Facilities and Waste Recovery General Committee was established pursuant to Section 41 of the Local Government Act 1999 for the period 1 February 2019 to the conclusion of the 2022 Local Government elections.

From 1 July 2020 to 30 June 2021, one out of 45 items (2.22 per cent) of Committee business was dealt with in confidence.

The one business item, tabled below, was considered under s90(b)(i) and (ii) and retained in confidence under s91(7) of the Act on the basis that the disclosure of the information received, discussed and considered could reasonably be expected to severely prejudice Council's ability to achieve the best possible outcome relating to the acquisition of the property in Richmond and would, on balance, be contrary to the public interest.

Meeting date	Item	Status
22 September 2020	Richmond Oval and West Adelaide Football Club - update on master planning, request for variation of lease and acquisition	Confidential

Confidential items from 2019-20 that were reviewed in 2020-21 financial year

One item that was retained in confidence during the 2019-20 financial year was not released in this financial year (2020-2021) and remains in confidence as tabled below.

Meeting date	Item	Status
23 July 2019	Welso Holdings Pty Ltd - Thebarton Theatre Complex, projects and business plan, lease update and air conditioning upgrade	Confidential

Confidential items from 2018-19 that were reviewed in 2020-21 financial year

There are no items retained in confidence from the 2018-19 financial year.

Chief Executive Officer Performance Review General Committee

From 1 July 2020 to 30 June 2021, there was one meeting of the Chief Executive Officer Performance Review General Committee. One business item, tabled below, was considered under s90(a) and retained in confidence under s91(7) of the Act on the basis that the matter relates to the negotiations and details of the contractual employment arrangements of an employee and disclosure may breach a duty of confidence owed to the employee and result in the unreasonable disclosure of information concerning the personal affairs of the employee. The item was released at the time of scheduled review.

Meeting date	Item	Status
1 October 2020	Chief Executives Officer's performance - 2020	Released 1 April 2021

Confidential items from 2019-20 that were reviewed in the 2020-2021 financial year

There are no items retained in confidence from the 2019-20 financial year.

Audit and Risk Prescribed General Committee Meetings

One item that was retained in confidence during the 2016-17 financial year was not released in this financial year (20120-2021) and still remains in confidence as tabled below.

Meeting date	Item	Status
17 October 2016	Information Services Security Audit (Audit and Risk Committee)	Confidential

Council Assessment Panel

Regulation 13(2)(a) (vii) and (viii) of the Planning, Development and Infrastructure (General) Regulations 2017, specifies that Council Assessment Panel (CAP) 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 2020 to 30 June 2021, one of 74 items (1.35 per cent) of CAP business were dealt with in confidence under regulation 13(2)(a)(vii):

(vii) matters that must be considered in confidence in order to ensure that the assessment panel, or any other entity, does not breach any law, or any order or direction of a court or tribunal constituted by law, any duty of confidence, or other legal obligation or duty.

Meeting date	Item	Status
8 June 2021	11 Clifford Avenue, Kurralt Park	Confidential

Confidential items from 2019-20 that were reviewed in 2020-21 financial year

There are no items retained in confidence from the 2019-20 financial year.

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 2020-2021, three applications for review of a Council decision were submitted.

Description of matter	Date received	Outcome of review
Internal review request received regarding the keeping of livestock	24 July 2020	Review completed and determined that no Council decision existed upon which an internal review could be conducted.
Internal review request received regarding driveway access	6 November 2020	Review completed and decision upheld.
Internal review request received regarding street numbering	15 February 2021	Review completed and decision upheld.

In addition, for the period 1 July 2020 - 30 June 2021, 1,114 requests for an internal review of an expiation notice were received relating to parking and 121 relating to dogs.

Ombudsman enquiries

Applicants were notified about their right to apply to the Ombudsman for assistance should they be dissatisfied with the findings of the Section 270 review. In the year in review, Council responded to 12 new enquiries from the SA Ombudsman; no negative findings were made against Council.

In accordance with the Council Policy - Customer Complaints, the Administration received and managed requests for service and general complaints within the 2020-2021 financial year.

Access to Council documents

A list of documents and registers, which are accessible to the public, is listed later in this document.

Freedom of Information

During 2020-21, Council processed nine Freedom of Information (FOI) requests and zero 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 are available from Council, on our website and on the State Records website.

A member of the public wishing to amend the Council's records concerning their personal affairs may email governance@wtcc.sa.gov or phone 8416 6333 and speak with an accredited FOI officer.

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.

Subsidiaries

On 27 February 2018 a notice appeared in the South Australian Government Gazette announcing the establishment of the Brown Hill and Keswick Creeks Stormwater Board.

The Cities of Adelaide, Burnside, Mitcham, Unley and West Torrens established the Board pursuant to Section 43 of the Local Government Act 1999. This Board oversees the construction of stormwater infrastructure of the Brown Hill and Keswick Creeks Stormwater Management Plan. The Board's financial statements for the year ended 30 June 2021 appear later in this report.

Public Interest Disclosure

The Public Interest Disclosure Act 2018 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.

Due to the changed nature of the Public Interest Disclosure Act 2018, there are no statistics on disclosures received.



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.

During this current reporting period, the Management team comprised the Chief Executive Officer, three General Managers and 10 Department Managers, operating under delegated authority according to their levels of training and responsibility.

This year the City of West Torrens saw the retirement of long-standing General Manager for Corporate and Regulatory Services, Bill Ross. Mr Ross retired in December 2020 after 28 years of employment with the City of West Torrens. The Council also saw the retirement, after 41 years of service, of Financial Services Manager Norm Biggs. Mr Biggs retired in September 2020.

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 and is also available on our website, westtorrens.sa.gov.au.

The following flow chart shows the Management structure of the City of West Torrens as at the end of the financial year for 2021.



Terry Buss PSM
Chief Executive
Officer



Angelo Catinari
General Manager
Urban Services



Pauline Koritsa
General Manager
Business and
Community Services



Chris James
General Manager
(Acting)
Corporate and
Regulatory Services

Terry Buss PSM
Chief Executive Officer

Hannah Bateman
Manager, City Development

Angelo Catinari
General Manager
Urban Services

Dean Ottanelli
Manager, City Property

Joe Ielasi
Manager, City Assets

Peter Richardson
Manager, City Operations

Pauline Koritsa
General Manager
Business and
Community Services

Celine Luya
Manager, Community Services

Sue Curran
Manager,
Strategy and Business

Robyn Butterfield
Manager,
Regulatory Services

Chris James
General Manager (Acting)
Corporate and
Regulatory Services

Lisa Gilmartin
Manager, Financial Services

Deb Cann
Manager, People and Culture

Jess Iannone
Manager (Acting),
Information Services

One of the objectives of a council is to be responsive to the needs, interests and aspirations of individuals and groups within its community. We are also required to provide services, facilities and programs that are adequate and appropriate for our community.

‘Strategic planning’ establishes the future direction for the entire council in consultation with the local community - that is everyone who lives, works or visits the area. It provides an opportunity to determine the council’s long-term objectives, evaluate its operations and develop strategies to address unique local issues. It also helps us identify opportunities to contribute to the achievement of State Government objectives, explore the potential to work in partnership with other government organisations in service delivery and participate, where appropriate, in activities on a regional basis.

The Local Government Act 1999 requires councils to develop and adopt plans for the management of their area; these are referred to as strategic management plans. Our ‘Community Plan’ is the lead document in our Council’s suite of strategic management plans. This plan is a statement of what the City of West Torrens will do to help achieve the community’s vision of ‘West Torrens - committed to being the best place to live, work and enjoy life’.

In February 2021, Council adopted its new ‘Community Plan 2030’. This Plan built on the previous ‘Towards 2025 Community Plan’, with feedback gathered from more than 1,000 community members via community events, surveys, workshops, business interviews and ‘pop up’ discussion sessions.

In addition to the feedback, the Plan also considers current challenges and societal trends, changing lifestyles and demographics of the area. Our focus areas and objectives for the West Torrens’ community are outlined on the following pages.

Other key strategic management plans complement and support the Community Plan 2030 including:

- 10 Year Financial Management Plan
- Infrastructure and Asset Management Plans.

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

Departmental service plans identify and detail projects the Council is focusing on and confirm their position within the overall Community Plan. They help the Council deliver long-term priorities.

Council’s Annual Business Plan and Budget defines priorities and allocates financial resources to ensure activities are delivered according to the long-term vision. The accompanying graph provides a visual snapshot of our overall performance throughout 2020-21 against the Annual Service Plans. Copies of all plans and quarterly reports can be viewed on our website, westtorrens.sa.gov.au.

Community Land Management Plans

The Local Government Act 1999 requires councils to develop management plans for all community land that is either owned by Council or under our control. These plans show how the community land can be used and managed for the betterment and enjoyment of the whole community.

Community Land Management Plans are updated when changes occur, such as when land is purchased, sold or removed from the community land register.

The City of West Torrens currently has three Community Land Management Plans, which are expected to be reviewed in the coming year:

- Reserves and Sportsfields.
- Drainage Lands.
- Community and Commercial Facilities.

Lockleys Sporting Facility



Strategic risks

The City of West Torrens has a robust and comprehensive enterprise risk management program that incorporates both strategic and operational risks.

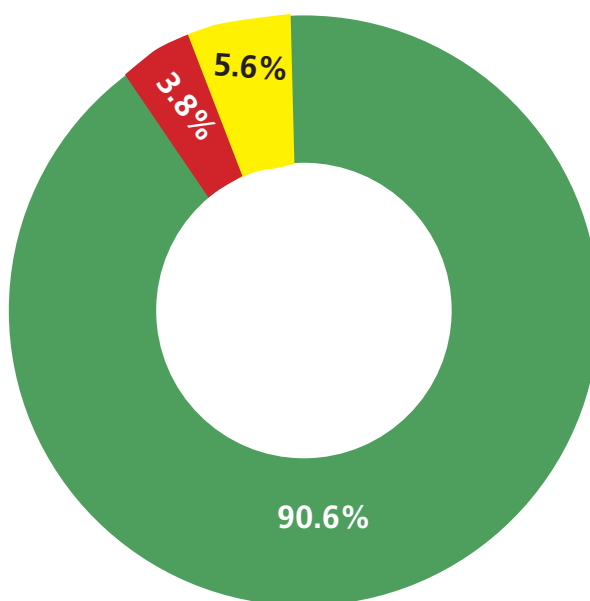
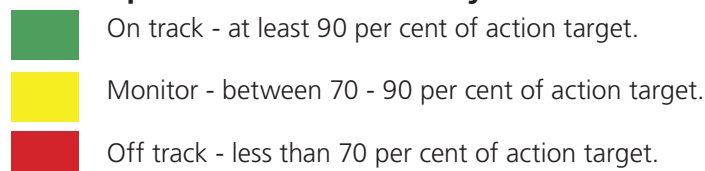
Strategic risks arise in pursuit of our objectives, strategy and/or work activity. We have identified 11 strategic risks which are reviewed by the organisation a minimum of every six months; more frequently if required. Each risk has a number of controls to ensure it is managed and these controls are also reviewed annually.

Our strategic risks in 2020-21 were:

- Business practices - inefficient/ ineffective practices, procedures or processes.
- Workforce management - inadequate management of staff.
- Stakeholder relationships - ineffective working relationships.
- Fraud, corruption, misconduct or maladministration - inadequate systems, procedures and control frameworks.
- Information technology infrastructure, threat protection and management of services - inadequate protection for Council information and loss of data.
- Business continuity and community resilience - inability to respond recover, restore and resume business as a result of an event.
- Emergency event - inability to respond, recover, restore and resume business as a result of an emergency event.
- Infrastructure management - failure to adequately maintain assets and infrastructure.
- Urban densification - failure to provide for our community as a result of increased demand due to increased population.

- Waste management - failure to manage the effective collection and processing of waste.
- Financial management, sustainability and cost shifting - failure to manage costs and adequately plan for increased expenditure.

Overall performance of the City of West Torrens



The five focus areas for the delivery of our vision are:



Community life

We support diversity, health and well-being, community cohesion and connections, and create opportunities to learn and enjoy the local area.



Built environment

We ensure housing, urban development and infrastructure contribute to attractive and safe neighbourhoods, and how we travel in and beyond our area.



Organisational strength

Council ensures its services lead to quality outcomes and exceptional experiences for our community.



Environment and sustainability

We protect and conserve the natural environment, reuse and recycle resources, support biodiversity and respond to climate change.



Prosperity

We support jobs, businesses and industries to generate local economic growth and activity.

Our Strategic Objectives

- A diverse, inclusive and welcoming community.
- Universal accessibility to facilities and services.
- Active and healthy lifestyles for all ages and abilities.
- A resilient community through community involvement, social connections and life-long learning.
- A community that embraces technological change and the opportunities it offers.
- Facilitation of community health, wellbeing and safety.
- Recognition of our unique local cultural identity and heritage.



- An attractive, safe and cohesive urban environment that supports better quality development assessment outcomes, diverse housing choice and compatible non-residential development.
- Infrastructure that meet the needs of a changing city and climate.
- Neighbourhoods designed to promote safe, active travel and strengthen connections, amenity and accessibility.
- A variety of indoor and outdoor sport, recreation and community facilities and open spaces.
- Place-making and public art which enhance the visitor experience at key destinations.



- Strong partnerships and working relationships with our community, other organisations and spheres of Government.
- Customer experience and community are at the centre of our considerations.
- High levels of governance, transparency and integrity.
- An inclusive, innovative, and collaborative organisation.
- A safe, healthy and resilient workforce.
- A workforce that meets current needs and plans for future needs.
- Sustainable financial management principles.
- Our community can communicate and meaningfully engage with Council.
- Technology as a tool to help innovate how we interact with each other and our community.
- A resilient organisation that is able to effectively respond to emergency incidents and events.



- Sustainably manage our resources through reuse, recycling and circular economy.
- Reduce the City's impact on the environment.
- Prepare for and respond to the challenges of a changing climate.
- Open spaces that foster the natural environment, support biodiversity and encourage people to spend time outdoors.
- Protect and expand the urban forest.



- A diverse, resilient and competitive economy, including small business, tourism and export sectors.
- Optimise the benefits of local activity and key employment precincts.
- Economic development through innovation, collaboration and investment and connections between businesses and the community.
- Promote opportunities and economic advantage arising from Adelaide Airport and our proximity to the CBD.



The Office of the Mayor and Chief Executive Officer (CEO) supports both the Elected Council and Administration by researching and developing opportunities for growth and prosperity for Council and the wider community.

During the past year, this department continued to offer an internal and external focus; internally with regards to continuous improvement and externally around economic development.

Economic Development

Economic Development Plan

The Economic Development Plan was adopted by Council in March 2021 after a period of public consultation, engagement and review to ensure that its objectives would be beneficial to our business community in light of COVID-19. The plan acts as a catalyst to engage key business and industry stakeholders in the West Torrens' area and identifies cost effective undertakings of strategic economic development as a focus for our city.

The objective of the plan is to position our city for growth and employment, by attracting new businesses and identifying export opportunities over a five-year timeline. The plan will guide CWT when undertaking and developing economic development projects and programs through five key economic strategies:

- A thriving business environment.
- A vibrant city.
- Innovation and digital evolution.
- Regional collaboration.
- Adelaide Airport Aerotropolis.

Business interaction

We continued our successful regional partnership with neighbouring councils in the Western Region to amplify the benefit for small business and the broader economy. Small business is recognised as a key player in our Economic Development Plan.

We were a member of the Western Business Leaders Group, which provided a forum for the four Western Adelaide councils (CWT, Charles Sturt, Port Adelaide Enfield and Holdfast Bay) to liaise with businesses in the area and assist with linking local business networks.

Grants

This financial year we applied for a number of State Government grants to help us fast track infrastructure spending and build capacity in assisting the community to continue employment through COVID-19.

We were successful in gaining funding through the Local Roads and Community Infrastructure Program, including funds for the first stage of the Richmond Oval and sporting infrastructure upgrade.

We were also successful in receiving funds for the Thebarton Theatre Master Plan and Brown Hill Creek Upgrade project through the Local Government Infrastructure Partnership Program.

We gained grant funding through the Open Spaces and Places for People Grant Program for:

- Apex Park stage two.
- Henley Beach Road Masterplan.
- Land acquisition along the River Torrens.

We also received grant funding through the Office of Recreation and Sport and Racing Funding Program for:

- Weigall Oval fencing.
- Camden Oval upgrade.
- Peake Gardens Riverside Tennis Club upgrade.

GrantsGuru

CWT continued to support the business community with 'GrantsGuru', a web-based portal that enables businesses and community groups to search and be alerted to grants for which they may be eligible.

Growing business capacity

As a result of forced business closures due to COVID-19, Council provided financial and communal support through its Think, Buy, Be LOCAL campaign.

This stimulus package provided vouchers to local residents to spend at local businesses which had been adversely affected by COVID restrictions. More information about this program can be found in our Strategy and Business report.

CWT also created a 'Small Business Resilience Grants' program, which provided funding to eligible businesses in the local community adversely affected by COVID-19 restrictions for:

- capital works and updated equipment and infrastructure
- e-commerce
- training and professional development.

In total, \$180,000 was provided to various local businesses and a further \$55,000 was allocated to arts and culture in our community who had been impacted by COVID restrictions.

Continuous Improvement

The Continuous Improvement (CI) team facilitate and lead continuous improvement initiatives across the organisation. Their objective is to support the organisation in process improvement to deliver maximum value for our community through value creation, efficiency, cost savings and improved service delivery. In short, their aim is to ensure that our organisation remains strong and relevant, now and in the future.

Key achievements 2020-21

Planning Development and Infrastructure Act - process reviews

In readiness to implement the new Statewide Planning and Design Code and Planning, Development and Infrastructure (PDI) Act in March 2021, the CI team worked with City Development to review 64 internal processes that would be impacted by this legislative change.

These reviews enabled us to smoothly transition to the new planning system, with 48 standard process documents being created for our staff to use as an online reference guide.

Asset mobility project

Our aim to have our City Operations and City Property teams go 100 per cent paperless and transition to a mobile environment was realised this year and, as a result, we received a 'highly commended' award in the Innovation Management Initiative category at the 2020 Local Government Professional Federal awards.

Known as 'Fusion', the mobile platform enables in-the-field staff to manage their workloads in real time. This includes planned maintenance, WHS risk assessments, procurement and works distribution.

Customer Service landscape review

A review of our customer service was undertaken in the last quarter of 2020 -21 year to identify improvement opportunities. By applying CWT's

customer experience and continuous improvement ethos, an extensive consultative approach will be used to develop and implement process improvements in the new financial year.

The coming year

As we look towards kick starting our economy as a result of COVID-19 restrictions, we'll be investigating the various opportunities available to us to score grant funding from both State and Local Governments. As we will be leading into an election year for State Government, we will seek to increase our relationships with various funding bodies in a bid to attract money for the West Torrens economy.

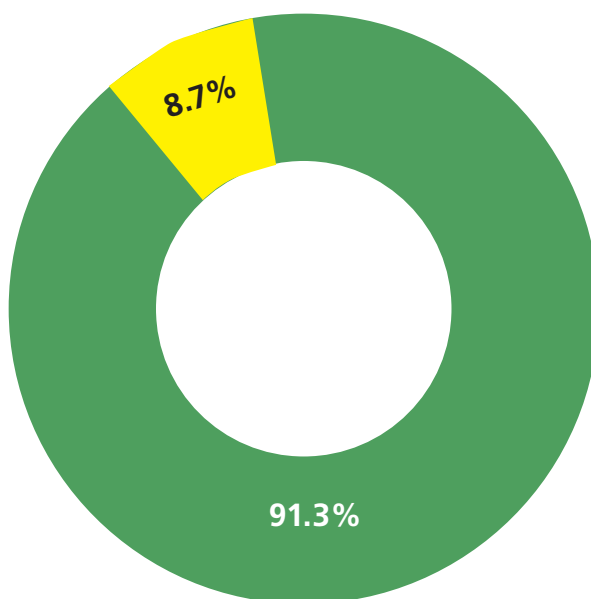
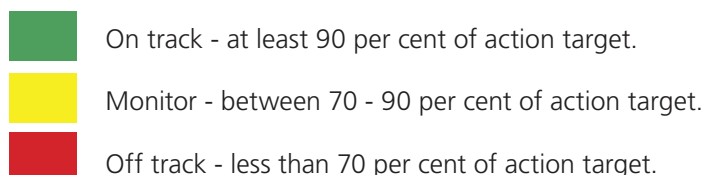
We will also continue work along the main shopping precinct of Henley Beach Road to increase its shopper appeal, as we have received further funding to create a master plan for this iconic West Torrens area.

We are planning various business networking and breakfast opportunities once we have some certainty of the easing of COVID-19 restrictions.

Continuous Improvement will be implementing the outcomes of our customer service landscape review, which will include assisting departments to facilitate internal training and coaching and engaging with our external customers. The long-term aim of this will be to develop an improvement plan that identifies process gaps which positive customer experiences and look at ways these can be alleviated.

Our CI team will also facilitate and manage process improvement workshops for a suite of projects identified in our Strategic Asset Management Framework.

Overall performance of the Office of the Mayor and Chief Executive Officer



City Development

The primary responsibility of City Development is to assess development applications and ensure that new development within West Torrens complies with the applicable planning and development legislation. New development can range from major initiatives, such as establishing new business precincts and multi-residential developments, to house renovations and extensions.

A significant reform by the State Government of the planning and development sector was implemented on 19 March 2021, with the replacement of the West Torrens (Council) Development Plan and the Development Act 1993, with a new Planning and Design Code and the Planning, Development and Infrastructure Act 2016 (PDI Act). Considerable preparations were made by City Development staff in the lead up to the introduction of the new system, including training, implementation of new assessment software and community education initiatives.

Lodgements

There were 1,374 development applications lodged in 2020-21, including 1,166 applications under the Development Act 1993 up to 18 March 2021 and 248 applications under the PDI Act 2016 from 19 March 2021 onwards.

The number of development applications lodged in 2020-21 increased by 10.3 per cent compared to the previous financial year. This represented an average of 114 applications each month. This average did not recognise the sharp increase in applications in the lead up to the introduction of the new PDI Act, where 184 applications were lodged in March 2021 across both systems.

The number of development applications on which decisions were made in 2020-21 increased by three per cent over the previous financial year, with 1,722 consents determined, representing an average of 143 consents each month.

In total, \$287 million worth of development applications were proposed for the West Torrens area.

The year in review saw a number of significant developments assessed and continued development trends, key among them:

- Redevelopment of a portion of the Hilton Hotel site at 264-270 Sir Donald Bradman Drive, Hilton for a mixed use development comprising a residential flat building containing four dwellings and a five-storey residential flat building containing 30 dwellings and a shop.
- Land division and various land use applications within the former University of Adelaide Thebarton campus adjacent the Torrens River (encompassing Stirling Street, Reid Street and Winwood Street) including a microbrewery/restaurant, upgrade to a local heritage place, a warehouse development and eight, two-storey dwellings and a residential flat building containing 12 dwellings.
- Redevelopment of our former depot on Marion Road incorporating restaurant, microbrewery, warehousing and offices.
- Redevelopment of a former UniSA building for use as an education establishment as Nazareth College campus.
- Continued medium density infill development within parts of the Residential Zone, particularly in Fulham, Kurralta Park, Lockleys, Marleston, Plympton, North Plympton and the Urban Renewal Zone in Torrensville and Underdale.
- Sustained new dwelling and residential renovation development applications associated with the HomeBuilder Grant Scheme initiated by the Australia Government in response to the COVID-19 pandemic.

New townhouse development at Camden Park



Council Assessment Panel

Development applications lodged with CWT are assessed in one of two ways - either by a member of staff under delegation or by the Council Assessment Panel (CAP).

Each application is assessed on its individual merits and, if deemed to require a more rigorous or independent assessment, may be referred to the CAP. These could include development applications where a representative seeks to be heard on their submission, large-scale developments, multi-storey residential developments and those that do not satisfactorily meet provisions of the relevant planning policy.

During 2020-21, we appointed a new CAP team, with one committee finishing its term on 30 December 2020 and new panel members starting from 1 January 2021.

A total of 13 CAP meetings were held during 2020-21 with member attendance records indicated below.

The Council Assessment Panel held its meetings in person and via online electronic platform when members were not able to travel to a meeting due to COVID-19 restrictions.

Panel member	Attendance	Apologies
Membership until 30 December 2020		
Colleen Dunn (Presiding Member)	7	0
Jane Strange (Independent Member)	7	0
Michael Arman (Independent Member)	7	0
Ben Russ (Independent Member)	7	0
Jassmine Wood (Council Member)	3	4
Megan Lewis (Deputy Independent Member)*	0	N/A
Graham Nitschke (Deputy Council Member)*	4	N/A
Membership from 1 January 2021		
Shanti Ditter (Presiding Member)	6	0
Jane Strange (Independent Member)	6	0
Michael Arman (Independent Member)	6	0
Kon Corolis (Independent Member)	6	0
Graham Nitschke (Council Member)	6	0
Jim Gronthos (Deputy Independent Member)*	0	N/A
Jassmine Wood (Deputy Council Member)*	0	N/A

** Deputy Council Members are only requested to attend when another member is an apology.*

During the year, 67 development applications were determined by the CAP. This represented 5.7 per cent of all development plan applications determined by Council during 2020-21. One hundred per cent of applications considered by the CAP were determined in line with staff recommendations.

During the course of the year there were few development assessment appeal matters, which was reflective of the robust decision making from both delegated officers and the CAP.

Two applications were subject of an appeal, both of which were decided by the CAP:

- 50 Davenport Terrace, Richmond - refusal to vary a current authorisation to add two additional storeys and 43 dwellings to an approved, but unconstructed, three storey residential flat building - the appeal went to hearing and was dismissed. Council's decision to refuse the application was upheld.
- 11 Clifford Avenue, Kurralt Park - refusal for the removal of a significant tree - was resolved by way of Court Order after negotiations with the appellant - the tree was endorsed for removal.

Compliance

A total of 296 development compliance issues were reported during 2020-21, reflecting a 19.8 per cent increase on the previous year. Of these, 27 remain ongoing matters. In addition, 11 enforcement notices (pursuant to Sections 84 of the Development Act 1993 and Section 213 of the PDI Act) were issued.

City Development also conducted 422 inspections of developments under construction to ensure they were built in accordance with approved plans.

Building Fire Safety

The Building Fire Safety Committee held five meetings during the year and the Committee undertook six inspections and issued three fire safety notices.

Section 7 search requests

A Section 7 search can be requested by anyone with an interest in a section of land (usually when the sale of a property occurs) and a Section 7 certificate is provided. In the reporting year, Council issued 2,416 Section 7 certificates, which contained information such as property zoning and use of land. This was a 48 per cent increase on the previous financial year and reflected ongoing strong activity in the residential property market.

Value adding to our service

Staff continued to provide referral comments on a number of applications assessed by other authorities, including the State Commission Assessment Panel, State Coordinator-General, Minister for Planning, the Governor and Adelaide Airport Limited.

Staff provided telephone, face-to-face and written advice to customers upon request, with enquiry numbers peaking around the time of the introduction of the new planning system. Public enquiries

particularly focused on changes to development assessment pathways and the differences between the former Development Plan and newly introduced Planning and Design Code.

The coming year

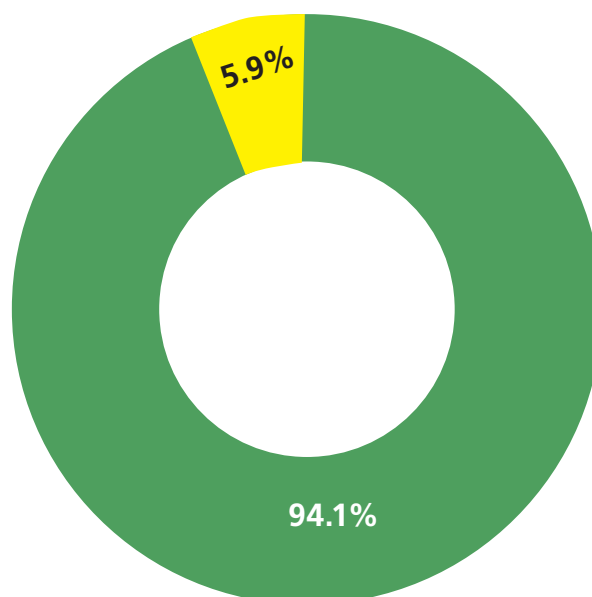
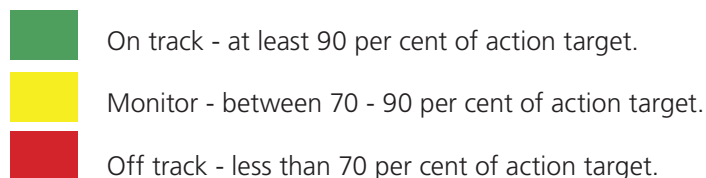
City Development will again focus on a number of major endeavours in the new financial year, including the continued implementation of the new Planning, Development and Infrastructure Act 2016.

Key areas of focus for the coming year will include:

- Managing planning and building applications within legislated timeframes.
- Providing accurate and timely advice and support to customers.
- Streamlining internal processes to further enhance efficiency.
- Undertaking development compliance actions.

- Implementing changes to the building inspection regime.
- Updating and adding information to assist customers through the assessment process, including information on infrastructure requirements.
- Providing input to the State Government to improve the efficiency, usability and customer-focus of the PlanSA Portal used by applicants, representatives and relevant authorities.

Overall performance of City Development



Comprising our Horticulture, Civil Works and Services and our Fleet Management teams, City Operations staff are responsible for managing and coordinating the delivery of services and projects that provide a safe, liveable and enjoyable environment for our community.

Horticultural Services

Our Horticultural Services team recognises the importance of managing our natural spaces and landscapes for the benefit of our residents and the greater community. Our local habitat areas, together with gardens and reserves, are the focus of continued improvements aimed at providing an area free of pest species (weed control), improved biodiversity and ongoing care for our tree assets.

Generally, the aim is to enhance local amenity and minimise resource usage.

In March 2021, our Landscape Workgroup was restructured to allow for a dedicated Water Sensitive Urban Design (WSUD) team, which maintains more than 300 rain garden beds in West Torrens. Rain gardens are designed to mitigate stormwater runoff by cleaning and reusing the runoff water.

Works

During the past year, we undertook the following projects:

- new playground at Camden Oval
- irrigation to Coast Watchers Reserve, Fulham
- new play equipment installed at Douglas Street Reserve
- new infrastructure and modification to irrigation at Glenlea Tennis Courts
- new play equipment at Helenslea Avenue Reserve
- irrigation and landscape works at:
 - o Lindfield Reserve
 - o Lockleys Oval
 - o Pine Avenue Reserve
 - o Swan Avenue Reserve
 - o River Torrens Linear Park, Lockleys
 - o Westside Bikeway at Marleston

- turf and landscape works to West Torrens Dog Park at Marleston
- new water meter at Wainhouse Street Torrensville
- bore and pump replacement at Weigall Oval as part of the stage two upgrade works.

The Arboriculture team pruned and maintained around 7,000 trees and more than 8,000 biodiversity plantings were undertaken along the River Torrens Linear Park, Linfield Reserve and Brown Hill Creek through community planting days and project work. We also planted 1,600 street and reserve trees as part of our greening program for the past year.

Our Horticultural Services team received 2,399 requests to prune and maintain trees and 357 requests for parks and landscaped areas.

Tree Strategy

The past 12 months have seen us continue to develop our urban environment by undertaking strategies and actions outlined in our Tree Strategy. These actions help us improve the character, amenity and

biodiversity of neighbourhoods in an effort to enhance the wellbeing of our local community.

Key accomplishments included:

- The development of a tree planting and replacement plan that prioritises new plantings in areas with low canopy cover or where gaps exist in streetscapes or parks.
- The promotion of the benefits of trees to the community through a variety of education initiatives.
- Implementation of an 'Adopt a Tree' project which provided a care package aimed at assisting residents to support the growth of newly planted street trees (supported by Green Adelaide funding).
- the planting of more than 1,500 new street trees in priority areas including those with high levels of urban in-fill (supported by Green Adelaide funding).
- the management of significant and regulated trees on public land to ensure their sustainability into the future.

New trees planted along the Westside Bikeway.



Civil Works and Services

Our Civil Works and Services team provide a host of services to our community including:

- capital works projects
- civil maintenance works
- cleansing services
- road and footpath sweeping
- stormwater drain maintenance
- street furniture maintenance
- line marking
- bus shelter maintenance
- playground equipment maintenance.

Staff also help maintain our roads, kerbs and footpaths and reserve amenities such as:

- playgrounds
- car parks
- street signage
- watertables.

Our team works closely with City Assets to deliver annual capital works projects and this year we assisted with:

- road resealing program
- crack sealing program
- minor road reconstruction program
- footpath renewal program
- kerb and watertable program
- pavement rejuvenation program
- bus stop renewal program.

Our cleansing team, which works within our larger Civil Works and Services team, undertake proactive patrols of our city's streets, reporting and collecting illegally dumped rubbish and assisting with the delivery of our road sweeping program.

For the past financial year, 158 tonnes of illegally dumped rubbish was collected and 1,915 tonnes of debris dumped from road sweeping operations was also gathered. The road sweepers continued to undertake double shifts to help improve our street sweeping services for our community and together with our Rapid Response team, our Cleansing staff responded to 1,300 customer requests for cleansing and urgent removal of dumped rubbish.

In the past financial year, our Civil Works and Services team received 2,873 customer requests, of which 2,703 were closed out. This represented a 94 per cent success rate.

Fleet and Depot Facility Support

Our Fleet and Depot Facility Support Team maintains all fleet vehicles, orders necessary stock, plant and equipment and provides 'rapid response' services for our community. We also maintain the City Operations' depot to ensure it is safe for staff.

Our Fleet Services team maintained more than 400 items of plant and equipment this year, ranging from light and heavy motor vehicles to earthmoving equipment and power tools. With supply chain disruptions due to COVID-19, the team managed to upgrade 95 per cent of the programmed vehicle changeovers for the year.

Our Rapid Response team responded to 342 internal and external customer requests for urgent removal of dead animals, dangerous footpaths and road issues and provided assistance to various other Council teams when requested.

The coming year

Looking forward, quality open and natural spaces and improved green infrastructure continue to be our focus, with the following reserve, playground and/or irrigation upgrades scheduled for completion:

- Apex Park, West Beach - improvements to include additional reserve furniture and shelters, with funding for the investigation/ planning for the next stage of the reserve upgrade.
- Britton Street Reserve, West Richmond.
- Breakout Creek Stage 3 - facilitating design with Green Adelaide and City of Charles Sturt.
- Brownhill Creek - Captain McKenna - irrigation and landscape works.
- Camden Oval, Novar Gardens.
- Cowandilla Reserve, Cowandilla.
- Mile End Common; Mile End.
- Mellor Park, Lockleys.
- West Torrens Dog Park, Marleston.
- Rex Jones Reserve, North Plympton.
- River Torrens Linear Park and Westside Bikeway (continuation of irrigation upgrades).
- Streetscape upgrade - Sir Donald Bradman Drive (staged).
- Streetscape upgrade - James Congdon Drive (staged).
- Wainhouse Street, Torrensville - irrigation and landscape works.
- Weigall Oval, Plympton - additional reserve furniture and shelters.
- Westside Bikeway (Creslin Terrace), Camden Park.
- West Torrens Memorial Gardens, Cowandilla.



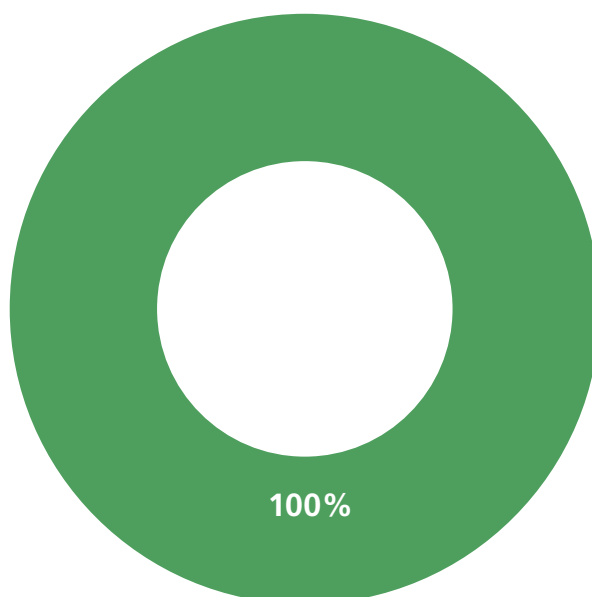
Additional funding has been received through Green Adelaide to support the planting of 1,000 trees along shared-use paths and bicycle lanes, providing shade and canopy cover for cyclists and pedestrians.

Our commitment to protecting and expanding our urban forest will continue through the next year with a focus on:

- reviewing the valuation of street tree removal proposals
- identifying and protecting trees with historic or cultural significance
- continuing street and reserve tree planting to improve canopy cover
- continued investigations relating to 'Plant and Enjoy' tree giveaway program for new home owners within the City of West Torrens.

Overall performance of City Operations

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



Council's City Property Division is primarily responsible for managing essential services and projects in West Torrens by building, developing and maintaining and enhancing our property, facilities and amenity assets for our community.

Employees and contractors working within City Property deliver a variety of building and capital works projects and provide services in building, facility, lease and open space management, construction and maintenance.

Our department is responsible for maintaining and upgrading Council-owned buildings, of which there are more than 140. These include sporting, community, recreational and commercially operated facilities.

During the past year, we undertook a variety of building projects and facility improvements including:

- Upgrading fire systems, asbestos removal, electrical and building compliance works on Council-owned properties.
- Completing staged upgrades to Star Theatre Complex including:
 - o Heritage Chapel Theatre, roof infrastructure and mechanical services
 - o foyer roof works between the Chapel Theatre and Main Theatre
 - o remediation and painting of masonry walls to the Chapel
 - o electrical rewiring/upgrade to Chapel and the foyer.
- General building works, upgrades and improvements to:
 - o various public toilet facilities in our community
 - o the Civic Centre, Hamra Centre Library and City Operations' depot
 - o Peake Gardens Riverside Tennis Club and Reserve

- o club storage facilities at Camden Oval, Novar Gardens and facilities at the Lockleys Bowling Club, Lockleys Oval.

- The completion of the installation and replacement of pedestrian LED lighting along Westside Bikeway, Camden Park.
- Ongoing installation and upgrading of lighting along the shared pathway on the River Torrens Linear Park. The works included new lights in the Torrensville area, near the Brickworks Markets.
- Improvements to lighting in reserves, including Rex Jones Reserve, North Plympton.
- Installation of a 100kW solar system to our Depot facilities at Morphett Road.
- Completion of stages two and three of the Weigall Oval Complex redevelopment. These comprised a new community and sports building, and new sports fields for local sporting clubs. State Government grant funding assisted in delivering this project.
- Completion of the expansion of the new tennis facilities at Camden Oval.

In addition, we provided further funding support for lessees and licensees of commercial, community and sporting facilities, who were affected by COVID-19 restrictions.

We continued work on various projects nominated through the Local Roads and Community Infrastructure Program namely:

- new lighting to two sports fields at Lockleys Oval
- installation of a new toilet facility at Apex Park
- football field lighting upgrade at Camden Oval
- upgrade and improvements to the open space areas of Richmond Oval for community and recreational usage, including the development of a site masterplan/ venue improvement plan
- additional infrastructure upgrades for the sporting clubs located at Lockleys, Camden and Weigall Ovals.

The final stages of the upgrade to Mellor Park Reserve also occurred this year with additional works undertaken to improve the playspace area and the existing community facilities at the park. We aim to develop a

Star Theatres, Hilton.



memorial space that honours locals from Lockleys who have served in the defence force, highlighting those from the First and Second World Wars. Federal Government funding has been provided to assist with this project.

We continued the development of a masterplan to improve the open space recreational areas and the facilities at Kesmond Reserve, Keswick.

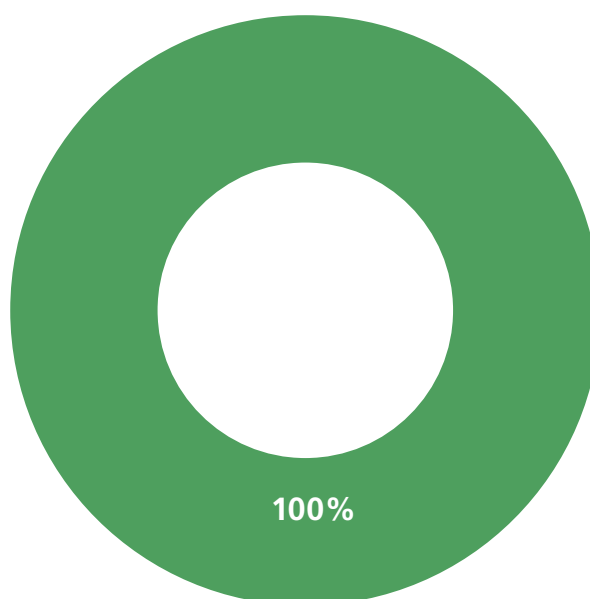
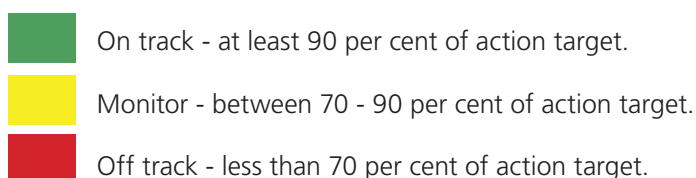
The coming year

Thanks to grant funding from both the State and Federal Governments to help boost our economy as a result of COVID-19 setbacks, the year ahead will be busy as we:

- Undertake upgrades and refurbishments to Thebarton Theatre Complex; grant funding of \$4 million has been provided through the Local Government Infrastructure Partnership Program, which Council will match dollar for dollar - total project cost during the coming years will be \$8 million.
- Continue to develop the recreational reserve at Apex Park, West Beach; grant funding of \$1 million has been provided as part of the Open Space and Places for People Grant Program, which Council will match dollar for dollar - total project cost will be \$2 million.
- Develop four new netball courts at Camden Oval with grant funding from the Office for Recreation, Sport and Racing Funding Programs. This project is valued at \$600,000 and includes a grant component of \$300,000. It will include new courts, lighting, a small sporting facility/ change rooms and toilet facilities.
- Construct new clubrooms at Peake Gardens Reserve for the Peake Gardens Riverside Tennis Club. This project has received funds from the Office for Recreation, Sport and Racing Funding Programs of \$960,000 and Council will contribute \$1 million for new storage areas, an office, medical room, change rooms and function area.

We also plan to continue improvements to our Morphett Road Depot along with a 10 year forward maintenance plan for the Star Theatre Complex.

Overall performance of City Property



The City Assets Department is responsible for managing our infrastructure assets in West Torrens, encompassing the portfolios of Asset and Project Management, Engineering Services and Traffic and Transport Services.

The core responsibilities of the department are the development of asset management plans and strategies to achieve long-term sustainability of our building and infrastructure assets, valued at around \$786 million. The teams are responsible for traffic and parking analysis, infrastructure planning, design and construction and management of stormwater, including flood mitigation.

Major projects

Stirling Street stormwater upgrade

This past year we completed the upgrade of the Stirling Street stormwater system in Thebarton at a cost of \$1.65 million. As part of this project, we installed a stormwater trunk main from Phillips Street to the River Torrens, which also included a new stormwater outfall to the River Torrens. This upgrade will help alleviate localised flooding in the greater catchment area of Thebarton.

Daly Street, Kurralta Park - bridge upgrade

At a cost of \$1.4 million, we reconstructed the bridge crossing at Daly Street, Kurralta Park over Brown Hill Creek.

The previous road crossing structure (circa 1950) was at its end of life and required a substantial amount of maintenance, in terms of time and funds, to bring it to sufficient standard. Added to this, we understood that the bridge was under capacity to manage increasing water flows from the Brown Hill Creek stormwater catchment system, so this also needed upgrading to improve the flow.

At the time of undertaking this project, CWT also took the

opportunity to remove an existing sharp road bend in Daly Street and install a roundabout in order to make it safer for traffic.

Marleston Avenue

At a cost of \$1.45 million, we upgraded Marleston Avenue at Ashford as part of our capital works program this year. An audit of this road showed poor road pavement and kerbing, and to help provide better safety for motorists, we installed a roundabout at the intersection of Farnham Avenue, between South Road and Alexander Avenue.

This project consisted of:

- reconstruction of road pavement, kerb and gutter
- construction of new block paved footpaths
- planting of new street trees
- new underground stormwater
- indented car parks on the northern side of Marleston Avenue
- street light upgrades.

Holland Street upgrade

This year we spent \$1.3 million upgrading Holland Street, Thebarton (between Anderson and Phillips Streets). This project was a continuation of previous works undertaken from Anderson Street to the River Torrens.

Key features included:

- a road design that supports shared space for motorists, cyclists and pedestrians
- integrated Water Sensitive Urban Design (WSUD) elements which clean, harvest and reuse stormwater
- preservation of existing street trees
- integrating 'wayfinding' design into the landscape to highlight linkages with the greater precinct.

We are hopeful that this project will become a flagship for CWT, demonstrating the style and feel for future road upgrades in the precinct.



Bagot Avenue

We started the upgrade of Bagot Avenue, Cowandilla at a cost of \$1.64 million.

As a widely-used secondary road in this suburb, Bagot Avenue was in need of new road pavement to handle increasing traffic volumes, as well as improved footpaths for pedestrians and improved facilities for cyclists.

Asset Management

This year our Asset Management team was involved with the development of a mobile application to manage asset maintenance electronically. As a result, we have removed all paper-based documents for:

- customer requests
- planned maintenance
- WHS risk assessments
- procurement
- works distribution.

The electronic platform, known as 'Fusion', was built and customised solely by CWT staff and is fully integrated with our Asset Management System and our IT applications.

The new platform provides staff with a 'one stop shop' when it comes to undertaking operational maintenance workflows, while also providing live updates in our systems. It also incorporates other operational requirements and has the potential to be utilised in other areas across Council.

An extensive consultative approach was taken to design, develop and implement Fusion and, as a result, it has numerous benefits including:

- improved workforce engagement
- resilience growth
- skill development
- improved data integrity
- auditing process efficiencies
- a predicted saving of more than \$300,000 per annum.

This year we completed a review of our Asset Management Plans, which outline when our assets need to be maintained, upgraded and renewed. This information helps inform our on-going maintenance schedules and funding requirements.

We also undertook an audit of our stormwater network assets, which we will continue in the coming year.

Roads and footpaths

Each year we review our roads and footpaths program to ensure that customer requests are taken into consideration when undertaking upgrades and maintenance. This year we spent more than \$10.3 million, with \$4.4 million of this allocated to road reconstruction.

Some of the major projects included:

- \$1.26 million for road reconstruction of:
 - o Mellor Avenue, Underdale
 - o Somerset Avenue, Hilton
 - o Stirling Street, Marlestone
 - o William Street, Mile End South
 - o Weaver Avenue, Richmond
 - o St Andrews Crescent, Novar Gardens
 - o Simcock Street, West Beach
 - o Meyer Street, Torrensville
 - o Henley Street, Mile End.
- \$0.5 million for renewing and constructing footpaths across West Torrens including:
 - o Scotland Road, Mile End South
 - o Surrey Road, Keswick
 - o Birdwood Terrace, North Plympton
 - o Macumba Avenue, Lockleys.

Numerous other works relating to transport, and totalling \$2.73 million, were completed including:

- \$1.1 million for our LED street light program
- \$300,000 for bus stop upgrades

- \$430,000 for minor traffic management work such as pedestrian kerb ramps, stop and give way signs and line marking.

Stormwater

In 2020-21 we upgraded underground drainage in Sherrif Street, Underdale at a cost of \$300,000 and completed the upgrade of drainage at Ashley Street and Hayward Avenue for \$90,000.

Traffic Services

Transport Strategy

We continued to implement recommendations from the Transport and Bicycle Strategy to achieve goals in providing an interconnected transport system in West Torrens.

We also finalised the implementation of various Local Area Traffic Management (LATM) plans for the Torrensville/Thebarton and Novar Gardens/Camden Park precincts, while plans for the Mile End/Richmond and Kurralta Park/Marlestone precincts continued to be developed.

LATM is the planning and management of the usage of road space within a local traffic area. It can include the use of physical devices, street scaping treatments and other measures to influence vehicle operation in order to create safe and more pleasant streets in local areas.

West Torrens Road Safety Group Established in 2004, this group works in conjunction with Council, SA Police, local residents and the Department for Infrastructure and Transport to promote road safety awareness and respond to concerns from the local community.

When the COVID-19 pandemic began in March 2020, the work of this group was put on hold and because of various COVID-related interruptions during the past year, the group will look to begin planning in the new financial year.

The coming year

Some of the key road upgrade projects earmarked for the coming year include sections of McArthur Avenue, Kurralta Park and Wheaton Road at Plympton. Combined, these projects are estimated around \$1 million.

We will also be upgrading the bridge crossing over Brown Hill Creek at Beare Avenue, Netley (\$1.8 million) with the new bridge to include better road safety and the capacity to accommodate future increased water flows of Brown Hill Creek.

In regards to our street lighting project, we will invest a further \$540,000 to convert more of our city's streetlights to LED, with an estimated 634 tonnes of greenhouse gas emissions to be saved each year when the whole project is completed. West Torrens has around 8,500 streetlights and about 3,200 of those are under Council controlled contracted maintenance or the Department of Infrastructure and Transport (DIT).

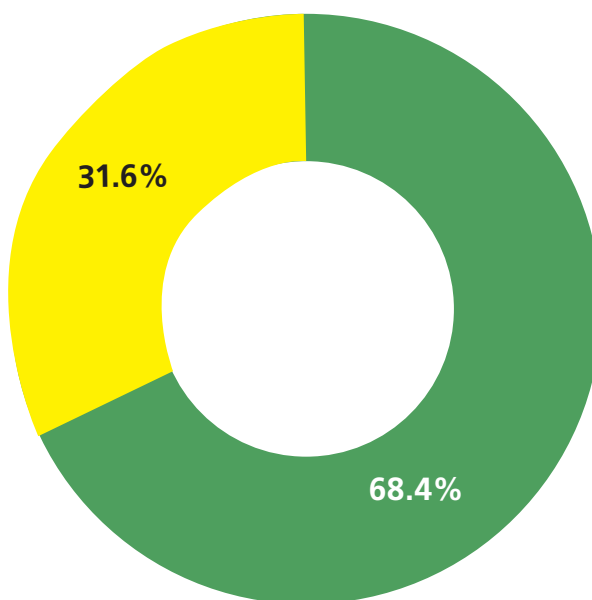
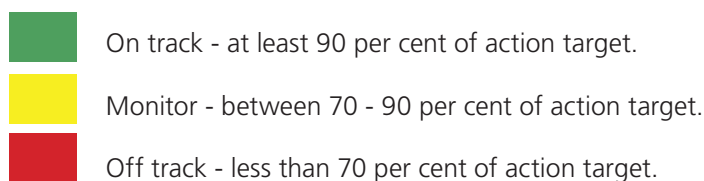
Road reconstructions for Admella Street, Thebarton and Jervois Street, Torrensville will be completed this coming year and we'll also invest \$300,000 to construct a new shared path along the River Torrens at Thebarton and \$650,000 to complete the implementation of the Novar Gardens LATM.

In regards to stormwater management, we are earmarking \$3.4 million for works at:

- Fulham Park Drive, Lockleys
- Burbridge Road, West Beach
- Packard Street, North Plympton
- Plympton stormwater catchment.

We will also continue to draft our Stormwater Management Plan, taking into consideration climate change and urban consolidation impacts on our stormwater systems.

Overall performance of City Assets



Community Services

The Community Services Department focuses on providing opportunities for people to learn, grow and connect. Our staff provide a wide range of services including library, home support, community centres and disability access and inclusion.

Community Centres

Staff manage five different community and sporting facilities in West Torrens.

Despite various COVID-19 restrictions being placed on our community during the year in review, our centres were still well patronised, even with Lockleys Sporting Facility, Apex Park Community Facility and Weigall Oval Sporting Facility only being available for public hire for the first time.

Weekend demand for Apex Park was very high, as it quickly became the go-to venue for children's birthday celebrations. 13 per cent of Apex Park hall use was provided to local community groups free of charge, or at a heavily discounted rate, and public hire produced an additional benefit of \$3,170 to community groups and organisations.

While Plympton Community Centre does not have any active long lease agreements, our own Community Services programming saw the facility well utilised around 50 per cent of the time. As such, Plympton Community Centre was very active with services for our aged and community needs areas.

This past year, 15 per cent of Plympton Community Centre use was provided to local community groups free of charge, or at a heavily discounted rate and public hire produced a benefit of \$2,300 to community groups and organisations.

General usage of Thebarton Community Centre continued to escalate above usual capacity for family events and business/community group activities where large space was required to help with physical distancing measures.

Facility	Total hours utilised	Number of unique groups
Apex Park Community Facility	2,312 hours	129
Lockleys Sporting Facility - meeting rooms	257 hours	11
Plympton Community Centre	3,783 hours	87
Thebarton Community Centre	10,867 hours	426
Weigall Oval Sporting Facility	804 hours	4

38 per cent of Thebarton Community Centre use was provided to local community groups free of charge, or at a discounted rate, and public hire produced an additional benefit of \$69,610 to community groups and organisations.

Improving our customer experience

In order to help streamline our services for those interested in booking our community centres, we established regular 'open house' times for customers to view the venues without having to book a specific appointment. Even with COVID physical distancing requirements and restrictions on numbers of people who could drop in for a visit, these sessions were popular and we received much positive feedback.

A standard booking alteration web-form was developed for customers that enables them to easily make amendments to their bookings online. This not only saves time, but allows the customer to see in real time what booking timeslots are available.

To help our customers select the right venue for their needs, we developed a new guide that contains many points for consideration, including issues such as car parking, budget, furnishings etc.

A public access 'risk calculator' was also developed to help customers assess their risk profile and what impact the risk may be on their booking. This provides customers with clear hire expectations and helps them to plan accordingly before applying for hire.

Apex Park Community Facility.



West Torrens Library Service

Even though the start to the year saw many of our projects and programs being conducted on-line or in a reduced capacity due to COVID-19 restrictions, we still had 165,360 visits to our Hamra Centre Library (average of 13,780 visits per month) and our Mobile Library experienced 7,104 visits, an average of 592 per month.

When we did finally start getting back face to face with our customers, we did this gradually, bringing back to our facility our 'regular' groups and events before opening up to new projects and events. For the first time in a number of years, we had a book sale and raised around \$1,000.

Oral History Project

In conjunction with the West Torrens Historical Society, staff began a project to preserve memories and moments of residents who have lived in West Torrens, or been associated with our city, for many years. As its name suggests, the Oral History Project verbally records people's memories and stories about West Torrens as a legacy to them as members of our community. To date the project has proved to be very popular and as we move forward the aim is to transcribe many of these stories into print as well.

The project:

- Recognises the value of people, their diversity and contribution to West Torrens.
- Contributes to our understanding, management and conservation of cultural heritage.
- Contributes to the broader public's perception and knowledge of cultural heritage.
- Provides an awareness and understanding of history for future generations to access through the Library's resources.

Community connection

Access and Inclusion

This year we reviewed our Access and Inclusion Plan through our online community engagement platform 'YourSay', hard copy surveys and personal interviews. Around 80 people provided feedback on the plan and made suggestions for improvements. This feedback will be included in our revised document, to be completed by October 2021.

Community grants

A total of 54 grants were distributed to our community for various projects, events, activities, club representation and equipment this past year (eight equipment grants, 10 sponsorship grants, 14 community grants, one Women in Sports grant and 21 junior development grants). In all, \$104,689 was provided to our community through this program.

Active Ageing

Share a Table

Active Ageing is all about keeping our seniors in our community active for as long as possible. We achieve this in a variety of ways, including companionship, fitness and food.

This year we offered the 'Share a Table' program on a fortnightly basis to around 35 people who are isolated in our community. The simple practice of sharing a meal, having a chat and hearing and learning new things helped people develop a sense of belonging in their community. Following our COVID-19 restrictions where people could not get together for outings such as this, the Share a Table program was well received as it helped people combat their social isolation.

Movers and Shakers

The benefits of regular exercise, especially as people age, has been well documented during the years. People are living longer and staying in their own homes and, as such, regular exercise is important in helping

them maintain their wellbeing and reduce social isolation. Movers and Shakers is an exercise-based program in which around 40 participants have taken part each week for an hour during the past year. Held at Plympton Community Centre, the program is open to people over 50 years of age who live in West Torrens.

Find Your Beat - fit ball drumming

A new program introduced this past year, Find Your Beat encourages people over 50 to increase fitness levels by beating a fit ball. After the first three sessions, we were already at capacity (30 people) and the program will continue this coming year.

Youth programs

Youth resilience

A series of 'post-COVID' youth resilience workshops were held in May 2021 at Plympton International College in partnership with Red Cross.



The participants worked on developing ideas and activities based around resilience post-COVID, including mental health awareness and services available for youth living in Western Adelaide.

Students worked with our Community Development team to implement three new activities:

- Movie marathon - an afternoon/evening in Thebarton Community Centre with movies chosen by students that reflected resilience
- 'Bouncing Back!' community fun fair at AFL Max, which included a short presentation on resilience and mental health
- A geocache scavenger hunt during school holidays - a series of geocaches were placed around West Torrens that featured not only games and surprises but information about local support services for youth.

Our Big BackYard

Our Big BackYard (OBBY) was launched this past year and provides resources for our community to encourage them to get outdoors and explore what is in their own suburb/backyard.

The project was undertaken in partnership with Cowandilla and Lockleys Children's Centres and the School's Education Team from the Adelaide and Mount Lofty Ranges Natural Resources Management Board. The resources were co-designed with families, children and students from the local area.

Get With the Program (GWP) - school holiday program

One of our most long-standing and successful programs, GWP continued to draw students from all over West Torrens, despite the fact that we changed from an in person program to an on-line version during COVID-19 'lockdown' and then reverted to face to face for some programs once restrictions were eased. The flexibility of this program, and the huge

undertaking to continue it despite COVID restrictions, saw us win a SA COVID-Safe Award in the Sports and Recreation category.

Commonwealth Home Support Programme (CHSP)

More than 1,000 older residents received 15,000 hours of services and assistance during the past year from our CHSP team. CHSP helps older residents to stay in their homes and communities longer by providing much needed services on a regular basis. This year a new individual social program was launched to help reduce isolation for people living alone. The program matches volunteers with residents and they then have regular social catch ups/outings.

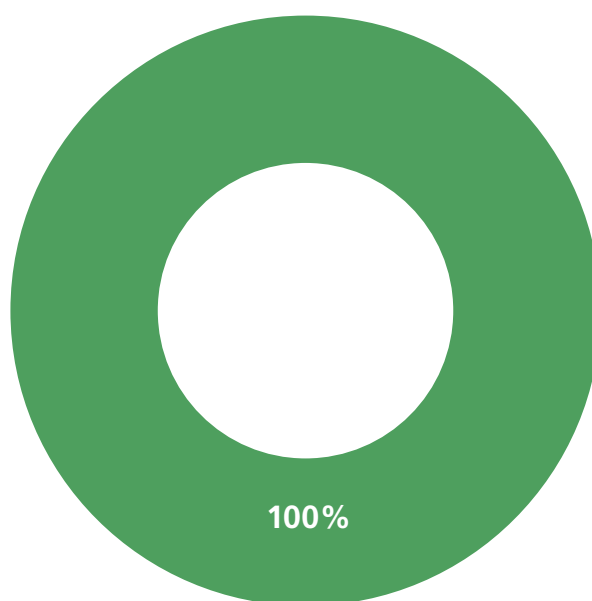
The coming year

While the threat of COVID-19 lockdowns and restrictions will be with us for a while, our Community Services team will continue to be flexible when needed.

Plans for the coming year include:

- Lockleys Community Room at Mellor Park, Lockleys will be refreshed as part of the Mellor Park upgrade; this should be available for public use in early 2022.
- A community forum is planned to establish a Suicide Prevention Network (SPN) in conjunction with the State Government.
- The Community Development team is collaborating with Adelaide University Judo Club and Adelaide University on a pilot study to assist people over 50 years of age to improve their core strength and balance and to minimise harm from falling via judo.

Overall performance of Community Services



Strategy and Business supports the organisation in developing key strategies and plans in consultation with the community, Elected Members and stakeholders. Staff work across the organisation in the areas of governance, procurement, risk management, corporate planning, strategic economic projects, land use planning and advocacy, environmental sustainability, events, community engagement, media, public realm and open space planning and community planning.

Creative Services

Council's Creative Services' team provides information to our community about projects, services, events and programs to help residents gain a better understanding of what is happening in West Torrens and where rate dollars are being allocated.

The Creative Services' team use social media, advertising, posters, flyers, Council's magazine and the web to provide information to our community. Team members also help officers from across the organisation in organising community engagement projects so that residents can have a say on large-scale projects and ideas that are proposed.

In this current reporting year, the Creative Services' team supported the community by engaging with them through the social mediums of Facebook, Twitter, Instagram and YouTube. We created several new social media profiles to accommodate our community facilities for hire including Apex Park Community Facility, Lockleys Oval Sporting Facility and Plympton Community Centre. These new additions took our total number of profiles across our social media platforms to 13. Our audience numbers grew by 18 per cent to 11,654, with the rate of engagement rising by 12.6 per cent.

We published our quarterly magazine 'Talking Points' and invited feedback and comments around projects and programs on our 'Your Say' platform. With more than 1,000 people signing

up during the past 12 months, our West Torrens Your Say is gaining recognition with our community who wish to know more about what is happening in the local community and give feedback.

Your Say was visited around 17,000 times during 2020-21, with around 500 visitors per day. Of these, 3,900 downloaded documents or found out more information on various consultation projects, while 700 completed submissions, surveys or asked for further information.

The Creative Services team supported events and projects by providing design, consultation and media services. As an in-house creative team, we helped keep financial spend down by not having to contract these services to external agencies.

With COVID-19 still at the forefront of our minds with regard to SA Health restrictions and directions, Creative Services helped keep our community abreast of decisions that affected us locally and will continue to do so in the future.

Community engagement and consultation projects for 2020-21

- Draft Annual Budget
- Raise Us Up
- Local Area Traffic Management Plan - Ashford, Keswick, Kurrulta Park, Marleston and Plympton
- Think, buy, be LOCAL 2020
- Breakout Creek Stage 3 redevelopment
- Public Art Strategy
- Proposal to rename Baroda Avenue Reserve, Netley
- Doncaster Ave replacement trees
- Ballantyne Street, Thebarton upgrade
- Michael Street footpath installation
- SA Road Safety Strategy to 2031
- Local Area Traffic Management Plan - Cowandilla, Hilton and Richmond
- State Planning and Design Code
- Draft Economic Development Plan 2025
- Disability Access and Inclusion Plan activation
- Rex Jones Reserve playground replacement
- Britton Street Reserve playground replacement
- Creslin Terrace gym equipment replacement
- Helenslea Avenue Reserve playground replacement
- Community Plan 2030
- Kesmond Reserve Master Plan
- Proposal to rename Rose Street, Mile End
- CWT volunteer experience (internal)
- Infrastructure and Asset Management Plans
- Think, buy, be LOCAL 2021
- Disability Access and Inclusion Plan strategic survey
- Summer Fundays feedback survey
- CWT recovery process (internal)
- Strategic Risks (internal)
- AdaptWest climate change adaption
- Kesmond Reserve Master Plan follow-up consultation
- Representation Review
- Incident communications (internal)
- Draft Budget and Annual Business Plan 2021/22
- Richmond Oval redevelopment
- Waste Strategy initial planning
- 2021 Australian Liveability Census
- Future Urban Lockleys Planning Code amendment
- Mooringe Ave, Plympton Planning Code amendment
- Swap Spot initial planning.

Events

As a result of the COVID-19 Major Emergency Declaration, our annual Summer Festival Series was replaced by a voucher-based program called 'Summer Fundays 20/21'.

1,400 West Torrens 'experience' vouchers from 19 local businesses were distributed to 550 West Torrens families, five 'Sunday Sessions' live music performances were held in the Hamra Centre Library and eight live music performances were presented across three hotels based in West Torrens.

The Events team managed 68 community event enquiries and provided support to a number of community-managed events, including the Hilton RSL sub-branch's ANZAC and Remembrance Day memorial services, Thai Festival and Kodomo No Hi Japan festivals. The team also contributed to our annual Australia Day Awards and Citizenship Ceremony.

Unfortunately, the community-managed Dimitria Festival, Christmas Carols Festival and Back to Bethlehem event, along with our own Fire & Spice festival, were cancelled as a result of COVID-19 restrictions.

Events personnel provided support to Council's COVID-19 Incident

Management Team and contributed to a number of community support initiatives including a Small Business Grant and an Arts and Culture Grant program.

Governance

Governance provides specialist advice, support and frameworks for staff and Elected Members to undertake their duties. Governance encompasses the accountability of staff to the Elected Council and the Elected Members and staff to the community.

Governance achieved a number of outcomes including:

- Ensuring timely updates and management of policies and procedures following new legislation, particularly as a result of COVID-19.
- Managing the introduction of a new delegations framework under the Planning, Development and Infrastructure Act 2016.
- Managing Ombudsman enquiries.
- Managing public registers.
- Coordinating Freedom of Information applications.
- Coordinating and managing primary and ordinary returns.
- Managing authorisations and delegations.

- Reviewing and updating policies in collaboration with other departments across CWT and drafting new policies where required.

- Providing advice and workshops on matters concerning legislative amendments.
- Providing support to Council and Council Committees.

Procurement

The City of West Torrens Procurement Policy ensures that all procurement activities deliver the following key objectives:

- Providing for equitable and ethical behaviour in all procurement activities and fair treatment of suppliers.
- Obtaining value for money.
- Delivering a high standard of contract management.
- Ensuring probity, accountability and transparency.
- Effective management of the end to end procurement lifecycle.
- Identification and management of risks.
- Consideration of community impact, including social, environmental and economic sustainability considerations and the use of local goods and services.
- Delegated signing authority.

The Procurement Policy is designed to drive processes that are consistent, transparent and cultivate a competitive environment.

In 2020-21:

- CWT had 10 supplier panels, capturing more than 100 prequalified suppliers.
- 94 per cent of suppliers support local SA enterprise.
- More than 100 prequalified suppliers contracts and compliances were managed through our online portal, VendorPanel.



- More than 30 new formal contracts were awarded after competitive market approaches and evaluations.

Strategic Resilience

Resilience includes activities related to internal audit, risk management and emergency management, with the outcome being a strong, adaptable and sustainable organisation and community.

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

The impacts of the COVID-19 pandemic are still being felt across the organisation and community. However, this has provided an opportunity to test and review the organisation's emergency management program.

During the year in review, there was an ongoing focus on reviewing emergency management capabilities including the re-engineering of emergency management documentation including human disease/pandemic hazard plan, increased training and increasing efforts to strengthen staff resilience.

Regardless of the significant and unprecedented challenges this year brought, a number of outcomes were achieved including:

- Further embedding a risk culture within the organisation and building resilience of staff by conducting risk and resilience inductions, workshops and training.
- Developing new tools and frameworks to better assess risks and provide a greater risk based guide to decision making.
- Integrating positive risk assessments and internal audit with the organisation's Continuous Improvement functions.
- Undertaking significant emergency management training through the internally led i-Responda training program.

- Developing the 2021-2022 Risk and Resilience Plan.
- Continuing refinement of the Emergency Management Framework, Business Continuity Plan and Operations and Recovery Plan, as well as development of incident specific Hazard Management Plans
- Participating in the Local Government Association's 'Council Ready' program to increase our emergency management maturity
- Completing numerous tests and microsimulations of the emergency management functions to ensure greater strength and capacity
- Actively participating and engaging in the Local Government Functional Support Group (LGFSG)
- Being an active participant in the Western Adelaide Zone Emergency Management Committee
- Undertaking activities and audits associated with the 2019-2022 Internal Audit Plan.

Strategy

During the reporting period, the Strategy team progressed strategic projects, collaborations, partnerships and the development of key corporate documents.

Corporate plans

Annual Service Plans and reporting continued to ensure the organisation's accountability to report and deliver on the goals and aspirations of the organisation's suite of strategic plans, including the updated Community Plan.

- The Community Plan 2030 was adopted in February 2021 and was developed based on feedback received from more than 1,000 community members during engagement events prior to COVID-19 restrictions.
- The Regional Public Health Reporting response was approved in September 2020 for the reporting period 1 July 2018 - 30 June 2020.

- A review of the Regional Public Health Plan was progressed and consulted on.
- The Public Art Strategy was progressed with community engagement undertaken.
- The Open Space Plan was progressed.

Economic Development

We continued our commitment to the Small Business Friendly Council Charter and worked closely with neighbouring councils to undertake projects and planning for economic development of the Western Adelaide region.

Think, Buy, Be LOCAL (TBBL) branding was developed and the associated voucher campaign was launched on 1 September 2020. After two releases of vouchers to our community, the campaign generated close to \$120,000 of economic stimulus for local small businesses, with more than 1,890 residents using vouchers to buy local.

The campaign was rolled out in two phases, with the ultimate goal to provide support to local businesses that were forced to close due to COVID-19 restrictions. Phase one saw vouchers provided to our local vulnerable population and front line emergency workers, while phase two was expanded to all residents to stimulate economic activity.

Heritage grants

The 2020 round of Heritage Grants began in August 2020 with 22 grants being awarded a total of \$42,013. A review to streamline the assessment criteria for the next local heritage grant round was undertaken and approved as these grants are seen as a strategic economic stimulus activity.

Land use planning

The State Planning Commission released the Planning and Design Code in March 2021 and, as a result, we continued to liaise with PlanSA and advocate for variations to the Code.

These included:

- Heritage and Character Statements to be included in the Planning and Design Code.
- Planning and Design Code TNV (building heights, allotment sizes, policy).
- Response to Environment Protection Authority Noise Policy Discussion Paper.
- Office for Design and Architecture SA (ODASA) Local Design Review.
- Planning, Development and Infrastructure (Regulated Tree) Bill response.

Environmental sustainability

Our annual Native Plant Giveaway continued this year and we provided 5,000 seedlings to residents. We supported a native planting day along the River Torrens as part of Arbor Day celebrations, in conjunction with Greening Australia.

We joined the ICLEI Global Covenant of Mayors for Climate and Energy Program and to acknowledge our support, an article featuring Mayor Coxon was published as part of the International Council for Local Environmental Initiatives (ICLEI) August newsletter. Council progressed toward the adaptation milestone badge. We also joined the ICLEI Cities with Nature Program as a pioneer council to showcase our greening initiatives and achievements to others, while providing us with an opportunity to learn.

Partnerships

- In collaboration with the State Government, we obtained and translated LiDAR data across West Torrens to develop tree canopy maps. LiDAR, 'Light Detection and Ranging' technology, captures high resolution, three-dimensional tree data by flying a plane across the study area and then creating maps,

which are useful for benchmarking canopy cover and tree height at a point in time.

- The Cities of West Torrens, Charles Sturt and Port Adelaide Enfield provided a joint response to the Natural Resources Committee Inquiry into Urban Green Spaces.
- AdaptWest partnered with Red Cross to implement the Climate Ready Communities Program. Residents from across the three neighbouring councils participated in training to explore climate impacts, and encourage them to prepare and take action within their local community.
- We provided 40 rainwater tank, and one rain garden, rebate to residents this year, leading to a cumulative increase in rainwater storage of 128,857 litres at a cost of \$12,700.



The coming year

As a result of the continuing COVID-19 restrictions, including a potential reduction in the rates base, there may be an initial tendency to place greater emphasis on immediate public health and economic concerns.

However, the future challenge of climate impacts, which continue to require immediate action to mitigate further challenges, will continue to be a focus for us. The economic fallout of the COVID-19 pandemic will no doubt cause a greater consideration of finances, however we will continue to plan and undertake our ongoing projects and strategies and work towards providing our community with benefits such as economic, social and environmental sustainability.

We will continue to engage with and support our community via social media, digital media and our regular magazine, and our community engagement platform 'Your Say' will continue to be our major vehicle to seek feedback from our community around key projects and services.

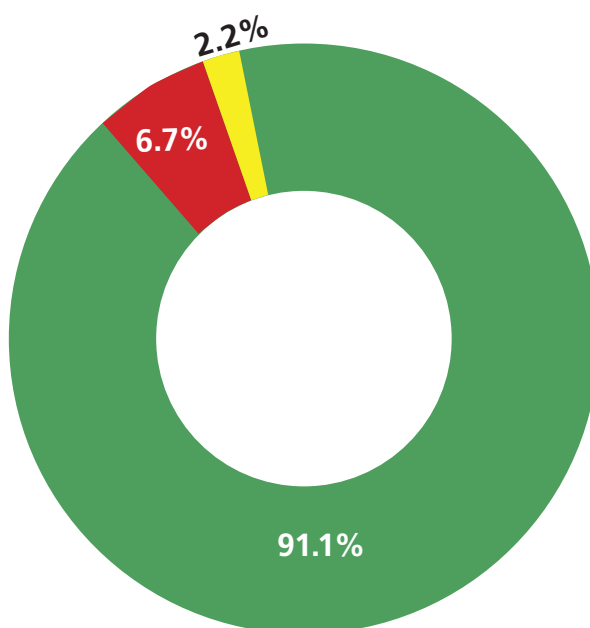
Other key priorities for 2021-22 will include:

- Providing cost effective solutions to complex issues through strategic partnerships and collaboration with neighbouring councils.
- Developing the 2021-2022 Annual Service Plans across the organisation.
- Developing a Climate Change Strategy.
- Finalising corporate plans that were delayed due to COVID-19 restrictions.
- Implementing a heritage grants scheme and a suite of environment grants and sustainability rebates.
- Responding to the ramifications of the Planning and Design Code and private proponent-led Code Amendments and advocating for better policy outcomes on behalf of community.

- Coordinating strategic information forums between Council and developers undertaking major infill development in West Torrens.
- Providing input to Green Adelaide's National Park City campaign.
- Continuing our commitment to small business capacity-building.
- Development of further incident specific hazard plans.
- Facilitating an intra-council emergency management testing event through the Western Adelaide Zone Emergency Management Committee.

Overall performance of Strategy and Business

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



Regulatory Services

Regulatory Services comprises teams in Waste Management, Environmental Health and Community Safety (Compliance) and is responsible for providing quality services to assist the community on issues around household waste disposal, animal management, immunisation and community health.

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

Waste Management

Responsible for kerbside and hard waste services, our Waste Management team also monitors street litter bins, illegal dumping and general littering and provides waste education to our community.

The 2020-21 year saw staff support our community by introducing an online waste voucher system and continuing home delivery for kitchen caddies.

In February 2021, we began a year-long weekly green waste bin collection trial in West Beach, intended to encourage more food waste recycling. The trial will continue until the end of January 2022, when we look forward to analysing and publishing the results to determine what impact collection frequency has had on diverting food waste away from landfill. This project is receiving grant funding from Green Industries SA (GISA) and is one of three trials being administered in South Australia. The total project cost is \$63,000, with GISA meeting half the cost.

This year we expanded our community engagement around waste to provide advice, guidance and support to local businesses regarding waste reduction and resource recovery. We also continued to offer education and support to community groups and schools in West Torrens, along with supporting events by providing services and waste performance assessment reports with a view to improve community recycling behaviour.

During this year, we worked with our waste provider (Solo Resource Recovery) to trial hybrid-hydrogen fuelled trucks in West Torrens. The trial has been successful, with trucks demonstrating up to 80 per cent reduction in diesel particulate matter and other greenhouse gasses and a 25 per cent reduction in carbon emissions. The hydrogen system will be fitted to remaining waste collection vehicles operating in West Torrens in the future.

In terms of COVID-19, our Waste team provided support to South Australia via the Local Government Association Functional Support Group (LGA FSG) and when the large fire broke out at the Visy Industries recycling plant at the start of 2021, we were there to help make sure that waste and recycling services continued without interruption. We also supported Visy and Solo Resource Recovery to reactivate the decommissioned Material Recycling Facility (MRF) at Adelaide Waste and Recycling Centre in North Plympton to ensure recycling services continued for councils impacted by the fire.

Key points:

- Waste services collected 2,529,875 red, yellow and green bins with a successful collection rate of 99.89 per cent and repaired or provided replacements for 3,080 bins.
- We received 8,793 hard waste bookings and recycled 861.62 tonnes of material. 12.83 tonnes of e-waste and 1,909 mattresses were also recycled.



- Our investigations into illegal dumping activities resulted in 35.86 per cent of all reported illegal dumping waste removed without further action by staff.
- 1,980 waste vouchers were issued to residents for material not accepted through the hard waste collection service.
- 54 residents took advantage of our 'Home Compost Systems' rebate program to purchase worm farms or compost bins.
- Our team responded to 2,198 customer requests relating to waste.
- We supported eight community groups undertaking a Keep Australia Beautiful' clean-up program.

Environmental Health

The Environmental Health team promotes and protects the health of the community by providing and supporting public health education and services.

This year our staff continued to provide education sessions and promote food hygiene and safety, and public health, while also supporting businesses by monitoring health practices and ensuring the required measures were in place to protect public health.

During the year, officers attended to 181 customer requests ranging from food hygiene and safety concerns, environmental nuisances, risks to public health due to poor health and hygiene conditions and communicable diseases.

We continued to participate in the food safety rating scheme and in the last 12 months of the scheme, the following number of food safety rating certificates were issued to food businesses.

- 5 star rating 115
- 4 star rating 36
- 3 star rating 17.

Unrated inspections results were issued for 38 food businesses.

Immunisation

The provision of our immunisation service remains contracted to a local immunisation provider.

Due to the ongoing impacts of COVID-19, particularly those relating to physical distancing and density requirements, we maintained our online booking system for clinics in an effort to better protect the health and wellbeing of clients. We also continued our school immunisation program for all Year 8 and 10 secondary school students and in total 4,835 vaccines were administered to students and our community this reporting year.

Local Nuisance and Litter Control

Councils are responsible for administering and managing local nuisance and littering issues under the Local Nuisance and Litter Control Act, which includes noise, dust, odour, smoke and littering. The following number of complaints and offences were recorded for the 2020/21 year.

Total number of complaints of local nuisance and littering	215
Number of offences under the Act that were expiated	2
Number of offences under the Act that were prosecuted	0
Number of nuisance and litter abatement notices issued	2
Civil penalties negotiated under Section 34 of the Act	0
Application by Council to the Court for orders for civil penalties under Section 34 of the Act and the number of orders made by the Court on those applications	0



COVID-19

Our Environmental Health team continued to monitor businesses to assess compliance with restrictions and controls that were in place under the Emergency Management Directions. The level of monitoring reduced considerably as restrictions eased.

Community Safety

Council's Community Safety team is responsible for enforcement in areas such as parking, animal management, overgrown vegetation, backyard burning, goods on footpaths, illegal dumping and building works.

During the year in review, officers investigated more than 2,383 customer requests, which were handled through education and enforcement. A total of 8,471 expiation notices were issued, with 1,125 applications received and assessed for a section 270 review under the Local Government Act - 1,006 parking, 115 animals and four general compliance.

Officers who undertook animal management captured 210 dogs for wandering at large, investigated 61 dog attacks (37 animals, 24 humans) which generated 13 dog control orders being served.

Other administration tasks and inspections:

- Parking permits were issued to 589 residents.
- 87 European wasp nests and bee swarms were either removed or eradicated (62 wasps and 25 bees).
- During the fire season, 410 properties were assessed for being a fire hazard, 91 clean up notices were issued along with 17 expiation notices.

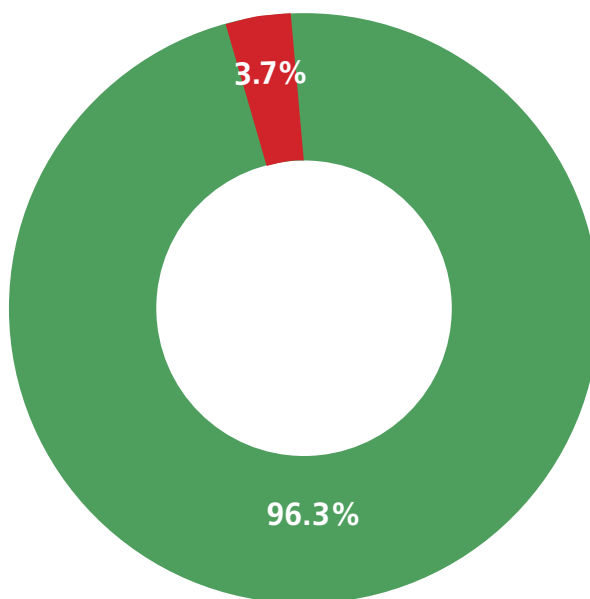
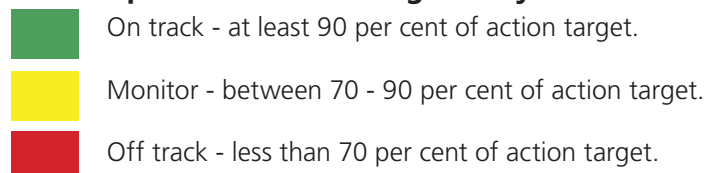
The coming year

During the next 12 months. Regulatory Services will continue to investigate new opportunities and programs that can help us achieve our objectives. Activities planned for the coming year include:

- The continuation of community education regarding legislative requirements, particularly regarding dog registrations.
- Implementation of mobile technology across our division to improve out in the field management.
- Implementation of strategies outlined in the Dog and Cat Management Plan for completion timeframe of 2021-22.
- The provision of education programs for schools and community groups about waste minimisation and recycling.
- The promotion of food waste recycling and encouragement of more households to take advantage of our kitchen caddy program.
- Engagement with local businesses regarding the reduction of waste
- The revision and updating of strategies and policies relating to waste management.

- Working with SA Health and SA Police to continue to monitor businesses with regard to COVID compliance.
- Developing a 10 year Waste and Resource Recovery Strategy for West Torrens to address the changing environment and support our community in circular economy practices.
- Development of partnerships with other local governments to determine more effective ways to improve recycling behaviour in multi-unit dwellings.
- The trial of a household recycling bin to encourage people to recycle more.
- The trial of a solution to manage dumped shopping trolleys.

Overall performance of Regulatory Services



Financial Services is responsible for the development, management and coordination of our annual budget to ensure that the long-term and realistic financial goals required to deliver the desired services and amenities to our community are in place.

Annual budget

The balanced budget presented to Council for 2020-21 included \$62.3 million operating expenditure and \$27.3 million capital expenditure, an outcome achieved while maintaining a modest average one per cent rate increase.

Key major projects and their budget allocations included:

- \$1.3 million for the Brown Hill Keswick Creek drainage project
- \$2.1 million towards the redevelopment of community facilities
- \$1.25 million towards the upgrade of Kings Reserve and Thebarton Oval
- \$19.72 million for capital works throughout the city
- \$6.47 million for waste management
- \$3.1 million for recreation projects.

The emergence of COVID-19 required the 2020-21 budget to be redrafted to take into consideration impacts upon our community. The resulting budget reflected minimisation of costs, with funds allocated to support and stimulate the community directly impacted by COVID-19 restrictions.

Ahead of finalising our 2020-21 budget, Financial Services undertook community consultation to encourage residents to be involved in the budget process, learn about Council's plans, ask questions and provide feedback. This information was used to inform our final budget decisions.

Reporting

Council met its financial and statutory reporting requirements for 2020-21, 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 2020-21 along with rigorous budget reviews.

Long-term Financial Plan

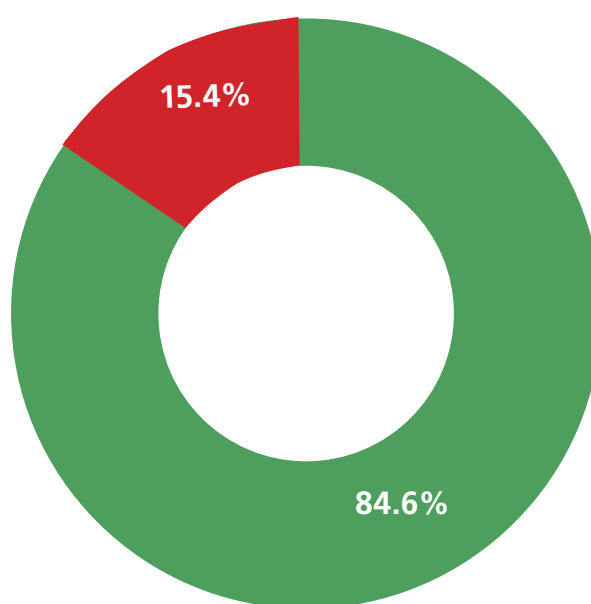
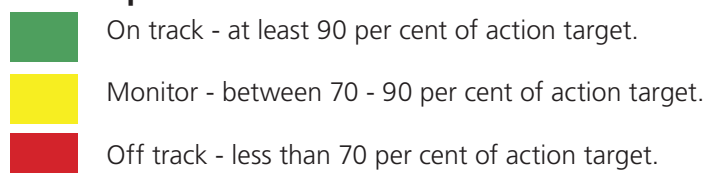
Legislation requires Council to annually review its Long-term Financial Plan with consideration to the Annual Business Plan and associated Infrastructure and Asset Management Plans. The 2020-2021 review was completed in conjunction with Council's Budget and Annual Business Plan, while the Budget and Annual Business Plan for 2021-2022 was made available for community consultation on our website and at the Civic Centre during business hours.

The coming year

Council's 2021-2022 budget will be a challenging one, with the lessening, but ongoing impact of COVID-19 affecting our community. A surplus operating result has been budgeted to help sustain our financial position, this includes capital expenditure of \$31.9 million and a residential rate increase of an average of 1.85 per cent, with a minimum rate of \$961. This increase is 0.5 per cent lower than that foreshadowed in the forward estimates of last year's budget following concerns of the impact of COVID-19 on West Torrens.

We are catering for an accelerated capital works program supported by Federal, State and Local Government grant funding that will see delivery of significant community facilities over the next few years.

Overall performance of Financial Services



The People and Culture Department provides advice and assistance in the management and leadership of staff across the organisation. Our department includes Work Health Safety and Injury Management, People and Culture and Service Centre. Emphasis is given to providing advice in the areas of:

- people management
- organisation capability
- cultural development
- fair equitable practices
- attraction, retention and succession planning
- learning and development
- industrial relations.

During the past year, People and Culture facilitated the renegotiation of two, three-year enterprise agreements from 2021 to 2024.

- City of West Torrens Municipal Salaried Officers Enterprise Agreement 2021.
- City of West Torrens Health Services Employees Enterprise Agreement 2021.

A significant body of work was undertaken in the development of our leaders, with CWT making an investment in our emerging leaders in partnership with the Local Government Professionals. This partnership will benefit all staff, from new employees through to management and Executive.

As we continued to work our way through various restrictions and changes placed on our workplace by COVID-19, we focussed our efforts on resilience, wellbeing and positive mental health experiences for staff, so that we could continue to provide services for our community. We progressed the development of 'dashboard reports' with our management team so they could report on department service standards, accountability and compliance.

In order to help induct new staff, we began the development of digitised employment packs and online inductions. Not only do these streamline our processes for new employees, they are also more environmentally friendly and less demanding on staff resources.

During the year, we undertook an organisational 'culture and satisfaction survey', facilitated by Uni SA. The results, which have been presented to our Executive, will be provided to staff in the new financial year.

Work Health Safety

The emergence of COVID-19 in 2020 has significantly shaped our Work Health Safety (WHS) priorities during this period. We have effectively monitored and responded to the rapidly changing regulatory requirements that have affected the operation of our business, workers and community safety.

Significant achievements this past year included the development and implementation of a COVID-19 on-line risk assessment tool, which is utilised by departments when reintroducing suspended services.

COVID-19 protocols were also developed and implemented in response to the pandemic and included advice and information on cold/flu/COVID like symptoms and reporting, self-isolation, quarantining, physical distancing, personal protective equipment and hygiene/cleaning regimes. All staff were required to read and agree to the protocols as acknowledgement of their understanding. All new employees were also required to agree to the protocols as part of their WHS induction and this will remain in place as we move forward.

The 2020-25 Strategic WHS and Injury Management (IM) Improvement Plan was created by the WHS Team and approved by Executive. It contains five programs, each with objectives, targets and performance indicators and a lead Executive for each.

The plan is supported by a WHS and IM Annual Action Plan and WHS Activity Plan.

Service Centre

Our front-line Service Centre staff continued to provide customers with multiple ways to contact CWT, including telephone, face-to-face, web chat, email, SMS and social media.

Their objective was to put customers and community at the heart of everything they do by providing a quality customer experience in a responsive, consistent, convenient and caring way.

Team members responded to various enquiries on behalf of numerous departments across CWT and in interacting with customers in 2020-21, officers:

- answered 65,00 calls
- responded to 6,500 live chat enquiries
- managed 1,100 SMS contacts
- replied to 6,400 emails
- processed 14,800 payments.

Staff undertook a customer service review, which resulted in the implementation of number of initiatives to improve the level of first contact resolution for our customers.



People and Culture

The 'Voice of the Customer' program continued with almost 900 survey results received; 67 per cent of customers were extremely satisfied with their interaction with Service Centre staff.

In partnership with Regulatory Services, we undertook a customer-centric correspondence project to improve the communication of information regarding parking infringements and review correspondence.

The coming year

People and Culture have identified various priorities for the coming year, including:

- Developing a Mental Health First Aid Strategy.
- Implementing the West Torrens Organisational Workforce Strategy (including talent and succession, capability mapping, levels of work).

- Implementing CWT Culture initiatives across the organisation.
- Streamlining the talent acquisition process to enhance the employee experience.
- Automating our Learning and Development Framework.
- Introducing a training program focussed on disability access and inclusion.

Our identified WHS priorities and areas of focus for the coming year include:

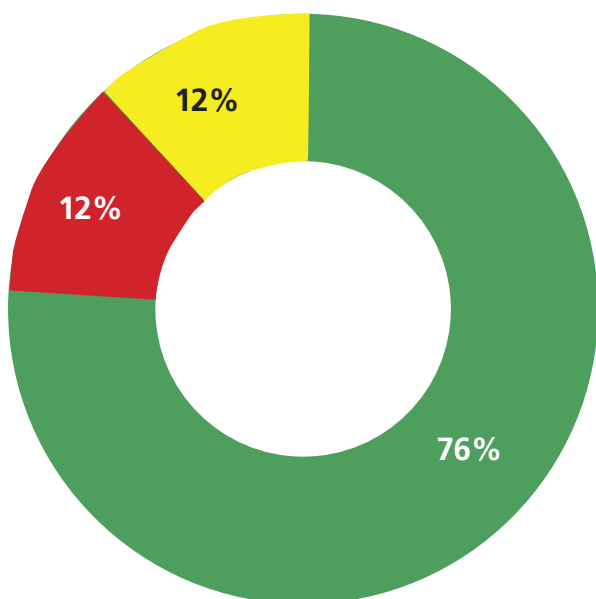
- Improving the existing WHS induction and training program.
- Introducing a driver safety program
- Improving the existing Organisational WHS Hazard Profile Register
- Identifying WHS Key Performance Indicators (KPI's) for reporting and measurement.

The identified priorities for the Service Centre include:

- Continuing to develop and enhance the 'Voice of the Customer' program to help us design and improve customer experiences based on customer and community insights
- Pursuing high levels of engagement with our community to deliver exceptional customer experience
- Developing a business case to support the implementation of a Customer Relationship Management system.

Overall performance of People and Culture

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



Information Services provide a wide range of services to staff and our community. This year, in conjunction with many staff across CWT, the Information Service team helped lift our business onto digital platforms that underpin more efficient and productive service delivery.

Performance

A key measure of our team's performance is the availability of the services we deliver. During 2020-21 we achieved an average availability of services, including mail services, Council document production, IT infrastructure, business applications, web services, desktops, servers and telephony, of 99.9 per cent. This high level of performance is primarily due to our robust and reliable systems and the team's commitment.

Information Technology

OpenCities web platform

Our public website was successfully transitioned onto the OpenCities platform to deliver a better digital experience for our community. We've done away with mega menus and made our search functionality much more streamlined. The site was designed to provide better access to content and features and the look and feel is cleaner, less cluttered and easier to navigate from any device. The search functionality was boosted as our search engine is now more intuitive to help you find the right information.

Transition to digital telephony

For decades our landline telephones have relied on Integrated Services Digital Network (ISDN) technology. With ISDN technology becoming obsolete, our landline telephony services were migrated to Session Initiation Protocol (SIP), an internet-based platform, which offers much more flexibility and is user-friendly. The new platform has already helped us realise a significant reduction in our spend on landline telephony.

Microsoft 365

Across our business we use Microsoft products for computer operating systems, managing databases and providing traditional office functionality. To maintain currency we are now using the Microsoft 365 suite of products.

The Microsoft 365 suite of products allows us to cater for:

- people working securely from any location, anytime (an advantage when working from home under COVID-19 lockdown restrictions)
- licencing products for use on multiple devices
- contemporary ways of collaborating i.e. video-conferencing, group collaboration, secure file sharing and online chat.

Business processes

In this current COVID-19 climate, there is a need for staff to be able to work from home when directed to. As a result, Information Services has continued to assist with improved business processes across the whole of Council, in particular transforming many of our manual paper based systems to digital/online forms and processes. This has not only been a great environmental initiative, but has also saved much processing time.

Digital meetings

This year we implemented contemporary audio visual facilities to modernise our approach to digital public meetings and key workspaces to ensure that the meeting experience and our work spaces were modern, compliant, easy to use and productive.

In our revamped facilities, everyone can see, hear and participate whether in the room or attending remotely.

Information Management

Our Information Management Team undertook a number of digitisation projects to capture historical records in our electronic document and records management system. By digitising and capturing our historic records, such as old agendas, minutes, property files and files relating to significant projects, these will be easily searchable and accessible in years to come.






The coming year

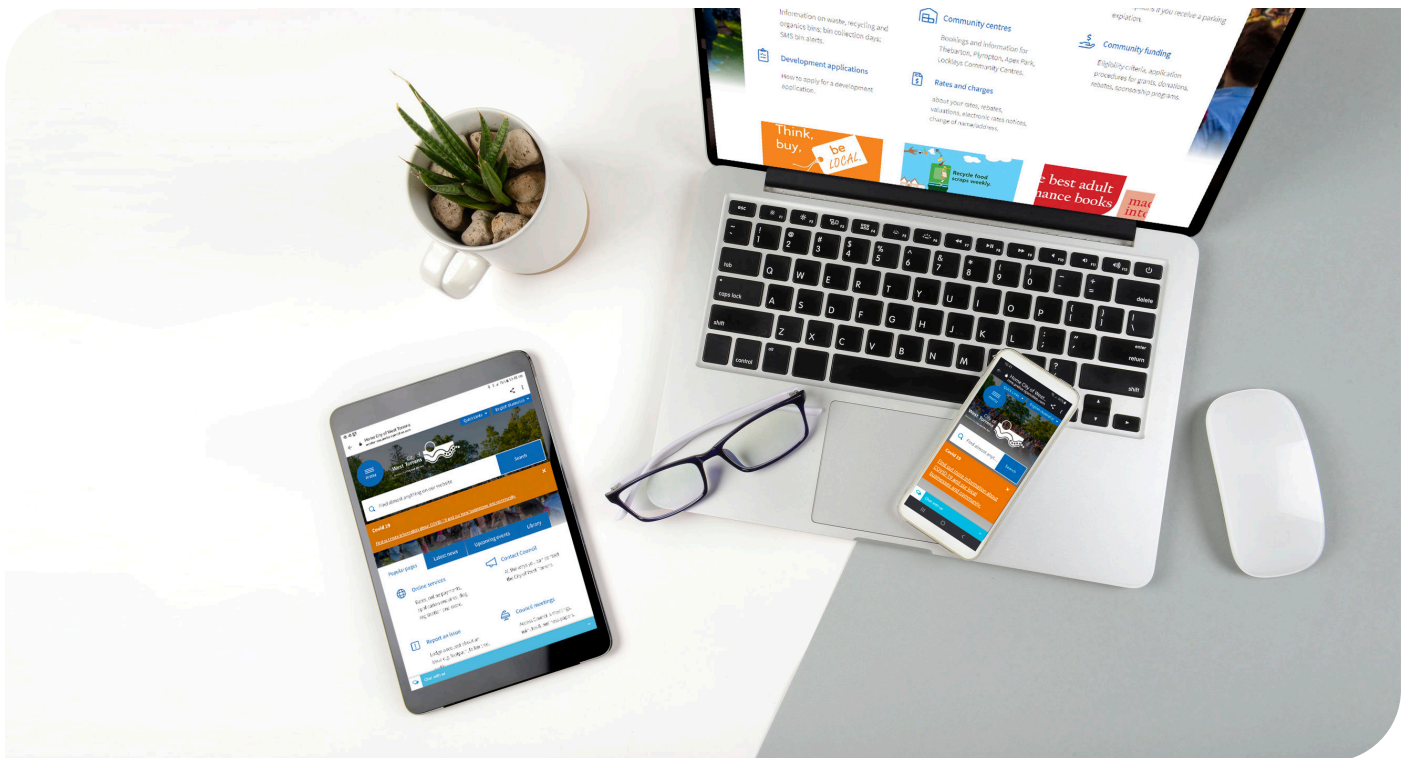
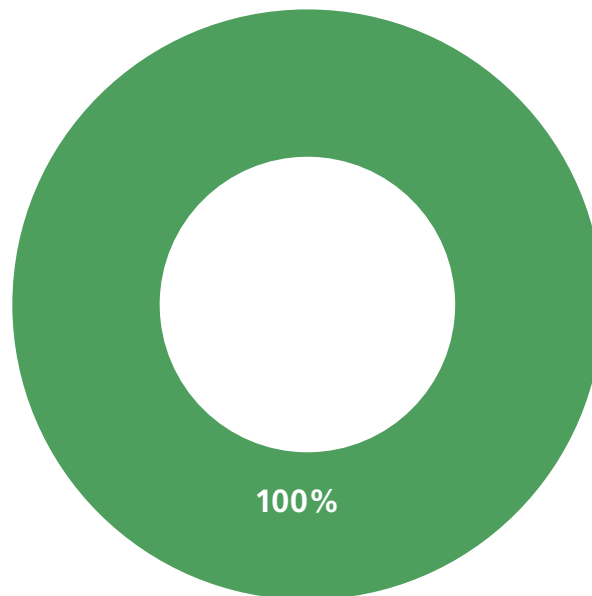
Our Information Services' staff will be undertaking a number of initiatives this coming year including:

- upgrading our internal website (intranet) to the OpenCities platform to deliver a better digital customer experience for our staff; similar to our external website and include mobile access to internal systems and information
- improving the availability and capability of business intelligence, enhancing decision making across our business
- increasing security of our information and applications
- increasing mobile access to our internal applications for greater productivity.

These initiatives will help us deliver a better customer experience, a mobile, digital workforce and access to services outside normal office hours.

Overall performance of Information Services

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



This section of the Annual Report details information that Council is required to provide in accordance with relevant legislation. The documents and registers listed may be inspected:

- at the Civic Centre 165 Sir Donald Bradman Drive, Hilton during normal business hours
- on the Council website, westtorrens.sa.gov.au

Copies of the documents are available for a small fee unless otherwise stated.

Further information about the policies may be obtained from the Governance Team by emailing governance@wtcc.sa.gov.au or phoning 8416 6333 during business hours.

By-laws

The Council has five (5) by-laws to ensure the good rule and government of an area, and for the convenience, comfort and safety of its community. These being:

- By-law No.1 - Permits and Penalties
- By-law No.2 - Local Government Land
- By-law No.3 - Roads
- By-law No.4 - Moveable Signs
- By-law No.5 - Dogs.

Codes

A list of codes of conduct or practice that are in place as required under the Local Government Act 1999 or Local Government (Elections) Act 1999 is provided as follows:

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

Terms of Reference

The following Council committees are guided by Terms of Reference, which define the purpose, scope and authority of the Committee:

- Audit General Committee Terms of Reference
- Building Fire Safety Committee Terms of Reference
- Chief Executive Officer's Performance Review Committee Terms of Reference
- City Advancement and Prosperity General Committee
- City Facilities and Waste Recovery General Committee
- City Finance and Governance Standing Committee Terms of Reference
- City Services and Climate Adaption Standing Committee
- Council Assessment Panel Terms of Reference.

Policies

The City of West Torrens has two types of policies these being Council Policies and Administration Policies. Policies are regularly reviewed to reflect the Council's Corporate Planning Framework, legislative changes, Council resolutions and decisions of the Executive Management Team.

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 Policy
- Animal Nuisance Complaints Policy
- Annual Budget Policy
- Asset Management Policy
- Asset Naming Policy
- Building and Swimming Pool Inspection Council Policy
- Capitalisation of Assets Policy

- Children and Vulnerable Persons Safety Policy
- Commonwealth Home Support Program (CHSP) Advocacy Policy
- Commonwealth Home Support Program (CHSP) Care Recipient Does Not Respond to a Scheduled Visit Policy
- Commonwealth Home Support Program (CHSP) Fees and Charges Policy
- Commonwealth Home Support Program (CHSP) Quality Assurance Policy
- Council Reception Room - Richmond Oval Policy
- COVID-19 Rates Financial Hardship Policy
- Customer Complaints Policy
- Development Assessment Panel Delegations Policy
- Elected Member - Recognition of Service Policy
- Elected Member Gifts, Benefits and Hospitality Reporting Policy
- Elected Members Allowances, Facilities, Support and Benefits Policy
- Elected Members Professional Development Policy
- Elected Members Records Management Policy
- Elections Period Caretaker Policy
- Enforcement Policy
- Enterprise Risk Management Policy
- Expiation Notice Decision Review Policy
- Flags Policy
- Fleet Management Policy
- Food Act Inspections and Auditing Fees Policy
- Found Property Policy
- Fraud and Corruption Prevention, Control, Reporting and Investigation Policy
- Graffiti Management Policy

- Grants, Sponsorship and Donations Program Policy
 - Impoundment of Vehicles Policy
 - Informal Gatherings and Discussions Policy
 - Internal Review of Council Decisions Policy
 - Investment Policy
 - Kerbside House Numbering Policy
 - Libraries Policy
 - Memorials Policy
 - Mendelson Foundation Investments Policy
 - Mendelson Foundation Support Policy
 - Mobile Closed Circuit Television Council Policy
 - Mobile Food Vendors Policy
 - Natural Environment Policy
 - Ombudsman Enquiries and Investigations Policy
 - Order Making Policy
 - Parking Permits and Exemptions Policy
 - Procedures at Council Assessment Panel Meetings
 - Procurement Council Policy
 - Provision of Council Gifts Policy
 - Public Comment Policy
 - Public Consultation Council Policy
 - Public Consultation (COVID-19) Interim Policy
 - Public Interest Disclosure Council Policy
 - Rate Rebates, Remissions and Postponement Policy
 - Reporting and Investigating Council Member Code of Conduct Complaints
 - Revaluation of Assets Policy
 - Sale and Disposal of Assets Policy
 - Social Media Use and Management Policy
 - Talking Points Policy
 - Treasury (Debt Management) Policy
 - Urban Verge Management Policy
 - Use of Public Footpaths and Roads for Business Purposes Policy
 - Waste Minimisation and Recycling Services Policy
- 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 Policy
 - Building and Swimming Pool Inspection Administration Policy
 - Business Casual Days Policy
 - Classification Review Policy
 - Conference Attendance by Employees Policy
 - Contractor Management Policy
 - Corporate Wardrobe Administration Policy
 - Correspondence Policy
 - Credit Cards Policy
 - Criminal and Relevant History Screening Policy
 - Disposal of Computer and Related Equipment Policy
 - Driver's Licence Fee Reimbursement Policy
 - Employee Code of Behaviour
 - Employee Gifts and Benefits Policy
 - Employee Health and Wellbeing
 - Employee Records Policy
 - Enterprise Risk Management Framework
 - Entertainment Expenditure Policy
 - Financial Authorities Policy
 - Fleet Management Administration Policy
 - Higher Duties Policy
 - Income Protection Policy
 - Induction Policy
 - Information Technology and Its Use Policy
 - Interim Workforce Leave Arrangements (COVID-19) - Pandemic
 - Leave Policy
 - Managing Non Work Related Illness or Injury Policy
 - Managing Performance, Misconduct and Inappropriate Behaviour Policy
 - Mobile Devices Policy
 - Natural Environment Guidelines for Works, Operations and Contractors Policy
 - Probation Review and Determination Policy
 - Procurement Admin Policy
 - Public Consultation Policy
 - Purchased Leave Policy
 - Recognition of 25 Years of Service Policy
 - Recruitment and Selection Policy
 - Remote Access and Network Security Policy
 - Return from Parental Leave Policy
 - Review of an Employment Decision - Employee Initiated Policy
 - Salary Packaging Policy
 - Special Leave Without Pay Policy
 - Staff Functions and Catering Policy
 - Study Assistance Policy
 - Training and Development Policy
 - WHS and IM Planning, Monitoring and Review Policy
 - WHS and Injury Management Lead Policy
 - WHS Asbestos Management Policy
 - WHS Chemical Management Policy
 - WHS Confined Space Policy
 - WHS Consultation and Responsibilities Policy
 - WHS Document Management Policy
 - WHS Drug and Alcohol Policy
 - WHS Electrical Safety Policy
 - WHS Emergency Plan Policy
 - WHS Excavation and Trenching Policy
 - WHS First Aid Policy
 - WHS Hazard Management Policy
 - WHS Hazardous Manual Tasks
 - WHS Hot Work (including Welding) Policy

- WHS Inclement Weather Policy
- WHS Induction and Training Policy
- WHS Injury Management and Return To Work
- WHS Injury/Incident Reporting and Investigation Policy
- WHS Isolation, Lockout and Tag Out Policy
- WHS Managing Aggressive Violent Threatening Behaviour Policy
- WHS Plant and Equipment Safety Policy
- WHS Prevention of Falls Policy
- WHS Working Alone or in Isolation Policy
- Working from Home During a Declared Emergency Policy
- Workzone Traffic Management Policy

Registers

A list of registers that Council keeps in accordance with the Local Government Act 1999 the or Local Government (Elections) Act 1999 is provided as follows.

- Assessment Register (rateable land)
- Campaign Donations Return for 2018 Local Government Election*
- Campaign Donations Return for 2017 Keswick Ward Supplementary Election*
- Delegations and Sub Delegations Register
- Development Application Register
- Elected Member Register of Interest Information
- Register of Allowances and Benefits - Elected Members*
- Register of By-laws
- Register of Community Land
- Register of Conflicts of Interest
- 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/ Council 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.







2020/21 Annual Report

Brown Hill and Keswick Creeks Stormwater Board

For the cities of Adelaide, Burnside, Mitcham, Unley and West Torrens



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Chairperson's Report

This is the fourth annual report of the Brown Hill and Keswick Creeks Stormwater Management Board, a regional subsidiary established in February 2018 under the Local Government Act 1999 (SA).

The report canvasses the achievements of the Board over the preceding 12 months in implementing the Stormwater Management Plan and provides updates on the progress of continuing projects. Of particular note are:

- completion of the Upper Brown Hill Creek, Area 1 (Everard Park) works and delivery to the City of Unley for development of the Wiberforce Walk shared use path;
- completion of the Glenside detention basin and stormwater infrastructure and vesting of the works in the City of Burnside for development of a community reserve and playground; and
- building on the Glenside works, commencement of the South Park Lands Victoria Park / Pakapakanthi (Park 16) wetland works.

The challenges posed by COVID-19 and its impacts on the national and State economies, our stakeholders and our community have continued. In addition, our society's increasing awareness and understanding of the impacts of climate change has highlighted the



importance of delivering these projects and doing so in a timely manner. The progress made in the circumstances of the last 12 months in particular is a reflection of the commitment, skill and collaboration of all involved.

Our stakeholders are many and varied and the Board wishes to acknowledge and thank each for their significant contributions to the projects to date. The Board recognises, in particular, the continuing support and efforts of the Chief Executive Officers of the 5 constituent councils and their staff, the Stormwater Management Authority and our Project Director.

Finally, on behalf of the Board, I wish to thank retiring Board member Paul Gelston for his thoughtful input and steady efforts over the last 3 years and to welcome new member, Howard Lacy, to the team.

Judith Choate

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Project Director's Report

The 2020/21 financial year saw some significant construction milestones for the project. Capacity upgrade works were completed in Everard Park in August 2020, with the existing open concrete channel being replaced by an increased capacity culvert. The site was then handed over to the City of Unley for completion of above-ground shared-use path and landscaping. This project was a positive example of collaboration between the Board and one of our Constituent Councils to add community benefit to flood mitigation works.

Construction commenced on the South Park Lands sub-project in February 2021 and excavation works are now well underway. It is wonderful to see the wetland taking shape on site and we are fortunate to be working alongside some exceptional South Australian businesses to deliver this significant community asset.

In recent months our focus has shifted to future works with a significant project underway to progress all remaining sub-projects to the reference design stage. In addition, a business case is being developed to assist in the pursuit of additional funding to expedite delivery of the project.

Under the direction of Chairperson Judith Choate, our diverse and experienced Board continues to provide leadership and direction to ensure the continued success of the project. Of note, Board member Paul Gelston's tenure has recently concluded and I wish to extend my personal thanks to Paul for his support over the past few years. Paul made a significant contribution to the early establishment phase of the Board's operations and his knowledge and experience in relation to the delivery of infrastructure projects has been invaluable. His measured approach and personable nature will be greatly missed. I would also like to welcome Howard Lacy to the Board. Howard brings extensive experience working on the management and delivery of infrastructure in both



public and private sectors and has held senior executive positions within SA Local Government, including as the City of Mitcham steering group representative for the Brown Hill Keswick Creek Stormwater Project. Howard brings significant Board experience and I am confident he will be a great asset to the Board.

The Stormwater Management Authority plays a key role in the delivery of the project and I thank the SMA Board, led by presiding member Stephen Hains, and General Manager David Trebilcock for their commitment. The success of the project is reliant upon support from our member Councils – the cities of Adelaide, Burnside, Mitcham, Unley and West Torrens – and I extend my appreciation to each of the Councils, their elected members and staff, including representatives of the Owners Executive Committee, technical, finance and support staff.

The Brown Hill Keswick Creek Stormwater Project truly is a collaborative undertaking and I look forward to continuing to work in partnership to deliver over the coming years.

Peta Mantzarapis

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Strategy

Our Purpose

To effectively and efficiently deliver infrastructure works to mitigate serious flood risks and help safeguard properties across the Brown Hill Keswick Creek catchment.



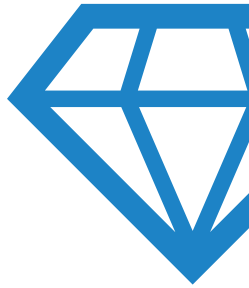
Our Vision

To create a flood safe Brown Hill Keswick Creek catchment for residents and the public.

The cities of Adelaide, Burnside, Mitcham, Unley and West Torrens aim to become water sensitive cities. This vision is underpinned by six key objectives, the first of which is protection from flooding.



Our Values



The values that underpin the operations of the Board include:

- **Integrity** – acting ethically, doing what is right and doing what we say we will do
- **Collaboration** – respectful and insightful engagement with all stakeholders
- **Excellence** – striving for the best in all that we do and stretching our capabilities
- **Progressive** – thinking outside the box to innovate and improve
- **Simplicity** – focussing our efforts on the things that are important

Strategic Focus Areas



- Effective and efficient delivery of the Stormwater Management Plan
- Pursue opportunities for accelerated delivery
- Maximise the utility of our assets
- Enhance our partnerships and engagement
- Strengthen organisational performance

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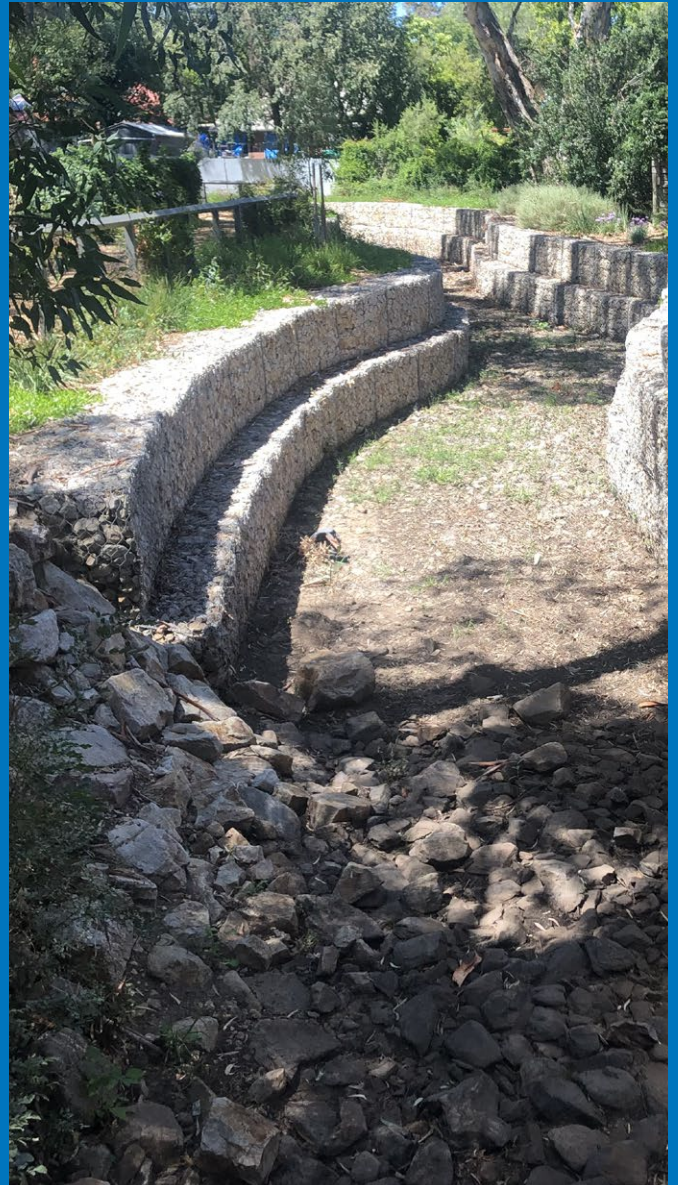
Establishment

The Brown Hill Keswick Creek Stormwater Project is the culmination of many years of investigation and planning. The Cities of Adelaide, Burnside, Mitcham, Unley and West Torrens have worked collaboratively to develop a comprehensive Stormwater Management Plan to mitigate serious flood risk and help safeguard properties across the catchment.

From its inception in 2007 until February 2018, the project was conducted as a joint arrangement between the Constituent Councils. The Plan was developed during this phase, leading to its subsequent approval by the Stormwater Management Authority and gazettal of its adoption in February 2017. A condition of the Stormwater Management Authority approving the Plan was that a regional subsidiary be established within 12 months to implement the plan and manage its works. The Brown Hill and Keswick Creeks Stormwater Board was established in February 2018 as a regional subsidiary pursuant to section 43 of and schedule 2 to the Local Government Act 1999. Initially, the Owners Executive Committee, comprising a representative from each Constituent Council, acted as interim Board.

The Board is governed by a Charter prepared by the five Constituent Councils and subsequently approved by the Minister for Local Government. The inaugural Board was appointed in August 2018 and is responsible for the administration of the affairs of the regional subsidiary.





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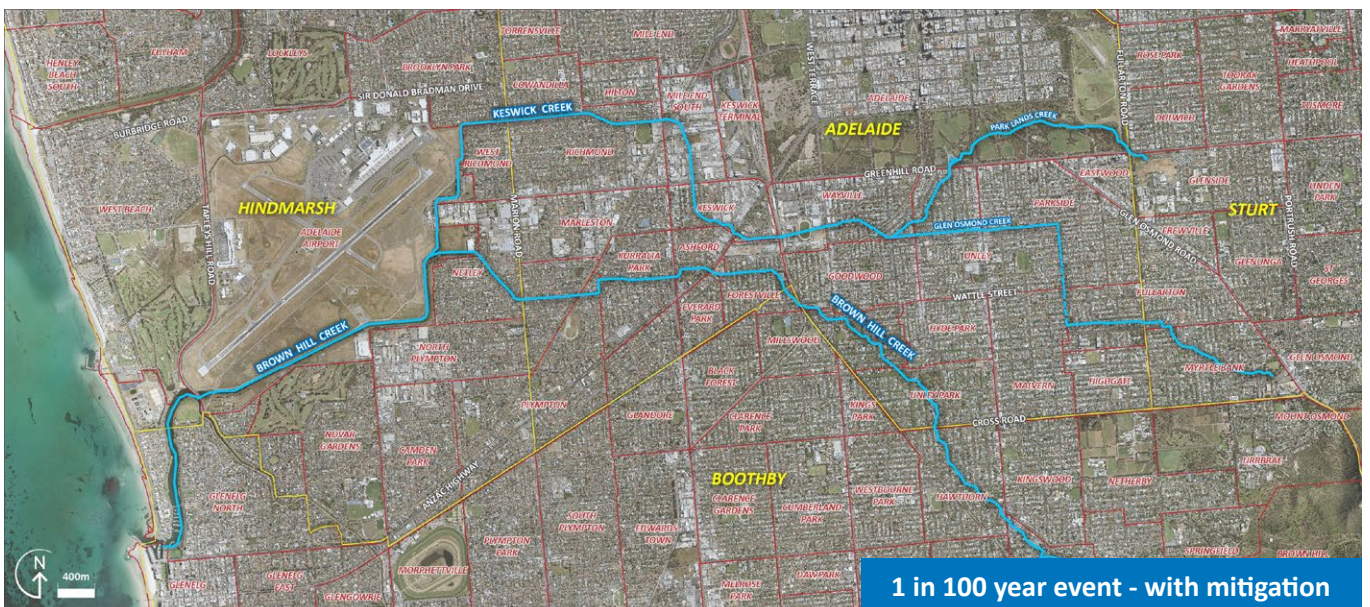
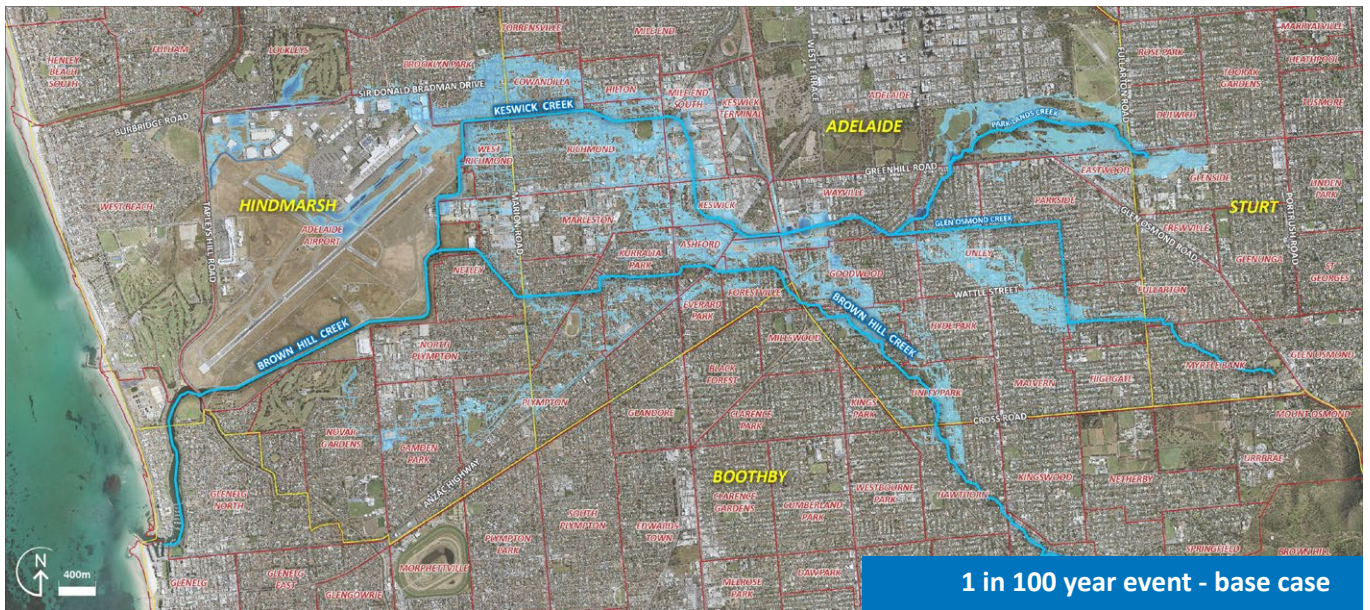
The Project

The Brown Hill Keswick Creek Stormwater Project is a collaborative effort between the Cities of Adelaide, Burnside, Mitcham, Unley and West Torrens to mitigate significant flood risks arising from four major watercourses in metropolitan Adelaide; Brown Hill, Keswick, Glen Osmond and Park Lands Creeks. The catchment is largely contained within the Constituent Council local government areas, which are home to more than 200,000 residents. The Brown Hill Keswick Creek Catchment Stormwater Management Plan outlines a comprehensive program of flood mitigation works to be delivered across the catchment.

The plan is designed to provide flood protection to the community in the event of a 100 year average recurrence interval (ARI) flood event which would impact over 2,000 properties and result in significant impact to the Adelaide Airport, Ashford Hospital, major arterial roads and freight corridors. Whilst a flood event of this magnitude has not occurred in the catchment since 1930, the high flow events of 2005 and 2016 have provided recent reminders of the impact a significant event would have.

The flood mitigation works outlined in the plan comprise detention storages in the upper reaches of the catchment, diversion of high flows away from flooding hotspots, and upgrades to the flow capacity of the channels. Fundamental to the successful delivery of this program of flood mitigation works is the principle of constraining flows from upstream and then 'working progressively in an upstream direction' to ensure that the downstream reaches of the creek system are ready to cater for the ultimate design flow before the works in the upper catchment are undertaken.





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Governance

The Brown Hill Keswick Creek Stormwater Project is administered by a Board in accordance with the requirements of the Local Government Act 1999, the Board Charter, and various other policies.

The Board is comprised of 5 independent members, appointed following recommendations made by a Nominations Committee of representatives from each of the Constituent Councils. Each Board member contributes a unique set of skills and experience, particularly covering:

- Corporate financial management
- Corporate governance
- Project management
- General management
- Engineering
- Economics
- Environmental management

We thank outgoing Board member Paul Gelston who has made a significant contribution in his 3 years on the Board, particularly drawing on his extensive experience in project governance, infrastructure delivery and risk management.

Current Board Members



Judith Choate

Chair since August 2018,
appointed August 2018



Geoff Vogt

Appointed August 2018



Rachel Barratt

Appointed August 2018



Rob Gregory

Appointed August 2020



Howard Lacy

Appointed August 2021



Paul Gelston

August 2018-2021

***Outgoing
Board Member***

Independent Member of Audit and Risk Committee



Justin Humphrey
appointed
November 2018

The Board's Audit and Risk Committee comprises nominated Board members along with an independent member and meets quarterly.

The Board appoints a Project Director who is responsible for implementing the decisions of the Board and managing the operational requirements of the project.

Project Director



Peta Mantzarapis
appointed
January 2019

Owners Executive Committee

The Owners Executive Committee is comprised of a representative from each of the Constituent Councils. Meetings between the Board and the Owners Executive Committee are scheduled quarterly and four meetings were held in the 2020-21 financial year.

Membership of the committee in 2020/21 was as follows:

Klinton Devenish	Director, Place	City of Adelaide
Chris Cowley	Chief Executive	City of Burnside
Matthew Pears	Chief Executive	City of Mitcham
Peter Tsokas	Chief Executive	City of Unley
Terry Buss	Chief Executive	City of West Torrens

Board Member Meeting Attendance 2020/21

Date	Judith Choate	Paul Gelston	Geoff Vogt	Rachel Barratt	Rob Gregory
3 Aug 2020	✓	✓	✓	✓	✓
26 Aug 2020	✓	✓	✓	✓	✓
16 Sep 2020	✓	✓	✓	✓	✓
2 Nov 2020	✓	✓	—	—	✓
25 Nov 2020	✓	✓	✓	✓	✓
20 Jan 2021	✓	✓	✓	✓	✓
17 Mar 2021	✓	✓	✓	✓	✓
21 Apr 2021	✓	✓	✓	✓	✓
15 Jun 2021	✓	✓	✓	✓	✓

Audit and Risk Committee Meeting Attendance 2020/21

Date	Judith Choate	Paul Gelston	Geoff Vogt	Rachel Barratt	Justin Humphrey
15 Jul 2020	✓	✓	✓	✓	✓
16 Sep 2020	✓	✓	✓	✓	✓
21 Oct 2020	✓	✓	—	✓	✓
17 Feb 2021	✓	✓	✓	✓	✓
18 May 2021	✓	✓	✓	✓	✓

Working within the Community

The Brown Hill and Keswick Creeks Stormwater Project is pleased to engage with our local communities to provide project updates and educational opportunities.

Project Director Peta Mantzarapis and wetland designer Robin Allison presented to Year 8 geography students from Marryatville High School in April 2021.

Students heard about water sensitive urban design, stormwater management and the wetland project, before visiting the site to see the construction works underway.



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Acknowledgment of Country

The Brown Hill and Keswick Creeks Stormwater Board acknowledges that the project and our Constituent Councils are located on the traditional Country of the Kurna People of the Adelaide Plains and pays respect to Elders past and present.

We recognise and respect their cultural heritage, beliefs and relationship with the land. We acknowledge that they are of continuing importance to the Kurna people living today.

We also extend that respect to other Aboriginal Language groups and other First Nations.

*The Brown Hill and Keswick Creeks Stormwater Board
tampendi, ngadlu Kurna yertangga
banbabanbalyarnendi (inbarendi). Kurna meyunna
yaitya mattanya Womma Tarndanyako.*

*Parnako yailtya, parnuko tappa purruna, parnuko yerta
ngadlu tampendi. Yellaka Kurna meyunna itto yailtya,
tappa purruna, yerta kuma burro martendi, burro
warriappendi, burro tangka martulyaiendi.*

*Kumarta yaitya miyurna iyangka yalaka ngadlu
tampinthe.*

Kurna people play a key role in the design and delivery of the Brown Hill Keswick Creeks Stormwater Project and we value the input and guidance of representatives of the Kurna Nation Cultural Heritage Association (KNCHA) and RAW SA.

Willawilla - Brown Hill Creek



8

Key Stakeholders

The Brown Hill and Keswick Creeks Stormwater Board works to deliver successful project outcomes in an efficient and professional manner. We interact with a diverse range of internal and external stakeholders and value the contribution they make.



Constituent
Councils



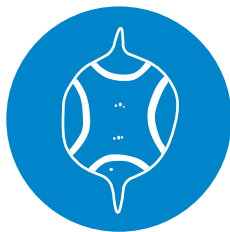
Stormwater
Management
Authority



Green Adelaide



Adelaide
Park Lands
Authority



Kurna
Community



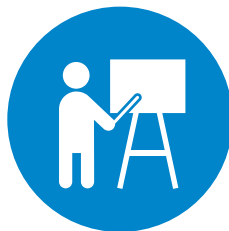
Residents



Community
Groups



Suppliers



Consultants

Funding Acknowledgement

The Brown Hill Keswick Creek Stormwater Project is jointly funded by five Constituent Councils and the Stormwater Management Authority.



**Government
of South Australia**

Stormwater Management
Authority

9

Project Partners

Constituent Councils

The Brown Hill Keswick Creek Stormwater Project is the result of a collaborative effort over many years from our 5 Constituent Councils – the cities of Adelaide, Burnside, Mitcham, Unley and West Torrens. The majority of the Brown Hill and Keswick Creek catchments are contained within these local government areas, which are home to more than 200,000 residents.

Support is offered to the project from every level of Council, whether it be CEO or delegate involvement in the Owners Executive Committee, technical staff providing design input, finance staff liaison regarding project contributions and budgets, planning and environmental input to construction delivery, and everything in between. Regular project updates and briefing sessions are provided to Council Mayors, Elected Members and audit committees to ensure our member Councils are fully informed.

The project works in close liaison with our Constituent Councils to ensure we are working together to achieve successful project outcomes and identify opportunities to maximise the utility of our assets.



Stormwater Management Authority

Continuing the collaborative approach adopted by the five Constituent Councils, the Stormwater Management Authority provides a key role in the delivery of the Project. Beyond the initial role the Authority played in the review and approval of the Plan, the Board's Project Director is in regular contact with the Authority's General Manager to ensure a well-informed and consistent approach to delivery. Through the Authority, the State Government has committed to providing 50% of capital funding up to \$70m over a 20 year timeframe and this funding is vital to ensuring the Project is delivered. Board representatives have established a strong working relationship with the Authority and work in partnership to deliver the works set out in the approved Stormwater Management Plan.



10

Delivering with Local Industry

Integral to the success of the Brown Hill Keswick Creek Stormwater Project are the relationships established with local suppliers, consultants and organisations. The Board places particular emphasis on ensuring a collaborative approach, bringing together a team of professionals who are leaders in their field and are equipped to deliver results.

Our focus is on providing a pipeline of work to build capacity and capability in the local market, with flow-on benefits for the local economy. The construction scheduling and packaging of works has been specifically developed to maximise participation from local tier 2 and tier 3 contractors. These are businesses that do not compete with the larger contractors for major road transport projects.

The project is supported by the knowledge and expertise of a wide range of professionals, providing services including project management, surveying, engineering, legal, environmental, cultural heritage, civil construction, geotechnical advice, property and arborial assessments.

“Beltrame Civil is a South Australian civil construction contractor, proudly family owned and operated since 1955.

The Everard Park culvert constructed by Beltrame Civil was the first project directly delivered by the Brown Hill and Keswick Creeks Stormwater Board. The projects' key objective was to take advantage of a concurrent adjacent high-density residential development allowing access to a 7m wide working corridor.

The project added to the portfolio of flood mitigation works that Beltrame Civil has completed throughout the Brown Hill Keswick Creek Catchment over the past 30 years, with projects including bridge replacements, bank stabilisation, channel and drainage infrastructure upgrades being delivered to each of the five member Councils. We certainly look forward to the opportunity to partner again with the Brown Hill and Keswick Creeks Stormwater Board on future projects.

”

Beltrame Civil

“

Tonkin is an award-winning professional services consultancy specialising in public sector infrastructure.

Tonkin has been involved in the South Park Lands project for more than 10 years. Most recently, we teamed with DesignFlow and Taylor Cullity Lethlean to develop the detailed design and documentation for the wetland and associated works.

Tonkin is proud to have worked with the Brown Hill and Keswick Creeks Stormwater Board, City of Adelaide and other key stakeholders to help deliver this important project. We are looking forward to seeing the final result!

Tonkin



“Bardavcol are a South Australian civil and engineering construction company, who deliver infrastructure projects through our experienced teams and in collaboration with our clients. We have had the privilege to be the head contractor for the construction of the wetland in the South Park Lands, which will not only manage stormwater, but provide a recreational space that can be enjoyed by all.

In working with the Brown Hill and Keswick Creeks Stormwater Board and their project managers ProcurePM, we have found that we share principals that enable best for project outcomes to be achieved. This relationship has enabled seamless resolution of issues and will enable the successful delivery of a high quality project in an enjoyable environment.”

Bardavcol

“ProcurePM is a professional and specialised organisation that provides project management, procurement and contract management services. We are dedicated to working closely with our clients, partners and stakeholders to share the experiences and passions, and create value that makes a positive difference.

Appointed as Project Managers by the Brown Hill and Keswick Creeks Stormwater Board to deliver the South Park Lands wetland, we are delighted to be part of one of the most important stormwater infrastructure initiatives in South Australia.

The ability to transform the southern area of Victoria Park/Pakapakanthi (Park 16) into a wetland will not only manage downstream flooding, but create a thriving eco-system that will improve water quality, enhance biodiversity, and create a place of education and amenity for the community now and in the future.”

ProcurePM

Focus on Safety

The Brown Hill and Keswick Creeks Stormwater Board places great importance on the health and safety of our employees, our consultants and the communities within which we operate. Our extensive health and safety management systems ensure we partner with likeminded organisations and are subject to regular review and improvement.

Upper Brown Hill Creek, Area 1 (Everard Park)

6,940	0	0	1
Total Site Hours	Incidents	Property Damage	Near Misses

South Park Lands (progress to 30 June 2020)

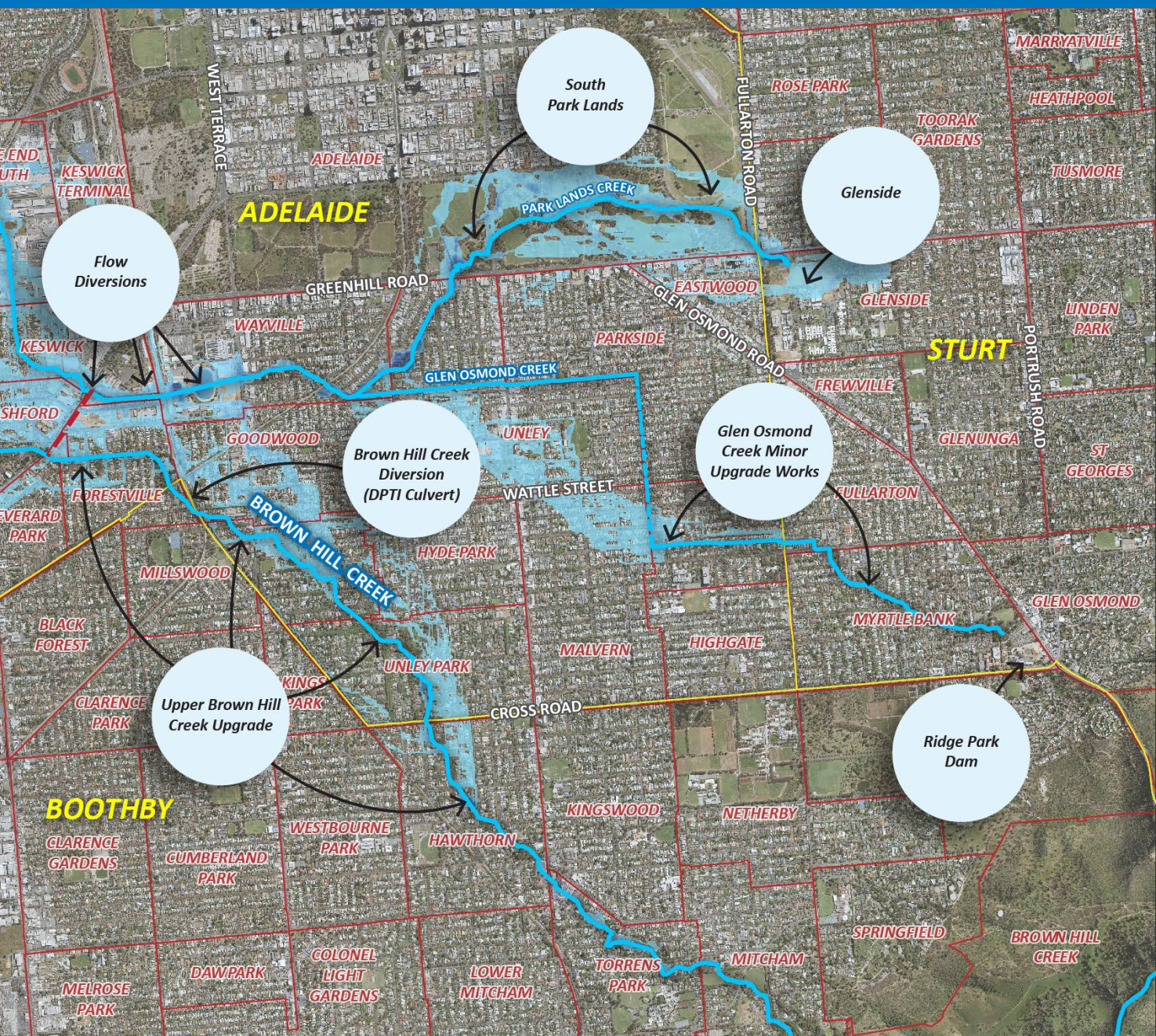
9,630	0	0	0
Total Site Hours	Incidents	Property Damage	Near Misses



11

Project Map





12

Project Schedule

The project works required to successfully meet the objectives of the Stormwater Management Plan are best described as 8 sub-projects. There is a logical progression in which the works should be delivered, with the project stages including:

Stage 1

Flood detention

1. Ridge Park Flood Control Dam **COMPLETE**
2. Glenside **COMPLETE**
3. South Park Lands **IN PROGRESS**

Stage 2

4. Lower Brown Hill Creek Upgrade

Stage 3

5. Flow Diversions from Keswick Creek to Brown Hill Creek

Stage 4

6. Brown Hill Creek Diversion (DPTI Culvert) **COMPLETE**
7. Upper Brown Hill Creek Upgrade

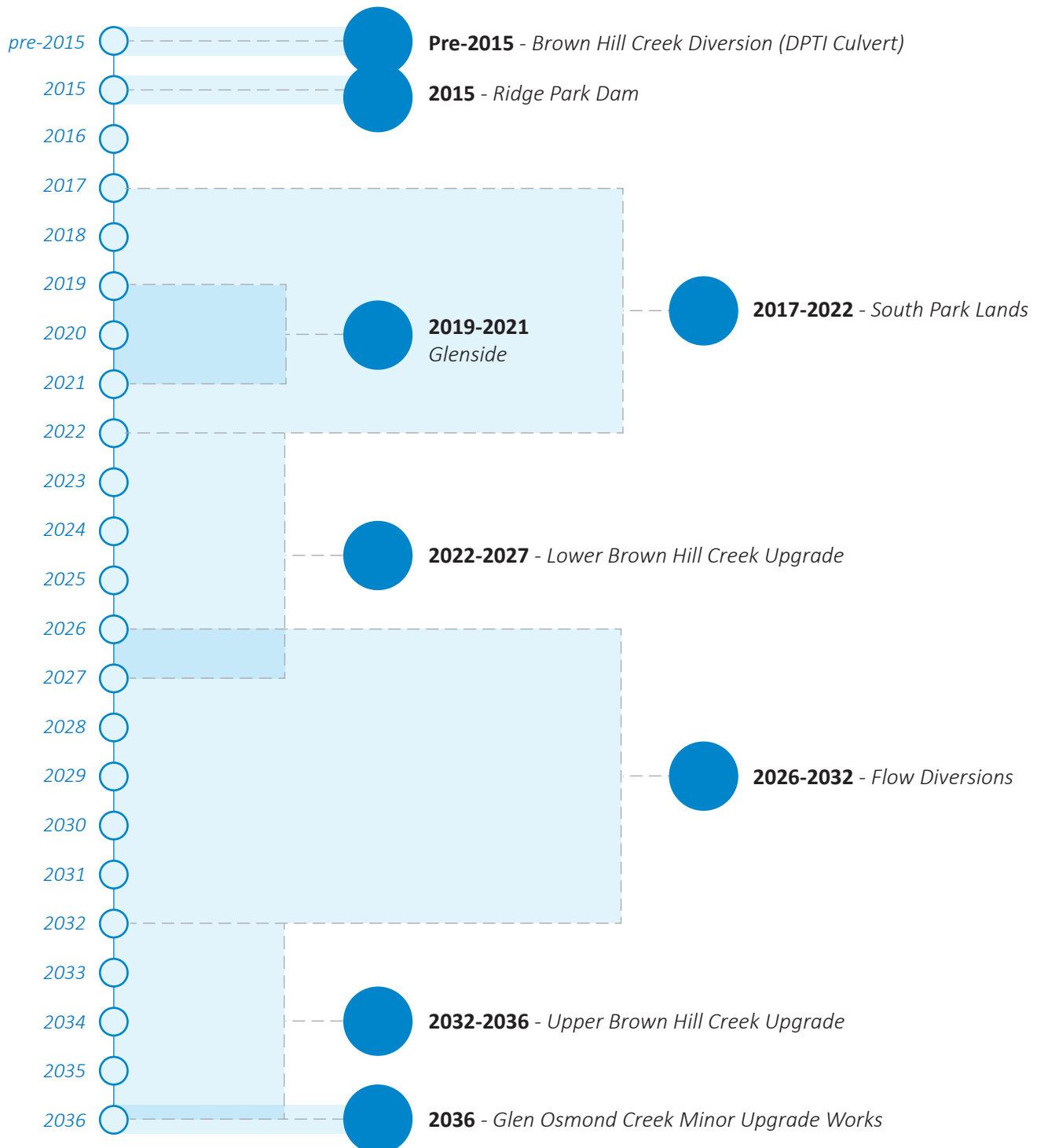
Stage 5

8. Glen Osmond Creek Minor Upgrade Works
-

There is an opportunity for works to be delivered out of schedule in instances where there is overwhelming justification for expedition. This justification may include access to a site that will no longer be available in the future or contribution to the cost of works by an interested party.



Indicative Timeline



13

Completed Sub-projects

Brown Hill Creek Diversion (DPTI Culvert)

A section of Brown Hill Creek in Forestville was diverted by the Department of Planning, Transport and Infrastructure in 2013 as part of the Goodwood Junction Rail Upgrade project. The works, delivered in collaboration with and funded by the Brown Hill Keswick Creek Stormwater Project, involved diverting the creek into a new underground culvert constructed generally along the eastern side of the railway corridor from the southern side of Victoria Street, Goodwood to the northern side of the Glenelg tramway. The culvert discharges into the existing Brown Hill Creek within Forestville Reserve.

Ridge Park Flood Control Dam

A flood control dam was constructed on Glen Osmond Creek in Ridge Park Reserve, Myrtle Bank to reduce peak stormwater flow in Glen Osmond Creek and reduce the risk of flooding in downstream areas along Glen Osmond and Keswick Creeks.

Commissioned in July 2015, the Ridge Park flood control dam also collects stormwater for the City of Unley's managed aquifer recovery (MAR) scheme. Under the MAR, harvested stormwater is stored in an underground aquifer for irrigation of Unley's parks during periods of dry weather.



Constructed Culvert



Flood Control Dam

Upper Brown Hill Creek, Hawthorn Reserve

The Hawthorn Reserve works comprise a component of the Upper Brown Hill Creek Upgrade sub-project, initially earmarked for completion in the second half of the project's delivery program. Grant funding was sought and obtained by the City of Mitcham to upgrade the Hawthorn reserve precinct and the creek works associated with this community space were therefore expedited. The works involved creek widening and upgrade and were delivered by the City of Mitcham. The site was officially opened on May 9th 2019.

The creek has been widened to ensure sufficient capacity to endure a significant flood event. The banks have been laid back in the area of the creek adjacent the Mitcham library to retain a natural setting with native plantings within the creek channel and on the banks. These plantings have been established using a surface material that provides bank stability and allows plant growth. Stepping boulders and logs have also been installed to create an active nature play space for use when the creek is dry or not flowing. Further downstream, rock filled gabions have been installed. In addition, a floodwall has been constructed at George Street to protect properties from flooding and contain creek flows.



Rock filled gabions



Natural creek setting

Upper Brown Hill Creek, Area 1 (Everard Park)

Comprising portion of the Upper Brown Hill Creek Upgrade sub-project, these works are located between Anzac Highway, Everard Park and Third Avenue, Forestville. The works were expedited to take advantage of access to the site that would be significantly restricted following completion of an adjoining high density residential development. The project involved replacement of an existing open concrete channel with an increased capacity underground covered culvert. Subsequent to installation of the culvert, the City of Unley extended Wilberforce Walk to Anzac Highway, with a shared use path for pedestrians and cyclists traversing the culvert.

Culvert construction works commenced in April 2020 and were completed in August 2020, at which point the site was handed over to City of Unley for the shared use path works to be delivered.



Wilberforce Walk shared use path



Excavation progress



Construction progress

Glenside

This project involved enlargement of an existing detention basin from a capacity of 18ML to 37ML, to limit flow to the existing capacity of the culvert under the Fullarton and Greenhill Roads intersection. The detention basin, together with other works in the South Park Lands, is intended to reduce the peak stormwater flows along Park Lands Creek and further downstream. Excavation of approximately 25,000m³ of material was required to form the detention basin and primary water quality treatment is provided via 3 new large gross pollutant traps.

The site accommodating the detention basin and associated stormwater infrastructure has been vested to City of Burnside as part of Council's open space and has been developed as a community reserve with playground and associated facilities.

The Glenside project works were delivered by Cedar Woods as part of their residential development and the site was opened to the public on July 2nd 2021.



Completed concrete culvert



Progress - prior to completion



Detention Basin

14

Current Works

South Park Lands

The South Park Lands project comprises two areas of work aimed at reducing the peak stormwater flows through the Park Lands and into downstream areas. The project includes:

- **Victoria Park/ Pakapakanthi (Park 16) Wetland**

Located at the southern end of Victoria Park, the wetland will include areas of permanent water, areas that become inundated during 'normal' flows, and a broader area that will only become inundated during a large flood event along with a range of features that facilitate recreational use and improved biodiversity outcomes.

This project commenced construction in August 2020 with the removal of a large grove of Poplar trees situated adjacent the existing creek. Poplars are considered a weed species and are detrimental to the health of the creek network. Their removal was scheduled ahead of the main wetland construction to ensure works occurred in the tree's dormant period and to allow sufficient time to treat any shoots or regrowth that appear during Spring.

The plant supply contract was also awarded mid-2020 with local provenance seed collection and plant propagation commencing early. Some 100,000 new plants and more than 120 native tree species will be planted in the wetland site.

Approximately 130,000 cubic metres of soil is being excavated and sorted, either for reuse within the project or to be taken offsite. A large temporary stockpile site was therefore established late in 2020 to support these works. This stockpile site will be removed and the area will be reinstated as park land upon completion of the wetland construction.

Excavation works are well underway on site, having commenced in February 2021. The wetland is due for completion prior to Christmas 2021 and the project is tracking on schedule and on budget.

- **Blue Gum Park/ Kurangga (Park 20) Creek Works**

Works include construction of a low-level mound and the realignment of existing open channels in the southern section of the park. The mound will be constructed to the south and west of the existing playing fields and will stretch for a total distance of approximately 600metres. The works will integrate with existing users of this space, including TreeClimb.

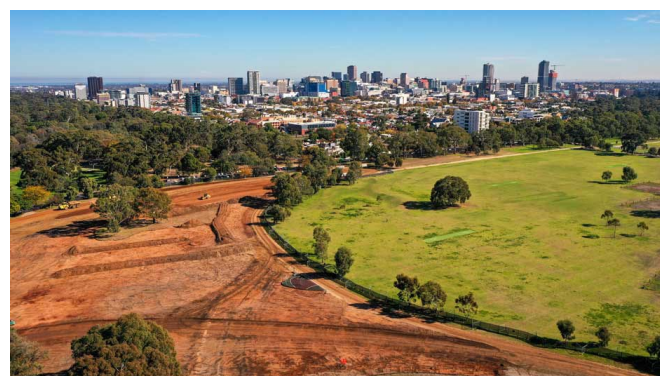
The Park 20 component of the South Park Lands sub-project will be delivered in 2 stages: excavation and construction works in late 2021 and landscaping works in Autumn 2022, to take advantage of ideal planting weather.

Our Project Team

Project Delivery	ProcurePM
Design Team	Tonkin, DesignFlow and T.C.L
Plant Supply and Landscaping	ecoDynamics
Poplar Removal	BMD Constructions
Stockpile Site Establishment	Leed Engineering and Construction
Wetland Construction	Bardavcol
Stakeholder Engagement	URPS
Cultural Heritage	Kaurna Nation Cultural Heritage Association & RAW
Legal and Planning	Botten Levinson Heynen Planning



Stockpile Site Establishment



Park 16 Wetland Construction



Park 16 Excavation Works



Park 16 Wetland Construction - South Facing Aerial



Reference Design and Business Case

The Board has engaged a team of consultants to develop the plans for remaining sub-projects to the reference (30%) design stage. The reference design objectives are to:

- Sufficiently detail the major features and functionality of the designs and to demonstrate how the designs will achieve the specified project requirements prior to advancing to the detailed design phase.
- Prepare documentation that can be used by the Board's Cost Consultant to improve the accuracy of the current cost estimates.
- Prepare documentation that can be used by the Board to consult with stakeholders, including adjoining landowners and the wider public.
- Identify the land acquisition requirements for the proposed works.

To date, the reference design process has included detailed engineering and engineering survey, geotechnical and environmental testing, pot-holing of services in key locations, commencement of design review by Constituent Councils, commencement of review of project cost estimates and establishment of a Kaurua reference group.

In conjunction, the Board is developing a business case to explore the merits of an accelerated delivery strategy for the remaining flood mitigation works outlined in the Stormwater Management Plan.

Revised flood damages are being determined with consideration to impacts that were excluded from consideration in the Stormwater Management Plan. This analysis includes input from a property valuer and quantity surveyor to determine updated estimates of flood damages to private property and will incorporate findings from consultation with key stakeholders across the catchment.

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Financial Snapshot

The activities of the Board are funded by the five Constituent Councils and the Stormwater Management Authority.

Operational expenditure is funded equally by the Constituent Councils.

2020/21 Operational Funding

City of Adelaide	20%	\$94,401
City of Burnside	20%	\$94,401
City of Mitcham	20%	\$94,401
City of Unley	20%	\$94,401
City of West Torrens	20%	\$94,401

Total		\$472,005
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50% of Capital expenditure is provided by Constituent Councils and 50% is provided by the Stormwater Management Authority. Constituent Councils provide funding biannually in advance while SMA funding has, historically, been provided biannually in arrears. Agreement has now been reached for SMA funds to be provided annually in advance and the 2020/21 financial year includes both a single payment in arrears for works completed in the January – June 2020 period and a payment in advance for the 2020/21 financial year.

2020/21 Capital Funding

City of Adelaide	8%	\$451,085
City of Burnside	12%	\$676,628
City of Mitcham	10%	\$563,857
City of Unley	21%	\$1,184,098
City of West Torrens	49%	\$2,762,896

Stormwater Management Authority

In arrears 19/20	\$1,521,233
In advance 20/21	\$5,300,000

Green Adelaide Water Sustainability Grant	\$165,000
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Total	\$12,624,797
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16

Audited Financial Statements

BROWN HILL & KESWICK CREEKS STORM WATER BOARD

Financial Statements

For the Year Ended 30 June 2021

BROWN HILL & KESWICK CREEKS STORM WATER BOARD

Statement of Profit or Loss and Other Comprehensive Income

For the Year Ended 30 June 2021

		2021	2020
	Note	\$	\$
Contributions	4	472,005	388,655
Investment income	4	25,483	24,737
Employee Costs	5	(285,618)	(270,290)
Materials, contracts and other expenses	5	(198,850)	(151,631)
Depreciation	5	(62,157)	(36,646)
Finance costs	5	(293)	(198)
Operating surplus / (deficit)		(49,430)	(45,373)
Capital funding / grants	4	9,876,755	1,761,766
Total surplus		9,827,325	1,716,393
Other comprehensive income – asset revaluation reserve		279,477	-
Total comprehensive income for the year		10,106,802	1,716,393

BROWN HILL & KESWICK CREEKS STORM WATER BOARD**Statement of Financial Position****As At 30 June 2021**

	Note	2021 \$	2020 \$
ASSETS			
CURRENT ASSETS			
Cash and cash equivalents	6	12,135,273	5,002,849
Trade and other receivables	7	270,819	325,122
TOTAL CURRENT ASSETS		<u>12,406,092</u>	<u>5,327,971</u>
NON-CURRENT ASSETS			
Property, plant and equipment	8	13,634,383	6,410,219
TOTAL NON-CURRENT ASSETS		<u>13,634,383</u>	<u>6,410,219</u>
TOTAL ASSETS		<u>26,040,475</u>	<u>11,738,190</u>
LIABILITIES			
CURRENT LIABILITIES			
Trade and other payables	9	117,054	1,568,187
Employee benefits	10	18,791	10,739
TOTAL CURRENT LIABILITIES		<u>135,845</u>	<u>1,578,926</u>
TOTAL LIABILITIES		<u>135,845</u>	<u>1,578,926</u>
NET ASSETS		<u>25,904,630</u>	<u>10,159,264</u>
EQUITY			
Capital contributions	11	13,869,907	8,231,343
Capital funding / grants		11,638,521	1,761,766
Asset revaluation reserve	8	279,477	-
Accumulated surplus		116,725	166,155
TOTAL EQUITY		<u>25,904,630</u>	<u>10,159,264</u>

The accompanying notes form part of these financial statements.

BROWN HILL & KESWICK CREEKS STORM WATER BOARD

Statement of Changes in Equity

For the Year Ended 30 June 2021

2021

Balance at 1 July 2020

Surplus for the year

Capital contributions of Councils

Transfer to capital funding / grants

Revaluation of infrastructure and land improvements

Balance at 30 June 2021

Capital Contributions of Councils	Capital Funding and Grants	Asset Revaluation Reserve	Accumulated Surplus	Total
\$	\$	\$	\$	\$
8,231,343	1,761,766	-	166,155	10,159,264
-	-	-	9,827,325	9,827,325
5,638,564	-	-	-	5,638,564
-	9,876,755	-	(9,876,755)	-
-	-	279,477	-	279,477
13,869,907	11,638,521	279,477	116,725	25,904,630

2020

Balance at 1 July 2019

Surplus for the year

Capital contributions of Councils

Transfer to capital funding / grants

Balance at 30 June 2020

Capital Contributions of Councils	Capital Funding and Grants	Accumulated Surplus	Total
\$	\$	\$	\$
5,929,279	-	211,528	6,140,807
-	-	1,716,393	1,716,393
2,302,064	-	-	2,302,064
-	1,761,766	(1,761,766)	-
8,231,343	1,761,766	166,155	10,159,264

The accompanying notes form part of these financial statements.

BROWN HILL & KESWICK CREEKS STORM WATER BOARD**Statement of Cash Flows**
For the Year Ended 30 June 2021

	Note	2021	2020
		\$	\$
CASH FLOWS FROM OPERATING ACTIVITIES:			
Operating receipts from constituent councils		581,487	2,298,949
Payments to employees		(285,618)	(266,051)
Payments to suppliers		(417,837)	(212,587)
Interest received		25,483	24,737
Interest paid		(293)	(198)
Net cash used in operating activities	12	(96,778)	1,844,850
CASH FLOWS FROM INVESTING ACTIVITIES:			
Payments for capital projects		(5,395,595)	(4,872,515)
Net cash used in investing activities		(5,395,595)	(4,872,515)
CASH FLOWS FROM FINANCING ACTIVITIES:			
Contributions from Constituent Councils		5,638,564	2,302,064
SMA Funding		6,821,233	1,696,767
NRM Board Water Sustainability Funding		165,000	65,000
Net cash provided by financing activities		12,624,797	4,063,831
Net increase in cash and cash equivalents held		7,132,424	1,036,166
Cash and cash equivalents at beginning of year		5,002,849	3,966,683
Cash and cash equivalents at end of financial year	6	12,135,273	5,002,849

The accompanying notes form part of these financial statements.

BROWN HILL & KESWICK CREEKS STORM WATER BOARD

Notes to the Financial Statements

For the Year Ended 30 June 2021

1 Basis of Preparation

The financial statements are general purpose financial statements that have been prepared in accordance with the Australian Accounting Standards as they apply to not-for-profit entities, other authoritative pronouncements of the Australian Accounting Standards Board (AASB) and relevant South Australian Legislation. These financial statements comply with International Financial Reporting Standards as issued by the International Accounting Standards Board.

The Brown Hill and Keswick Creeks Stormwater Board (the Board) is a Local Government Regional Subsidiary established under Section 43 of and Schedule 2 to the Local Government Act 1999. The Regional Subsidiary is under the control of City of Adelaide, City of Burnside, City of Unley, City of Mitcham and City of West Torrens.

The Board was established by a Gazettal dated 27 February 2018. The Board has been established to implement the construction and maintenance of infrastructure and other measures for the purposes of a stormwater management plan prepared by the constituent councils and approved by the Stormwater Management Authority.

Australian Accounting Standards set out accounting policies that the AASB has concluded would result in financial statements containing relevant and reliable information about transactions, events and conditions to which they apply. Material accounting policies adopted in the preparation of these financial statements are presented below and have been applied consistently unless otherwise stated.

The financial statements, except for cash flow information, have been prepared on an accruals basis and are based on historical costs, modified, where applicable, by the measurement at fair value of selected non-current assets, financial assets and liabilities. The amounts presented in the financial statements have been rounded to the nearest dollar.

The financial statements were authorised for issue on 22 September 2021 by the members of the Board.

2 Summary of Significant Accounting Policies

(a) Revenue and other income

Revenue from contracts with customers

The core principle of AASB 15 is that revenue is recognised on a basis that reflects the transfer of promised goods or services to customers at an amount that reflects the consideration the Board expects to receive in exchange for those goods or services. Revenue is recognised by applying a five-step model as follows:

1. Identify the contract with the customer
2. Identify the performance obligations
3. Determine the transaction price
4. Allocate the transaction price to the performance obligations
5. Recognise revenue as and when control of the performance obligations is transferred

Generally the timing of the payment for sale of goods and rendering of services corresponds closely to the timing of satisfaction of the performance obligations, however where there is a difference, it will result in the recognition of a receivable, contract asset or contract liability.

None of the revenue streams have any significant financing terms as there is less than 12 months between receipt of funds and satisfaction of performance obligations.

Notes to the Financial Statements

For the Year Ended 30 June 2021

2 Summary of Significant Accounting Policies

(a) Revenue and other income

Revenue from contracts with customers

All revenue is stated net of the amount of goods and services tax (GST)

Specific revenue streams

The revenue recognition policies for the principal revenue streams of the Board are:

Operating revenue from constituent councils

Operating revenue from constituent councils is recognised as income as and when the Board becomes entitled to receive the funds. This is outlined within the Board's Annual Budget which is agreed with all constituent councils.

Interest revenue

Interest revenue is recognised using the effective interest method, which for all floating rate financial assets is inherent in the instrument.

Other income

Other income is recognised on an accruals basis when the Board is entitled to it.

(b) Equity

Capital contributions

Capital contributions from constituent councils are recorded directly against equity as and when the Board becomes entitled to receive the funds. This is outlined within the Board's Annual Budget, which is agreed with all constituent councils.

(c) Income Tax

The activities of the Board are exempt from taxation under the Income Tax Assessment Act.

(d) Goods and services tax (GST)

Revenue, expenses and assets are recognised net of the amount of goods and services tax (GST), except where the amount of GST incurred is not recoverable from the Australian Taxation Office (ATO).

Receivables and payables are stated inclusive of GST.

Cash flows in the statement of cash flows are included on a gross basis and the GST component of cash flows arising from investing and financing activities which is recoverable from, or payable to, the taxation authority is classified as operating cash flows.

Notes to the Financial Statements

For the Year Ended 30 June 2021

2 Summary of Significant Accounting Policies

(e) Property, plant and equipment

Initial Recognition

All assets are initially recognised at cost. For assets acquired at no cost or 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, engineering design costs and all other costs incurred.

The cost of non-current assets constructed by the Board includes the cost of all materials used in construction, direct labour on the project and an appropriate proportion of variable and fixed overhead.

The Board considers that it controls the infrastructure assets in accordance with its Charter. The constructed infrastructure assets may be located on land owned by constituent councils.

Assets with an economic life in excess of one year are only capitalised where the cost of acquisition exceeds the materiality thresholds set by the Board within the capitalisation policy. In determining (and in annually reviewing) such thresholds, regard is had to the nature of the asset and its estimated service life. Current thresholds applicable to Board assets are as follows:

Stormwater infrastructure - \$2,000

Computer equipment - \$1,000

Office equipment - \$1,000

Subsequent Measurement

Stormwater infrastructure is subsequently measured at fair value less accumulated depreciation and impairment. Fair value is determined with regard to the asset's highest and best use (considering legal or physical restrictions imposed on the asset, public announcements or commitments made in relation to the intended use of the asset) and is determined using the current replacement cost method.

In line with the Board's capitalisation policy a valuation of completed infrastructure and land improvements has been undertaken as at 30 June 2021. The valuation has been undertaken by Tina-James Freeman, Asset Consultant at Tonkin, FIEAust CPEng. Refer to note 8(b) for additional information on fair value determination of stormwater infrastructure.

Computer equipment and office equipment are carried at cost less accumulated depreciation and impairment.

Depreciation

Property, plant and equipment, excluding freehold land, is depreciated on a straight-line basis over the assets useful life to the Board, commencing when the asset is ready for use.

The depreciation rates used for each class of depreciable asset are shown below:

Notes to the Financial Statements

For the Year Ended 30 June 2021

2 Summary of Significant Accounting Policies

Fixed asset class	Depreciation rate
Stormwater infrastructure	1% - 2%
Freehold Land	0%
Land improvements	1% - 10%
Office equipment	10%
Computer Equipment	10% - 33%

At the end of each annual reporting period, the depreciation method, useful life and residual value of each asset is reviewed. Any revisions are accounted for prospectively as a change in estimate.

(f) Financial instruments

Financial instruments are recognised initially on the date that the Board becomes party to the contractual provisions of the instrument.

On initial recognition, all financial instruments are measured at fair value plus transaction costs (except for instruments measured at fair value through profit or loss where transaction costs are expensed as incurred).

Financial assets

All recognised financial assets are subsequently measured in their entirety at either amortised cost or fair value, depending on the classification of the financial assets.

Classification

On initial recognition, the Board classifies its financial assets into the following categories, those measured at:

- amortised cost
- fair value through profit or loss - FVTPL
- fair value through other comprehensive income - equity instrument (FVOCI - equity)
- fair value through other comprehensive income - debt investments (FVOCI - debt)

Financial assets are not reclassified subsequent to their initial recognition unless the Board changes its business model for managing financial assets.

Amortised cost

Assets measured at amortised cost are financial assets where:

- the business model is to hold assets to collect contractual cash flows; and
- the contractual terms give rise on specified dates to cash flows are solely payments of principal and interest on the principal amount outstanding.

The Board's financial assets measured at amortised cost comprise trade and other receivables and cash and cash equivalents in the statement of financial position.

Subsequent to initial recognition, these assets are carried at amortised cost using the effective interest rate method less provision for impairment.

Interest income and impairment are recognised in profit or loss. Gain or loss on derecognition is recognised in profit or loss.

Notes to the Financial Statements

For the Year Ended 30 June 2021

2 Summary of Significant Accounting Policies

(f) Financial instruments

Financial assets

Impairment of trade receivables

Impairment of trade receivables have been determined using the simplified approach in AASB 9 which uses an estimation of lifetime expected credit losses. The Board has determined the probability of non-payment of the receivable and multiplied this by the amount of the expected loss arising from default.

The amount of the impairment is recorded in a separate allowance account with the loss being recognised in finance expense. Once the receivable is determined to be uncollectable then the gross carrying amount is written off against the associated allowance.

Financial liabilities

The Board measures all financial liabilities initially at fair value less transaction costs, subsequently financial liabilities are measured at amortised cost using the effective interest rate method.

The financial liabilities of the Board comprise trade payables.

(g) Impairment

At the end of each reporting period the Board assesses whether there is any indication that an asset may be impaired. The assessment will consider both external and internal sources of information. If such an indication exists, an impairment test is carried out on the asset by comparing the recoverable amount of that asset, being the higher of the asset's fair value less costs to sell and its value-in-use, to the asset's carrying amount. Any excess of the assets' carrying amount over its recoverable amount is immediately recognised in profit or loss.

Where future economic benefits of the asset are not primarily dependent upon the asset's ability to generate net cash inflows and when the entity would, if deprived of the asset, replace its remaining future economic benefits, value in use is determined as the depreciated replacement cost of an asset.

Where an impairment loss on a revalued asset is identified, this is recognised against the revaluation surplus in respect of the same class of asset to the extent that the impairment loss does not exceed the amount in the revaluation surplus for that class of asset.

Reversal indicators are considered in subsequent periods for all assets which have suffered an impairment loss.

(h) Cash and cash equivalents

Cash and cash equivalents comprises cash on hand, demand deposits and short-term investments which are readily convertible to known amounts of cash and which are subject to an insignificant risk of change in value.

(i) Trade and other payables

Accounts payable and other payables represent the liability outstanding at the end of the reporting period for goods and services received by the Board during the reporting period that remain unpaid. The balance is recognised as a current liability with the amounts normally paid within 30 days of recognition of the liability.

Notes to the Financial Statements

For the Year Ended 30 June 2021

2 Summary of Significant Accounting Policies

(j) Trade and other receivables

These include amounts due from owner councils for capital contributions, the ATO and accrued interest on deposits in financial institutions. Receivables expected to be collected within 12 months of the end of the reporting period are classified as current assets. All other receivables are initially recognised at fair value and subsequently measured at amortised cost using the effective interest method, less any provision for expected credit losses.

(k) Employee benefits

Provision is made for the Board's liability for employee benefits arising from services rendered by employees to the end of the reporting period. Employee benefits that are expected to be wholly settled within one year have been measured at the amounts expected to be paid when the liability is settled.

Employee benefits expected to be settled more than one year after the end of the reporting period have been measured at the present value of the estimated future cash outflows to be made for those benefits. In determining the liability, consideration is given to employee wage increases and the probability that the employee may satisfy vesting requirements. Cashflows are discounted using market yields on high quality corporate bond rates, with terms to maturity that match the expected timing of cashflows. Changes in the measurement of the liability are recognised in profit or loss.

No accrual is made for sick leave. The Board does not make payment for untaken sick leave.

Superannuation

All superannuation schemes to which the Board makes contributions on behalf of employees 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 Board.

(l) Adoption of new and revised accounting standards

The Board has adopted all standards which became effective for the first time at 30 June 2021, the adoption of these standards has not caused any material adjustments to the reported financial position, performance or cash flow of the Board.

(m) Economic dependence

Brown Hill and Keswick Creeks Stormwater Board is dependent on its constituent councils and other funding bodies for the majority of its revenue used to achieve its objectives. At the date of this report, the Board believe that the Member Councils and other bodies will continue to support the Board.

3 Critical Accounting Estimates and Judgments

The Board makes estimates and judgements during the preparation of these financial statements regarding assumptions about current and future events affecting transactions and balances.

These estimates and judgements are based on the best information available at the time of preparing the financial statements, however as additional information is known then the actual results may differ from the estimates.

The significant estimates and judgements made have been described below.

BROWN HILL & KESWICK CREEKS STORM WATER BOARD

Notes to the Financial Statements

For the Year Ended 30 June 2021

3 Critical Accounting Estimates and Judgments

Key estimates - impairment of property, plant and equipment

The Board assesses impairment at the end of each reporting period by evaluating conditions specific to the Board that may be indicative of impairment triggers. Recoverable amounts of relevant assets are reassessed using value-in-use calculations which incorporate various key assumptions.

Key estimates – fair valuation of stormwater infrastructure and land improvements

In determining fair values for stormwater infrastructure there is no known market for these assets, and they have been independently valued at depreciated current replacement cost. For further information relating to the estimates made in determining fair value refer to note 8(b)

Key estimates - receivables

The receivables at reporting date have been reviewed to determine whether there is any objective evidence that any of the receivables are impaired. An impairment provision is included for any receivable where the entire balance is not considered collectible. The impairment provision is based on the best information at the reporting date.

4 Income

	2021	2020
	\$	\$
Operating Contributions		
- City of Mitcham	94,401	77,731
- City of Burnside	94,401	77,731
- City of West Torrens	94,401	77,731
- The Corporation of the City of Adelaide	94,401	77,731
- The Corporation of the City of Unley	94,401	77,731
- Total Operating Contributions	472,005	388,655
Other Income		
- Bank Interest	25,483	24,737
- Total Other Income	25,483	24,737
Capital Funding / Grants		
- Stormwater Management Authority	6,821,233	1,696,766
- NRM Water Sustainability Grant	165,000	65,000
- Gifted Infrastructure - Glenside Park	2,890,522	-
- Total Capital Funding / Grants	9,876,755	1,761,766
Total Income	10,374,243	2,175,158

In accordance with the Charter of the Brown Hill and Keswick Creeks Stormwater Board Schedule 1, operating contributions are received equally from each of the constituent councils at an agreed rate. The total value of operating contributions to be received is agreed in the annual budget prepared by the Board.

BROWN HILL & KESWICK CREEKS STORM WATER BOARD

Notes to the Financial Statements

For the Year Ended 30 June 2021

5 Expenses

	2021 \$	2020 \$
Employee Costs		
Salaries and Wages - Board	82,000	83,500
Salaries and Wages - Employee	178,184	162,282
Superannuation contributions	23,952	22,947
Workers compensation	1,482	1,561
Total Employee Costs	285,618	270,290
Materials, Contracts & Other Expenses		
Prescribed Expenses - Audit Remuneration	5,000	5,000
Administration	13,245	16,788
Asset Maintenance, Management & Valuation	15,530	-
Business Case & Delivery Strategy	72,787	-
Entertainment & Catering	443	4,400
Contractor & Consultant Services	2,250	19,160
Human Resources	550	-
Insurance - Mutual Liability Scheme	33,321	43,458
IT Expenses	3,115	3,671
Legal Expenses	12,630	10,031
Professional Services	21,955	48,788
Other Expenses	17,248	-
Sundry	776	335
Total Materials, Contracts & Other Expenses	198,850	151,631
Depreciation		
Depreciation - Office Equipment	-	2,313
Depreciation - Hawthorn Reserve Creek Upgrade	33,346	34,333
Depreciation – Everard Park	28,811	-
Total Depreciation	62,157	36,646
Finance Costs		
Bank Fees	238	161
Interest Expense	55	37
Total Finance Costs	293	198
Total Expenses	546,918	458,765

BROWN HILL & KESWICK CREEKS STORM WATER BOARD

Notes to the Financial Statements

For the Year Ended 30 June 2021

6 Cash and Cash Equivalents

	2021	2020
	\$	\$
Cash at bank and in hand	12,135,273	5,002,849
	<u>12,135,273</u>	<u>5,002,849</u>

As at 30 June 2021, cash held includes an amount of \$7,235,798 (2020: \$3,416,019) which is restricted for the purpose of approved capital development projects.

7 Trade and Other Receivables

CURRENT

Trade receivables	104,500	71,500
GST receivable	166,319	253,622
	<u>270,819</u>	<u>325,122</u>

The carrying value of trade receivables is considered a reasonable approximation of fair value due to the short-term nature of the balances.

The maximum exposure to credit risk at the reporting date is the fair value of each class of receivable in the financial statements.

8 Property, plant and equipment

Capital Works in Progress

South Park Lands – Parks 16 and 20	4,764,314	829,633
Upper Brown Hill Creek - Area 1 Creek Works	-	2,243,546
Upper Brown Hill Creek - Area 1 Land Acquisition	-	349,276
Upper Brown Hill Creek - Area 3 Millswood	14,212	8,500
Reference Design – Capital	138,114	7,300

Total Capital Works in Progress	4,916,640	3,438,255
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Infrastructure and Land Improvements

Hawthorn Reserve Creek Upgrade	3,006,297	3,006,297
Accumulated Depreciation – Hawthorn Reserve Creek Upgrade	(33,346)	(34,333)
Upper Brown Hill Creek Area 1, Everard Park	2,883,081	-
Accumulated Depreciation – Everard Park	(28,811)	-
Glenside	2,890,522	-

Total Infrastructure and Land Improvements	8,717,743	2,971,964
---	------------------	------------------

Office Equipment

At cost	4,493	4,493
Accumulated depreciation	(4,493)	(4,493)

Total Office Equipment	-	-
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Total Property, Plant and Equipment	13,634,383	6,410,219
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Notes to the Financial Statements

For the Year Ended 30 June 2021

8 Property, plant and equipment

(a) Movements in carrying amounts of property, plant and equipment

Movement in the carrying amounts for each class of property, plant and equipment between the beginning and the end of the current financial year:

	Capital Works in Progress \$	Infrastructure and Land Improvements \$	Office Equipment \$	Total \$
Year ended 30 June 2021				
Balance at the beginning of year	3,438,255	2,971,964	-	6,410,219
Additions	4,116,322	2,890,522	-	7,006,844
Transfers	(2,637,937)	2,637,937	-	-
Revaluation	-	279,477	-	279,477
Depreciation Expense	-	(62,157)	-	(62,157)
Balance at the end of the year	4,916,640	8,717,743	-	13,634,383

In line with the Board's capitalisation policy a valuation of completed infrastructure and land improvements has been undertaken as at 30 June 2021. The valuation has been undertaken by Tina-James Freeman, Asset Consultant at Tonkin, FIEAust CPEng. Refer to note 8(b) for additional information on fair value determination of stormwater infrastructure.

	Capital Works in Progress \$	Infrastructure and Land Improvements \$	Office Equipment \$	Total \$
Year ended 30 June 2020				
Balance at the beginning of year	3,206,880	-	2,313	3,209,193
Additions	3,237,672	-	-	3,237,672
Transfers	(3,006,297)	3,006,297	-	-
Depreciation Expense	-	(34,333)	(2,313)	(36,646)
Balance at the end of the year	3,438,255	2,971,964	-	6,410,219

Notes to the Financial Statements

For the Year Ended 30 June 2021

8 Property, plant and equipment

(b) Fair Value Determination

Infrastructure and land improvements are carried at fair value. 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).

In determining fair values for infrastructure and land improvements there is no known market for these assets, and they 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, or on industry construction guides where these are more appropriate; and
- 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 the Board.

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. Accordingly, the fair value of all assets within the infrastructure and land improvements class are considered Level 3 in the fair value hierarchy.

9 Trade and Other Payables

	2021	2020
	\$	\$
CURRENT		
Trade payables	108,646	1,556,813
Credit Card	(79)	366
PAYG Payable	4,256	4,576
Superannuation Payable	6,765	5,800
Wages Payable	(2,534)	632
	117,054	1,568,187

Trade and other payables are unsecured, non-interest bearing and are normally settled within 30 days. The carrying value of trade and other payables is considered a reasonable approximation of fair value due to the short-term nature of the balances.

BROWN HILL & KESWICK CREEKS STORM WATER BOARD

Notes to the Financial Statements

For the Year Ended 30 June 2021

10 Employee Benefits

	2021 \$	2020 \$
CURRENT		
Provision for employee benefits	18,791	10,739
	18,791	10,739

11 Capital Contributions of Constituent Councils

Contributions by Owners

City of Mitcham	1,386,991	823,134
City of Burnside	1,664,389	987,761
City of West Torrens	6,796,254	4,033,358
The Corporation of the City of Adelaide	1,109,593	658,508
Corporation of the City of Unley	2,912,680	1,728,582

Total Contributions by Owners

13,869,907	8,231,343
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City of Mitcham Movement Table

Opening balance	823,134	592,928
Contributions	563,857	230,206

Closing balance

1,386,991	823,134
------------------	----------------

City of Burnside Movement Table

Opening balance	987,761	711,513
Contributions	676,628	276,248

Closing balance

1,664,389	987,761
------------------	----------------

City of West Torrens Movement Table

Opening balance	4,033,358	2,905,346
Contributions	2,762,896	1,128,012

Closing balance

6,796,254	4,033,358
------------------	------------------

The Corporation of the City of Adelaide Movement Table

Opening balance	658,508	474,343
Contributions	451,085	184,165

Closing balance

1,109,593	658,508
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Corporation of the City of Unley Movement Table

Opening balance	1,728,582	1,245,149
Contributions	1,184,098	483,433

Closing balance

2,912,680	1,728,582
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Capital contributions of Constituent Councils are payments received for investing in infrastructure. The rates of contributions are agreed in the Charter of the Board.

BROWN HILL & KESWICK CREEKS STORM WATER BOARD

Notes to the Financial Statements

For the Year Ended 30 June 2021

12 Cash Flow Information

(a) Reconciliation of result for the year to cashflows from operating activities

Reconciliation of net income to net cash provided by operating activities:

	2021	2020
	\$	\$
Surplus for the year	9,827,325	1,716,394
Cash flows excluded from profit attributable to operating activities		
- Capital funding / grants	(9,876,755)	(1,761,767)
Non-cash flows in surplus:		
- depreciation	62,157	36,646
Changes in assets and liabilities:		
- (increase)/decrease in trade and other receivables	54,303	1,699,051
- increase/(decrease) in trade and other payables	(171,860)	150,288
- increase/(decrease) in employee benefits	8,052	4,239
Cashflows from operations	<u>(96,778)</u>	<u>1,844,850</u>

13 Financial Risk Management

The Board is exposed to a variety of financial risks through its use of financial instruments. The most significant financial risks to which the Board is exposed to are described below:

Specific risks

- Liquidity risk
- Credit risk

Financial instruments used

The principal categories of financial instrument used by the Board are:

- Trade receivables
- Cash at bank
- Trade and other payables

Objectives, policies and processes

The Board of Directors have overall responsibility for the establishment of the Board's financial risk management framework. This includes the development of policies covering financial governance and the identification and management of financial risk in accordance with the Board's risk management policy.

Details of significant accounting policies and methods adopted including the criteria for the recognition, the basis of measurement and the basis on which income and expenses are recognised with respect to each class of financial

BROWN HILL & KESWICK CREEKS STORM WATER BOARD

Notes to the Financial Statements

For the Year Ended 30 June 2021

13 Financial Risk Management

Objectives, policies and processes

asset, financial liability and equity instruments are disclosed in Note 2 Summary of Significant Accounting Policies.

Mitigation strategies for specific risks faced are described below:

Liquidity risk

Liquidity risk arises from the Board's management of working capital. It is the risk that the Board will encounter difficulty in meeting its financial obligations as they fall due.

The Board manages this risk by preparing and monitoring budgets, only investing surplus cash with major financial institutions and proactively monitoring the recovery of unpaid debts.

At the reporting date, the Board has sufficient liquid resources to meet its obligations under all reasonably expected circumstances. The following table depicts the categorisation of financial instruments held by the Board, noting that due to the nature of the balances held, carrying value is equal to fair value:

	2021 \$	2020 \$
Financial assets		
Held at amortised cost		
Cash and cash equivalents	12,135,273	5,002,849
Trade and other receivables	270,819	325,122
Total financial assets	12,406,092	5,327,971
Financial liabilities		
Held at amortised cost		
Trade and other payables	117,054	1,568,187
Total financial liabilities	117,054	1,568,187

The table below reflects the undiscounted contractual maturity analysis for financial liabilities:

	Weighted average		Within 1 Year		1 to 5 Years	
	Interest rate 2021 %	2020 %	2021 \$	2020 \$	2021 \$	2020 \$
Financial liabilities due for payment						
Trade and other payables (excluding estimated annual leave)	-	-	117,054	1,568,187	-	-
			Over 5 Years		Total	
			2021 \$	2020 \$	2021 \$	2020 \$
Financial liabilities due for payment						
Trade and other payables (excluding estimated annual leave)	-	-	-	-	117,054	1,568,187

The timing of expected outflows is not expected to be materially different from contracted cashflows.

BROWN HILL & KESWICK CREEKS STORM WATER BOARD

Notes to the Financial Statements

For the Year Ended 30 June 2021

13 Financial Risk Management

Credit risk

Credit risk refers to the risk that a counterparty will default on its contractual obligations resulting in a financial loss to the Board.

Credit risk arises from cash and cash equivalents, deposits with banks and financial institutions, as well as credit exposure to customers, including outstanding receivables and committed transactions.

The credit risk for liquid funds and other short-term financial assets is considered negligible, since the counterparties are reputable banks with high quality external credit ratings.

Credit risk is managed through maintaining procedures to regularly monitor the financial stability of customers and counterparties. There is no collateral held by the Board securing trade and other receivables.

14 Contingent Liabilities and Contingent Assets

In the opinion of the Directors, the Board is unaware of any liability, contingent or otherwise, which has not already been recorded elsewhere in this financial report at 30 June 2021 (30 June 2020:None).

15 Commitments for Expenditure

(a) Capital Commitments

Contracted Commitments

South Park Lands

Procure Project Management	-	280,107
Tonkin Design Contract	-	7,997
Wetland Construction	6,414,058	-

6,414,058	288,104
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Upper Brown Hill Creek - Area 1

Beltrame Construction Contract	-	763,585
Inside Infrastructure Project Management Contract	-	76,492
	-	840,077

Upper Brown Hill Creek - Area 3 Millswood

Project Management	11,287	-
Engineering	85,460	-
	96,747	-

Reference Design

Engineering Services	466,420	-
Consultant Services	258,573	-

724,993

Total Contracted Commitments

7,235,798	1,128,181
------------------	------------------

All contracted commitments noted above are expected to be paid within the next twelve months.

BROWN HILL & KESWICK CREEKS STORM WATER BOARD

Notes to the Financial Statements

For the Year Ended 30 June 2021

16 Events Occurring After the Reporting Date

No matters or circumstances have arisen since the end of the financial year which significantly affected or may significantly affect the operations of the Board, the results of those operations, or the state of affairs of the Board in future financial years.

17 Related Parties

Key management personnel of the Board include the Project Director and members of the Board appointed under section 112 of the Local Government Act 1999.

Payments made to key management personnel were as follows:

Salaries and Wages for the year ending 30 June 2021 is \$252,132 (2020: 245,782)

Other related parties include close family members of key management personnel and entities that are controlled or significantly influenced by those key management personnel or their close family members. There were no transactions with other related parties for the year ending 30 June 2021 (2020: Nil).

18 Statutory Information

The registered office and principal place of business of the Board is:

Brown Hill & Keswick Creeks Stormwater Board
PO Box 124 Unley SA 5061

BROWN HILL & KESWICK CREEKS STORM WATER BOARD

CERTIFICATION OF FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2021

In the opinion of the committee, the Financial Statements comprising of the Statement of Financial Performance, Statement of Financial Position, Statement of Changes in Members' Funds, Statement of Cash Flows and Notes to the Financial Statements:

1. Presents a true and fair view of the financial position of Brown Hill and Keswick Creeks Stormwater Board as at 30 June 2021 and its performance for the year ended on that date in accordance with Accounting Standards and other mandatory professional reporting requirements.
2. At the date of this statement, there are reasonable grounds to believe that Brown Hill and Keswick Creeks Stormwater Board will be able to pay its debts as and when they fall due.

The Board is responsible for the reliability, accuracy and completeness of the accounting records and the disclosure of all material and relevant information.

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

Judy Choate

Judy Choate (Sep 14, 2021 18:14 GMT+9.5)

Name: Judith Choate
Position: Chairperson

Date: Sep 14, 2021 September 2021

G. T. Vogt

G. T. Vogt. (Sep 14, 2021 16:14 GMT+9.5)

Name: G T Vogt
Position: Board Member

Date: Sep 14, 2021 September 2021

BROWN HILL & KESWICK CREEKS STORM WATER BOARD

**ANNUAL FINANCIAL STATEMENTS FOR THE
YEAR ENDED 30 JUNE 2020**

CERTIFICATION OF AUDITOR INDEPENDENCE

To the best of our knowledge and belief, we confirm that, for the purpose of the audit of Brown Hill and Keswick creeks Stormwater Board for the year ended 30 June 2021, the Board's Auditor, Galpins has maintained its independence in accordance with the requirements of the *Local Government Act 1999* and the *Local Government (Financial Management) Regulations 2011* made under that Act.

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

Judy Choate

Judy Choate (Sep 14, 2021 18:14 GMT+9.5)

Name: Judith Choate
Position: Chairperson

Date: Sep 14, 2021 September 2021

G. T. Vogt

G. T. Vogt. (Sep 14, 2021 16:14 GMT+9.5)

Name: G T Vogt
Position: Board Member

Date: Sep 14, 2021 September 2021


3 FY21 Financial Statements


Final Audit Report


2021-09-14


Created:	2021-09-14
By:	Peta Mantzarapis (peta.mantzarapis@bhkcstormwater.com.au)
Status:	Signed
Transaction ID:	CBJCHBCAABAA5vn7UpqQejuf8twZCfkTKeKCPQqA98X7


"3 FY21 Financial Statements" History


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PO Box 124 Unley SA 5061

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General Purpose Financial Statements

Year ended 30 June 2021



General Purpose Financial Statements

for the year ended 30 June 2021

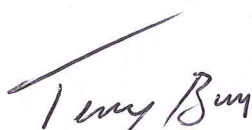
Council Certificate

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 2021 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 Buss PSM
Chief Executive Officer

13 October 2021



Michael Coxon
Mayor

13 October 2021

General Purpose Financial Statements

for the year ended 30 June 2021

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 2020.

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 2021

\$ '000	Notes	2021	2020
Income			
Rates	2a	61,244	60,270
Statutory Charges	2b	2,110	2,052
User Charges	2c	1,400	1,447
Grants, Subsidies and Contributions	2g	3,819	4,026
Investment Income	2d	295	133
Reimbursements	2e	326	344
Other income	2f	181	393
Net Gain - Equity Accounted Council Businesses	19(a)	4,952	841
Total Income		74,327	69,506
Expenses			
Employee costs	3a	22,591	23,193
Materials, Contracts and Other Expenses	3b	24,983	25,118
Depreciation, Amortisation and Impairment	3c	16,053	14,823
Finance Costs	3d	1,056	852
Total Expenses		64,683	63,986
Operating Surplus / (Deficit)		9,644	5,520
Physical Resources Received Free of Charge	2i	—	2,021
Asset Disposal & Fair Value Adjustments	4	178	(20)
Amounts Received Specifically for New or Upgraded Assets	2g	460	2,120
Net Surplus / (Deficit)		10,282	9,641
Other Comprehensive Income			
Amounts which will not be reclassified subsequently to operating result			
Changes in Revaluation Surplus - I,PP&E	9a	(2,813)	1,413
Impairment (Expense) / Recoupments Offset to Asset Revaluation Reserve	9a	—	(976)
Total Amounts which will not be reclassified subsequently to operating result		(2,813)	437
Total Other Comprehensive Income		(2,813)	437
Total Comprehensive Income		7,469	10,078

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

Statement of Financial Position

as at 30 June 2021

\$ '000	Notes	2021	2020
ASSETS			
Current assets			
Cash & Cash Equivalent Assets	5a	10,681	12,155
Trade & Other Receivables	5b	5,485	4,327
Other Financial Assets (Investments)	5c	1,684	1,500
Inventories	5d	18	14
Non-Current Assets Held for Sale	20	3,600	3,600
Total current assets		21,468	21,596
Non-current assets			
Equity Accounted Investments in Council Businesses	6a	12,693	4,978
Other Non-Current Assets	6b	9,374	10,692
Infrastructure, Property, Plant & Equipment	7a(i)	790,794	786,749
Total non-current assets		812,861	802,419
TOTAL ASSETS		834,329	824,015
LIABILITIES			
Current Liabilities			
Trade & Other Payables	8a	4,685	5,392
Borrowings	8b	1,782	1,166
Provisions	8c	5,140	4,830
Other Current Liabilities	8d	6,351	–
Total Current Liabilities		17,958	11,388
Non-Current Liabilities			
Borrowings	8b	33,906	35,644
Provisions	8c	266	253
Other Non-Current Liabilities	8d	–	2,000
Total Non-Current Liabilities		34,172	37,897
TOTAL LIABILITIES		52,130	49,285
Net Assets		782,199	774,730
EQUITY			
Accumulated surplus		121,199	118,576
Asset revaluation reserves	9a	637,692	640,505
Other reserves	9b	23,308	15,649
Total Council Equity		782,199	774,730
Total Equity		782,199	774,730

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

Statement of Changes in Equity

for the year ended 30 June 2021

\$ '000	Notes	Accumulated surplus	Asset revaluation reserve	Other reserves	Total equity
2021					
Balance at the end of previous reporting period		118,576	640,505	15,649	774,730
Net Surplus / (Deficit) for Year		10,282	—	—	10,282
Other Comprehensive Income					
- Share of OCI - Equity Accounted Council Businesses		—	—	—	—
- Other Movements (Rounding Adjustment)		—	—	—	—
- Gain (Loss) on Revaluation of I,PP&E	7a	—	(2,813)	—	(2,813)
- IPP&E Impairment (Expense) / Recoupments Offset to ARR	7a	—	—	—	—
Other comprehensive income		—	(2,813)	—	(2,813)
Total comprehensive income		10,282	(2,813)	—	7,469
Transfers between Reserves		(7,659)	—	7,659	—
Balance at the end of period		121,199	637,692	23,308	782,199
2020					
Balance at the end of previous reporting period		107,245	640,068	17,339	764,652
Net Surplus / (Deficit) for Year		9,641	—	—	9,641
Other Comprehensive Income					
- Share of OCI - Equity Accounted Council Businesses		—	—	—	—
- Other Movements (Rounding Adjustment)		—	—	—	—
- Gain (Loss) on Revaluation of I,PP&E	7a	—	1,413	—	1,413
- IPP&E Impairment (Expense) / Recoupments Offset to ARR	7a	—	(976)	—	(976)
Other comprehensive income		—	437	—	437
Total comprehensive income		9,641	437	—	10,078
Transfers between Reserves		1,690	—	(1,690)	—
Balance at the end of period		118,576	640,505	15,649	774,730

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

Statement of Cash Flows

for the year ended 30 June 2021

\$ '000	Notes	2021	2020
Cash flows from operating activities			
<u>Receipts</u>			
Rates Receipts		61,655	59,538
Statutory Charges		2,310	2,059
User Charges		1,501	1,562
Grants, Subsidies and Contributions (operating purpose)		3,995	4,249
Investment Receipts		295	133
Reimbursements		358	378
Other Receipts		2,865	5,074
<u>Payments</u>			
Payments to Employees		(22,209)	(22,481)
Payments for Materials, Contracts & Other Expenses		(26,163)	(28,282)
Finance Payments		(1,056)	(852)
Net cash provided by (or used in) Operating Activities	11b	<u>23,551</u>	<u>21,378</u>
Cash flows from investing activities			
Amounts Received Specifically for New/Upgraded Assets		460	2,120
Sale of Replaced Assets		1,560	824
Repayments of Loans by Community Groups		–	147
Distributions Received from Equity Accounted Council Businesses		4,952	841
<u>Payments</u>			
Expenditure on Renewal/Replacement of Assets		(12,432)	(17,321)
Expenditure on New/Upgraded Assets		(10,498)	(9,511)
Net Purchase of Investment Securities		(184)	(86)
Capital contributed to Equity Accounted Council Businesses		(7,715)	(3,014)
Net cash provided (or used in) investing activities		<u>(23,857)</u>	<u>(26,000)</u>
Cash flows from financing activities			
<u>Receipts</u>			
Proceeds from Borrowings		14,004	13,555
<u>Payments</u>			
Repayments of Borrowings		–	(640)
Repayment of Lease Liabilities		(15,171)	(293)
Repayment of Bonds & Deposits		(1)	(48)
Net Cash provided by (or used in) Financing Activities		<u>(1,168)</u>	<u>12,574</u>
Net Increase (Decrease) in Cash Held		<u>(1,474)</u>	<u>7,952</u>
plus: Cash & Cash Equivalents at beginning of period		12,155	4,203
Cash and cash equivalents held at end of period	11a	<u>10,681</u>	<u>12,155</u>
Additional Information:			
plus: Investments on hand – end of year	6b	1,684	1,500
Total Cash, Cash Equivalents & Investments		<u>12,365</u>	<u>13,655</u>

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

Notes to the Financial Statements

for the year ended 30 June 2021

Note 1. Summary of Significant Accounting Policies

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

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

(1) Basis of Preparation

1.1 Compliance with Australian Accounting Standards

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

The financial report was authorised for issue by certificate under regulation 14 of the *Local Government (Financial Management) Regulations 2011* dated 02 November 2021

1.2 Critical Accounting Estimates

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

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

1.3 Estimates and assumptions

The COVID-19 pandemic has impacted the 2020/21 financial statements, which may impact on the comparability of some line items and amounts reported in these financial statements and/or the notes. The financial impacts are a direct result of either Council's response to the pandemic or due to mandatory shutdowns as directed by the Australian Government and the advice from the Australian Government Department of Health and SA Health.

Examples include:

1. Income from Community Centres reduced due to inability to hold group events.
2. Fines and Interest payments on late payments of rates have been waived during .

COVID-19 is not expected to have a significant financial impact on Council operations with the Council working to [reduce discretionary expenditure in the short term to help mitigate the effect of the reduced revenue and increased costs]. It is expected further financial impacts will flow into the 2021/22 financial year but these have been largely taken into account during the development of the budget process for 2021/22 including, but not limited to a minimal rate increase and increased costs of income recovery. The budget assumptions for 2021/22 assume that no further harsher restrictions are put in place by the government. However, Council has determined that there is no material uncertainty that casts doubt on Council's ability to continue as a going concern.

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. 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

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

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

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

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

	Cash Payment Received	Annual Allocation	Difference
2017/18	\$2,655,441	\$991,628	+1,663,813
2018/19	\$1,623,252	\$2,174,183	- \$550,931
2019/20	\$1,950,066	\$1,904,919	+\$45,147
2020/21	\$2,329,087	\$1,274,249	+\$1,054,838

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.

Construction Contracts

Construction works undertaken by Council for third parties are generally on an agency basis where the third party reimburses Council for actual costs incurred, and usually do not extend beyond the reporting period. Reimbursements not received are recognised as receivables and reimbursements received in advance are recognised as "payments received in advance".

For works undertaken on a fixed price contract basis, revenues are recognised over time using the input method, with costs incurred compared to total expected costs used as a measure of progress. When it is probable that total contract costs will exceed total contract revenue, the expected loss is recognised as an expense immediately.

(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, except for trade receivables from a contract with a customer, which are measured at the transaction price. A detailed statement of the accounting policies applied to financial instruments forms part of Note 13.

(5) Inventories

Inventories held in respect of stores have been valued by using the weighted average cost on a continual basis, after adjustment for loss of service potential.

(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	\$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. Significant uncertainties exist in the estimation of fair value of a number of asset classes including land, buildings and associated structures and infrastructure. Further detail of these uncertainties, and of existing valuations, methods and valuers are provided at Note 7.

6.4 Depreciation of Non-Current Assets

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

Depreciation methods, useful lives and residual values of classes of assets are reviewed annually.

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 & 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

Artworks	80 to 100 years
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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). Assets whose future economic benefits are not dependent on the ability to generate cash flows, and where the future economic benefits would be replaced if Council were deprived thereof, are not subject to impairment testing.

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

Where an asset that has been revalued is subsequently impaired, the impairment is first offset against such 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.

(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 0.1% (2020, 0.1%)

Where an Award has a payout clause on termination there has been an accrual made for personal leave using government guaranteed securities rates. Where there is no payout clause on termination 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. Details of the accounting policies applied and Council's involvement with the schemes are reported in Note 18.

(10) Leases

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

10.1 Council as a lessee

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

i) Right-of-Use-Assets

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

Plant and equipment	3 to 5 years
Land	0 to 48 years

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

ii) Lease Liabilities

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

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

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

(11) Equity Accounted Council Businesses

Council participates in cooperative arrangements with other Councils for the provision of services and facilities. Council's interests in cooperative arrangements, 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.
- 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

The Council applied for the first-time certain standards and amendments, which are effective for annual periods beginning on or after 1 January 2020. New standards and amendments relevant to the Council are listed below. The Council has not early adopted any other standard, interpretation or amendment that has been issued but is not yet effective.

Amendments to AASB 101 and AASB 108 Definition of Material

The amendments provide a new definition of material that states, "information is material if omitting, misstating or obscuring it could reasonably be expected to influence decisions that the primary users of general purpose financial statements make on the basis of those financial statements, which provide financial information about a specific reporting entity." The amendments clarify that materiality will depend on the nature or magnitude of information, either individually or in combination with other information, in the context of the financial statements. A misstatement of information is material if it could reasonably be expected to influence decisions made by the primary users. These amendments had no impact on the financial statements of, nor is there expected to be any future impact to the Council.

Amendments to AASB 16 Covid-19 Related Rent Concessions

In 2020, the AASB issued AASB 2020-4, Amendments to AASs - Covid-19-Related Rent Concessions. The amendments provide relief to lessees from applying AASB 16 guidance on lease modification accounting for rent concessions arising as a direct consequence of the Covid-19 pandemic. As a practical expedient, a lessee may elect not to assess whether a Covid-19 related rent concession from a lessor is a lease modification. A lessee that makes this election accounts for any change in lease payments resulting from the Covid-19 related rent concession the same way it would account for the change under IFRS 16, if the change were not a lease modification. The amendment applies to annual reporting periods beginning on or after 1 June 2020. This amendment had no impact on the consolidated financial statements of the Group.

Standards issued by the AASB not yet effective

The AASB has issued Australian Accounting Standards and Interpretations which are not effective at 30 June 2021, these standards have not been adopted by Council and will be included in the financial statements on their effective date. Where the standard is expected to have a significant impact for Council then further information has been provided in this note.

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

Effective for NFP annual reporting periods beginning on or after 1 January 2022

- AASB 2020-3 Amendments to Australian Accounting Standards - Annual Improvements 2018-2020 and Other Amendments
- AASB 2014-10 Sale or Contribution of Assets between an Investor and its Associate or Joint Venture (amended by AASB 2015-10 and AASB 2017-5)

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

- AASB 2020-1 Amendments to Australian Accounting Standards – Classification of Liabilities as Current or Non-Current and associated standards.

(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 the Financial Statements

for the year ended 30 June 2021

Note 2. Income

\$ '000	2021	2020
(a) Rates		
General Rates		
General Rates	60,603	59,496
Less: Mandatory Rebates	(965)	(910)
Less: Discretionary Rebates, Remissions & Write Offs	(119)	(75)
Total General Rates	59,519	58,511
Other Rates (Including Service Charges)		
Natural Resource Management Levy	1,583	1,558
Total Other Rates (Including Service Charges)	1,583	1,558
Other Charges		
Penalties for Late Payment	136	120
Legal & Other Costs Recovered	24	98
Total Other Charges	160	218
Less: Discretionary Rebates, Remissions & Write Offs	(18)	(17)
Total Rates	61,244	60,270
(b) Statutory Charges		
Development Act Fees	863	706
Animal Registration Fees & Fines	352	350
Parking Fines / Expiation Fees	815	896
Environmental Control Fines	4	12
Other Licences, Fees & Fines	45	48
Sundry	31	40
Total Statutory Charges	2,110	2,052
(c) User Charges		
Hall & Equipment Hire	224	193
Property Lease	850	896
Subsidies Received on Behalf of Users	5	1
Waste royalties	60	66
Employee Contributions	132	142
Home Assistance	94	98
Sundry	35	51
Total User Charges	1,400	1,447

Note 2. Income (continued)

\$ '000	2021	2020
(d) Investment Income		
Interest on Investments		
- Local Government Finance Authority	69	76
- Banks & Other	–	24
Market movement on investments	161	(44)
Dividend income including franking credits	65	77
<u>Total Investment Income</u>	<u>295</u>	<u>133</u>

(e) Reimbursements

Roadworks	–	2
Private Works	106	71
Electricity & Gas	107	124
Insurance	5	17
Rates & Taxes	96	116
Employee Costs	11	4
Other	1	10
<u>Total Reimbursements</u>	<u>326</u>	<u>344</u>

(f) Other income

Insurance & Other Recoupments - Infrastructure, IPP&E	7	29
Rebates Received	87	100
Fuel Tax Credits	38	34
Mendelson Scholarships	20	20
Sundry	29	210
<u>Total Other income</u>	<u>181</u>	<u>393</u>

(g) Grants, Subsidies, Contributions

Amounts Received Specifically for New or Upgraded Assets	460	2,120
Total Amounts Received Specifically for New or Upgraded Assets	<u>460</u>	<u>2,120</u>
Other Grants, Subsidies and Contributions	946	1,167
Untied - Financial Assistance Grant	1,276	1,283
Roads to Recovery	617	617
Home and Community Care Grant	526	518
Library and Communications	454	441
Total Other Grants, Subsidies and Contributions	<u>3,819</u>	<u>4,026</u>
<u>Total Grants, Subsidies, Contributions</u>	<u>4,279</u>	<u>6,146</u>

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

\$ '000	2021	2020
(i) Sources of grants		
Commonwealth Government	1,143	3,085
State Government	3,050	3,023
Other	86	38
Total	4,279	6,146

(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	1,269	2,271
Less:		
<i>Expended during the current period from revenues recognised in previous reporting periods</i>		
Other Environment	(40)	—
Parks & Gardens	—	(577)
Roads Sealed	(656)	(1,063)
Other Community Amenities	(573)	(631)
Subtotal	(1,269)	(2,271)
Plus:		
<i>Amounts recognised as revenues in this reporting period but not yet expended in accordance with the conditions</i>		
Roads Sealed	398	656
Other Community Amenities	657	573
Other Environment	—	40
Subtotal	1,055	1,269
Unexpended at the close of this reporting period	1,055	1,269
Net increase (decrease) in assets subject to conditions in the current reporting period	(214)	(1,002)

(i) Physical Resources Received Free of Charge

Land & Improvements	—	2,021
Total Physical Resources Received Free of Charge	—	2,021

Notes to the Financial Statements

for the year ended 30 June 2021

Note 3. Expenses

\$ '000	Notes	2021	2020
(a) Employee costs			
Salaries and Wages		20,055	20,784
Employee Leave Expense		904	555
Superannuation - Defined Contribution Plan Contributions	18	1,851	1,876
Workers' Compensation Insurance		568	543
Other Employee Related Costs		343	563
Less: Capitalised and Distributed Costs		(1,130)	(1,128)
Total Operating Employee Costs		22,591	23,193
Total Number of Employees (full time equivalent at end of reporting period)		216	225
(b) Materials, Contracts and Other Expenses			
(i) Prescribed Expenses			
Auditor's Remuneration			
- Auditing the Financial Reports		26	26
Bad and Doubtful Debts		1	5
Elected Members' Expenses		461	442
Subtotal - Prescribed Expenses		488	473
(ii) Other Materials, Contracts and Expenses			
Contractors		11,225	11,068
Energy		660	383
Individually Significant Items		295	309
Maintenance		416	475
Legal Expenses		235	283
Levies Paid to Government - NRM levy		1,567	1,543
Levies - Other		235	236
Parts, Accessories & Consumables		498	622
Professional Services		1,401	1,406
Materials		962	962
Insurance		870	859
Street lighting		894	964
Printing, Postage & Stationery		308	368
Advertising & Marketing		153	296
Software, Licensing & Maintenance		1,141	1,203
Water Rates		719	825
Memberships & Subscriptions		274	246
Partnership and Community Grants		379	349
Sundry		2,263	2,248
Subtotal - Other Material, Contracts & Expenses		24,495	24,645
Total Materials, Contracts and Other Expenses		24,983	25,118
(iii) Individually significant items			
Library Resources		295	309

\$ '000	2021	2020
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(c) Depreciation, Amortisation and Impairment

(i) Depreciation and Amortisation

Land Improvements	1,238	1,005
Buildings & Other Structures	2,872	2,585
Infrastructure		
- Sealed Roads	5,003	4,648
- Kerb & Guttering	1,766	1,784
- Stormwater Drainage	1,485	1,468
- Other Transport	58	65
- Footways / Cycle Tracks	1,163	1,193
- Glenelg to Adelaide Pipeline	48	50
- Bridges	137	136
Right-of-use Assets	404	411
Plant & Equipment	1,368	986
Furniture & Fittings	511	492
Subtotal	16,053	14,823
Total Depreciation, Amortisation and Impairment	16,053	14,823

(d) Finance Costs

Interest on Loans	820	610
Interest on Leased Assets	236	242
Total Finance Costs	1,056	852

Note 4. Asset Disposal & Fair Value Adjustments

\$ '000	2021	2020
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Infrastructure, Property, Plant & Equipment

(i) Assets Renewed or Directly Replaced

Proceeds from Disposal	1,560	824
Less: Carrying Amount of Assets Sold	(1,382)	(844)
Gain (Loss) on Disposal	178	(20)
Net Gain (Loss) on Disposal or Revaluation of Assets	178	(20)

Notes to the Financial Statements

for the year ended 30 June 2021

Note 5. Current Assets

\$ '000	2021	2020
(a) Cash & Cash Equivalent Assets		
Cash on Hand at Bank	1,855	2,029
Deposits at Call	8,779	10,097
Investment - Mendelson	47	29
Total Cash & Cash Equivalent Assets	10,681	12,155

(b) Trade & Other Receivables

Rates - General & Other	1,406	1,823
Council Rates Postponement Scheme	29	23
Accrued Revenues	114	45
Debtors - General	3,329	1,837
Other Levels of Government	47	42
GST Recoupment	558	552
Prepayments	2	5
Subtotal	5,485	4,327
Total Trade & Other Receivables	5,485	4,327

(c) Other Financial Assets (Investments)

Shares in Listed Companies - Mendelson Foundation	1,684	1,500
Total Other Financial Assets (Investments)	1,684	1,500

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	18	14
Total Inventories	18	14

Notes to the Financial Statements

for the year ended 30 June 2021

Note 6. Non-Current Assets

\$ '000	Notes	2021	2020
(a) Equity Accounted Investments in Council Businesses			
Brownhill Keswick Creek Stormwater Project	19	12,693	4,978
<u>Total Equity Accounted Investments in Council Businesses</u>		<u>12,693</u>	<u>4,978</u>
(b) Other Non-Current Assets			
Other			
Capital Works-in-Progress		9,374	10,692
Contract Assets		—	—
Contract Cost Assets		—	—
<u>Total Other</u>		<u>9,374</u>	<u>10,692</u>
<u>Total Other Non-Current Assets</u>		<u>9,374</u>	<u>10,692</u>

Note 7. Infrastructure, Property, Plant & Equipment

(a(i)) Infrastructure, Property, Plant & Equipment

\$ '000	Fair Value Level	as at 30/06/20				Transition adjustment - AASB 16	Asset Additions New / Upgrade
		At Fair Value	At Cost	Accumulated Depreciation	Carrying amount		
Capital Work in Progress - Buildings		—	9,788	—	9,788	—	696
Capital Work in Progress - infrastructure		—	904	—	904	—	3,064
Land - Community	3	207,240	—	—	207,240	—	—
Land - Other	2	48,970	—	—	48,970	—	—
Land Improvements	3	28,730	—	(5,442)	23,288	—	3,035
Buildings & Other Structures	2	131,092	—	(58,188)	72,904	—	—
Buildings & Other Structures	3	42,605	—	(33,819)	8,786	—	—
Infrastructure							
- Sealed Roads		255,576	(1)	(113,733)	141,842	—	439
- Kerb & Guttering		123,846	—	(16,075)	107,771	—	51
- Stormwater Drainage		137,338	—	(59,480)	77,858	—	1,876
- Other Transport		2,889	—	(382)	2,507	—	37
- Footways / Cycle Tracks		80,398	—	(15,711)	64,687	—	357
- Glenelg to Adelaide Pipeline		2,408	—	(332)	2,076	—	37
- Bridges		12,723	—	(3,767)	8,956	—	12
Right-of-Use Assets		11,117	—	—	11,117	—	—
Plant & Equipment		—	11,278	(4,834)	6,444	—	78
Furniture & Fittings		—	9,114	(6,811)	2,303	—	50
Total Infrastructure, Property, Plant & Equipment		1,084,932	20,391	(318,574)	786,749	—	5,972
Comparatives		1,045,635	32,790	(302,535)	775,890	11,528	9,956

Asset movements during the reporting period										as at 30/06/21			
Asset Additions Renewals	WDV of Asset Disposals	Depreciation Expense (Note 3c)	Impairment Loss (recognised in Equity) (Note 9)	WIP Transfers	Adjustments & Transfers	Donated assets	Tf's from/to "Held for Sale" category	Revaluation Decrements to Equity (ARR) (Note 9)	Revaluation Increments to Equity (ARR) (Note 9)	At Fair Value	At Cost	Accumulated Depreciation	Carrying amount
598	—	—	—	(5,674)	(132)	—	—	—	—	—	5,276	—	5,276
779	—	—	—	(642)	(7)	—	—	—	—	—	4,098	—	4,098
—	—	—	—	—	—	—	—	—	—	207,240	—	—	207,240
—	—	—	—	—	—	—	—	—	—	48,970	—	—	48,970
347	—	(1,238)	—	22	88	—	—	—	309	32,302	—	(6,451)	25,851
265	—	(2,733)	—	5,674	(60)	—	—	(342)	—	135,930	—	(60,222)	75,708
163	—	(139)	—	—	—	—	—	(561)	—	39,587	—	(31,338)	8,249
3,423	—	(5,003)	—	381	—	—	—	—	2,220	262,940	—	(119,638)	143,302
3,658	—	(1,766)	—	—	—	—	—	(2,827)	—	124,064	—	(17,177)	106,887
443	—	(1,485)	—	237	—	—	—	(192)	—	139,942	—	(61,205)	78,737
24	—	(58)	—	—	—	—	—	—	42	3,003	—	(451)	2,552
639	—	(1,163)	—	2	—	—	—	(1,702)	—	79,316	—	(16,496)	62,820
—	—	(48)	—	—	—	—	—	(7)	—	2,437	—	(379)	2,058
—	—	(137)	—	—	—	—	—	—	247	13,091	—	(4,013)	9,078
—	—	(404)	—	—	45	—	—	—	—	10,758	—	—	10,758
1,702	(479)	(1,368)	—	—	—	—	—	—	—	—	11,685	(5,308)	6,377
391	—	(511)	—	—	(26)	—	—	—	—	—	9,510	(7,303)	2,207
11,055	(479)	(16,053)	—	6,316	47	—	—	(5,631)	2,818	1,099,580	21,195	(329,981)	790,794
9,479	(557)	(14,823)	(976)	—	(1,263)	1,999	(3,600)	(7,279)	8,692	1,084,932	20,391	(318,574)	786,749

(b) Valuation of Infrastructure, Property, Plant & Equipment & Investment Property

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.

Other Information

At 1 July 2004 upon the transition to AIFRS, Council elected pursuant to AASB 1.D5 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 Building 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 has 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 2021. Under this valuation scenario the all-inclusive rate per square metre has been provided to comply with the requirement for Disclosure.
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 2021. 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 for CPI increases.
Roads Sealed	Formulated using Rawlinsons Australia Construction Handbook 2021 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 increases 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 2021 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.

Description	Valuation approach and inputs used
Stormwater	Formulated using Rawlinsons Australia Construction Handbook 2021 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 2021 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.

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 2019 by Mitch Ekonomopoulos, AAPI, Certified Practising Valuer, of AssetVal Pty Ltd.

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 2019 by Mitch Ekonomopoulos, AAPI, Certified Practising Valuer, of AssetVal Pty Ltd.

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 2019 by Mitch Ekonomopoulos, AAPI, Certified Practising Valuer, of AssetVal Pty Ltd.

Valuations on roads sealed assets were determined by Mr Joseph Ielasi, Dip Civil Eng, in conjunction with Ms Lisa Gilmartin, B Acc, BMgmt (Mkg), MBA, ASA. Valuations on footways and cycle tracks were determined by Mr Joseph Ielasi, Dip Civil Eng, in conjunction with Ms Lisa Gilmartin, B Acc, BMgmt (Mkg), MBA, ASA, for the year ended 30 June 2020.

Valuations on stormwater and Glenelg to Adelaide pipeline were determined by Mr Joseph Ielasi, Dip Civil Eng, in conjunction with Ms Lisa Gilmartin, B Acc, BMgmt (Mkg), MBA, ASA, for the year ended 30 June 2020. Independent valuations of bridges were determined on the 30 June 2020 by Paul Allen, B Eng, Certified Practising Engineer, of Kellogg Brown & Root. Bridges are then valued at written down replacement costs.

Plant & Equipment

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

All other Assets

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

Note 8. Liabilities

\$ '000	2021 Current	2021 Non Current	2020 Current	2020 Non Current
(a) Trade and Other Payables				
Goods & Services	3,331	—	3,954	—
Payments Received in Advance	166	—	75	—
Accrued Expenses - Employee Entitlements	709	—	650	—
Accrued Expenses - Other	427	—	660	—
Deposits, Retentions & Bonds	52	—	53	—
<u>TOTAL Trade and Other Payables</u>	<u>4,685</u>	<u>—</u>	<u>5,392</u>	<u>—</u>

\$ '000	Notes	2021 Current	2021 Non Current	2020 Current	2020 Non Current
(b) Borrowings					
Loans		1,482	23,228	865	24,710
Lease Liabilities	17b	300	10,678	301	10,934
<u>TOTAL Borrowings</u>		<u>1,782</u>	<u>33,906</u>	<u>1,166</u>	<u>35,644</u>

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

(c) Provisions

Employee Entitlements (including oncosts)	5,140	266	4,830	253
<u>TOTAL Provisions</u>	<u>5,140</u>	<u>266</u>	<u>4,830</u>	<u>253</u>

(d) Other Liabilities

Deferred Revenue	6,351	—	—	2,000
<u>TOTAL Other Liabilities</u>	<u>6,351</u>	<u>—</u>	<u>—</u>	<u>2,000</u>

Note 9. Reserves

	as at 30/06/20				as at 30/06/21
\$ '000	Opening Balance	Increments (Decrements)	Transfers	Impairments	Closing Balance
(a) Asset Revaluation Reserve					
Land - Community	242,187	—	—	—	242,187
Land - Other	17,011	—	—	—	17,011
Land Improvements	2,353	309	—	—	2,662
Buildings & Other Structures	41,143	(903)	—	—	40,240
Infrastructure					
- Sealed Roads	218,881	2,220	—	—	221,101
- Kerb & Guttering	(8,385)	(2,827)	—	—	(11,212)
- Stormwater Drainage	52,099	(192)	—	—	51,907
- Other Transport	145	42	—	—	187
- Footways / Cycle Tracks	67,843	(1,702)	—	—	66,141
- Glenelg to Adelaide Pipeline	330	(7)	—	—	323
- Bridges	6,854	247	—	—	7,101
Plant & Equipment	44	—	—	—	44
Total Asset Revaluation Reserve	640,505	(2,813)	—	—	637,692
Comparatives	640,068	1,413	—	(976)	640,505

	as at 30/06/20				as at 30/06/21
\$ '000	Opening Balance	Tfrs to Reserve	Tfrs from Reserve	Other Movements	Closing Balance
(b) Other Reserves					
Development Reserve	3,290	—	—	—	3,290
Committed Expenditure Reserve	12,353	7,655	—	—	20,008
Urban Tree Fund Reserve	6	5	—	—	11
Total Other Reserves	15,649	7,660	—	—	23,309
Comparatives	17,339	4	(1,694)	—	15,649

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 2021/22 for capital and operational purposes.

Urban Tree Fund Reserve

The Urban Tree Fund reserve is maintain or plant trees which will constitute significant trees under the Development Act.

Note 10. Assets Subject to Restrictions

\$ '000	2021	2020
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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.

Cash & Financial Assets

Mendelson Foundation	1,706	1,558
Total Cash & Financial Assets	1,706	1,558
<u>Total Assets Subject to Externally Imposed Restrictions</u>	<u>1,706</u>	<u>1,558</u>

Note 11. Reconciliation to Statement of Cash Flows

\$ '000	Notes	2021	2020
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(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	10,681	12,155
Balances per Statement of Cash Flows		10,681	12,155

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

Net Surplus/(Deficit)		10,282	9,641
Non-Cash Items in Income Statements			
Depreciation, Amortisation & Impairment		16,053	14,823
Equity Movements in Equity Accounted Investments (Increase)/Decrease		(4,952)	(841)
Non-Cash Asset Acquisitions		–	(2,021)
Grants for capital acquisitions treated as Investing Activity		(460)	(2,120)
Net (Gain) Loss on Disposals		(178)	20
		20,745	19,502
Add (Less): Changes in Net Current Assets			
Net (Increase)/Decrease in Receivables		(1,158)	(566)
Net (Increase)/Decrease in Inventories		(4)	17
Net Increase/(Decrease) in Trade & Other Payables		(706)	(155)
Net Increase/(Decrease) in Unpaid Employee Benefits		323	580
Net Increase/(Decrease) in Other Liabilities		4,351	2,000
Net Cash provided by (or used in) operations		23,551	21,378

\$ '000	Notes	2021	2020
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(c) Non-Cash Financing and Investing Activities

Acquisition of assets by means of:

Physical Resources Received Free of Charge	2i	–	2,021
Amounts recognised in Income Statement		–	2,021
Total Non-Cash Financing and Investing Activities		–	2,021

(d) Financing Arrangements

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

Corporate Credit Cards	110	110
LGFA Cash Advance Debenture Facility	20,000	20,000

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

Note 12(a). Functions

Note: income, expenses and assets have been directly attributed to the following functions/activities. Details of these functions/activities are provided in Note 12(b).

\$ '000	INCOME		EXPENSES	
	2021	2020	2021	2020
Functions/Activities				
Business Undertakings	—	—	—	—
- Public Order & Safety	1	2	286	260
Community Services				
- Health Services	49	60	342	346
- Community Support	794	851	3,341	3,393
- Community Amenities	63	55	367	372
Culture				
- Library services	478	464	3,739	3,833
- Cultural services	110	190	1,704	1,771
Economic Development	—	—	572	607
Environment				
- Waste Management	201	163	7,557	6,658
- Other Environment	1,824	1,960	10,423	10,411
Recreation	34	98	7,423	7,697
Regulatory Services	2,110	2,006	5,088	5,184
Transport & Communication	1,370	46	13,467	13,176
Plant Hire & Depot/Indirect	579	476	15	16
Unclassified Activities	—	—	—	—
Council Administration	66,714	63,135	10,359	10,262
Total Functions/Activities	74,327	69,506	64,683	63,986

OPERATING SURPLUS (DEFICIT)		GRANTS INCLUDED IN INCOME		TOTAL ASSETS HELD (CURRENT & NON-CURRENT)	
2021	2020	2021	2020	2021	2020
—	—	(810,365)	—	23,962	27,598
(285)	(258)	1	2	501	506
(293)	(286)	44	59	80	88
(2,547)	(2,542)	526	518	30,029	36,198
(304)	(317)	—	2	2,510	204
(3,261)	(3,369)	454	441	5,983	6,198
(1,594)	(1,581)	—	—	13,415	17,703
(572)	(607)	—	—	—	—
(7,356)	(6,495)	—	—	18,546	27,247
(8,599)	(8,451)	194	291	109,280	80,861
(7,389)	(7,599)	—	—	240,021	239,588
(2,978)	(3,178)	—	—	24	307
(12,097)	(13,130)	1,306	1,429	327,058	328,172
564	460	—	—	21,344	20,776
—	—	—	—	8,622	5,452
56,355	52,873	1,294	1,284	32,954	33,117
9,644	5,520	(806,546)	4,026	834,329	824,015

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

Note 12(b). Components of Functions

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.

Note 13. Financial Instruments

Recognised Financial Instruments

Bank, Deposits at Call, Short Term Deposits

Accounting Policy:

Initially recognised at fair value and subsequently measured at amortised cost; interest is recognised when earned.

Terms & Conditions:

There were no fixed term deposits held during 2020/21.

Carrying Amount:

Approximates fair value due to the short term to maturity.

Receivables - Rates & Associated Charges

Accounting Policy:

Initially recognised at fair value and subsequently measured at amortised cost. An impairment provision is recognised using the expected credit loss method.

Terms & Conditions:

Secured over the subject land, arrears attract interest of 0.43% (2020: 0.53%). 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:

Initially recognised at fair value and subsequently measured at amortised cost. An impairment provision is recognised using the expected credit loss method.

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).

Receivables - Other Levels of Government

Accounting Policy:

Initially recognised at fair value and subsequently measured at amortised cost. An impairment provision is recognised using the expected credit loss method.

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.

Receivables - Retirement Home Contributions

Accounting Policy:

Initially recognised at fair value and subsequently measured at amortised cost. An impairment provision is recognised using the expected credit loss method.

Terms & Conditions:

Amounts due have been calculated in accordance with the terms and conditions of the respective legislation.

Carrying Amount:

Approximates fair value (after deduction of any allowance).

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:

Initially recognised at fair value and subsequently at amortised cost using the effective interest rate.

Terms & Conditions:

Secured over future revenues, borrowings are repayable (describe basis); interest is charged at fixed (or variable - describe) rates between 2.78% and 3.80% (2020: 2.78% and 3.80%).

Carrying Amount:

Approximates fair value.

Liabilities - Leases

Accounting Policy:

Accounted for in accordance with AASB 16 as stated in Note 17.

\$ '000	Due < 1 year	Due > 1 year & ≤ 5 years	Due > 5 years	Total Contractual Cash Flows	Carrying Values
Financial Assets					
2021					
Cash & Cash Equivalents	10,681	—	—	10,681	10,681
Receivables	3,443	—	—	3,443	3,443
Other Financial Assets	14,377	—	—	14,377	14,377
Total Financial Assets	28,501	—	—	28,501	28,501
Financial Liabilities					
Payables	4,684	—	—	4,684	4,685
Current Borrowings	1,782	—	—	1,782	1,782
Non-Current Borrowings	—	7,716	26,190	33,906	33,906
Total Financial Liabilities	6,466	7,716	26,190	40,372	40,373
2020					
Cash & Cash Equivalents	12,155	—	—	12,155	12,155
Receivables	1,882	—	—	1,882	1,882
Other Financial Assets	5,524	—	—	5,524	6,478
Total Financial Assets	19,561	—	—	19,561	20,515
Financial Liabilities					
Payables	5,392	—	—	5,392	5,392
Current Borrowings	1,166	—	—	1,166	1,166
Non-Current Borrowings	—	7,485	28,159	35,644	35,644
Total Financial Liabilities	6,558	7,485	28,159	42,202	42,202

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

\$ '000	2021		2020	
	Weighted Avg Interest Rate	Carrying Value	Weighted Avg Interest Rate	Carrying Value
Fixed Interest Rates	2.93%	35,688	2.87%	36,810
		35,688		36,810

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 impairment. 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.

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. Capital Expenditure

\$ '000	2021	2020
---------	------	------

(a) Capital Commitments

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

Land	290	8,746
Buildings	2,463	1,297
Infrastructure	11,521	–
Plant & Equipment	349	435
Other	5,267	–
	19,890	10,478

These expenditures are payable:

Not later than one year	19,890	10,478
	19,890	10,478

(b) Other Expenditure Commitments

Other non-capital expenditure commitments at the reporting date but not recognised in the financial statements as liabilities:

Audit Services	26	53
Waste Management Services	15,890	22,220
Grants Funding (restricted)	–	–
Operational Expenditure	914	938
Information Technology Commitments	–	36
	16,830	23,247

These expenditures are payable:

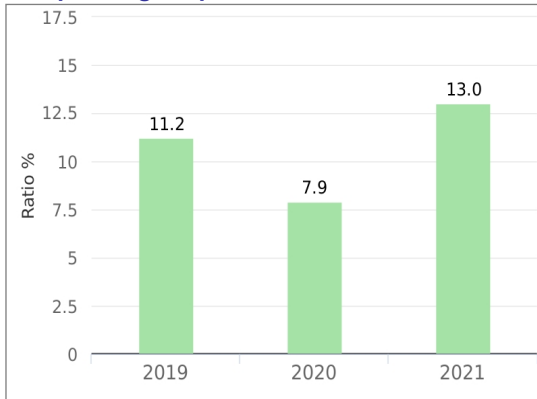
Not later than one year	4,428	6,634
Later than one year and not later than 5 years	12,402	16,613
	16,830	23,247

Note 15. Financial Indicators

\$ '000	Indicator 2021	Indicators 2020	Indicators 2019
Financial Indicators overview <i>These Financial Indicators have been calculated in accordance with Information paper 9 - Local Government Financial Indicators prepared as part of the LGA Financial Sustainability Program for the Local Government Association of South Australia.</i>			
1. Operating Surplus Ratio			
Operating Surplus	13.0%	7.9%	11.2%
Total Operating Income			
<i>This ratio expresses the operating surplus as a percentage of total operating revenue.</i>			
2. Net Financial Liabilities Ratio			
Net Financial Liabilities	46%	45%	20%
Total Operating Income			
<i>Net Financial Liabilities are defined as total liabilities less financial assets (excluding equity accounted investments in Council businesses). These are expressed as a percentage of total operating revenue.</i>			
Adjustments to Ratios			
<i>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. These Adjusted Ratios correct for the resulting distortion in key ratios for each year and provide a more accurate basis for comparison.</i>			
Adjusted Operating Surplus Ratio			
Operating Surplus	12.1%	6.4%	10.2%
Total Operating Income			
Adjusted Net Financial Liabilities Ratio			
Net Financial Liabilities	47%	46%	20%
Total Operating Income			
3. Asset Renewal Funding Ratio			
Net Asset Renewals	93%	111%	112%
Infrastructure & Asset Management Plan required expenditure			
<i>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.</i>			

Financial Indicators - Graphs

1. Operating Surplus Ratio



Purpose of operating surplus ratio

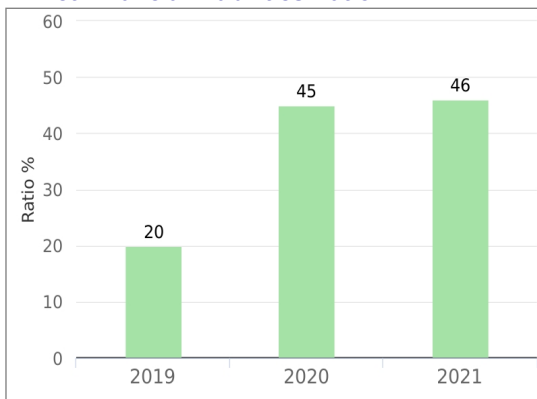
This indicator is to determine the percentage the operating revenue varies from operating expenditure

Commentary on 2020/21 result

2020/21 ratio 13.0%

This ratio continues to remain favourable.

2. Net Financial Liabilities Ratio



Purpose of net financial liabilities ratio

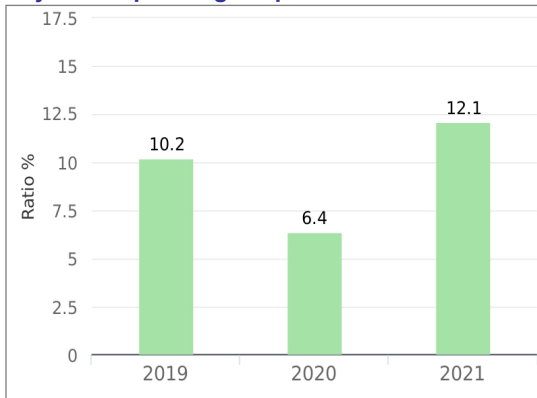
This indicator shows the significance of the net amount owed to others, compared to operating revenue

Commentary on 2020/21 result

2020/21 ratio 46%

No significant change from prior year.

Adjusted Operating Surplus Ratio



Purpose of adjusted operating surplus ratio

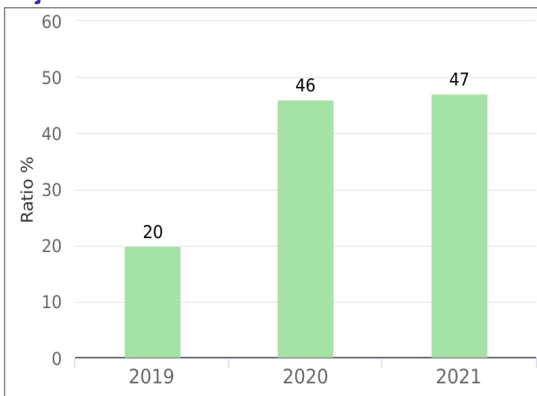
This indicator is to determine the percentage the operating revenue (adjusted for timing differences in the Financial Assistance Grant) varies from operating expenditure

Commentary on 2020/21 result

2020/21 ratio 12.1%

This ratio continues to remain favourable.

Adjusted Net Financial Liabilities Ratio



Purpose of adjusted net financial liabilities ratio

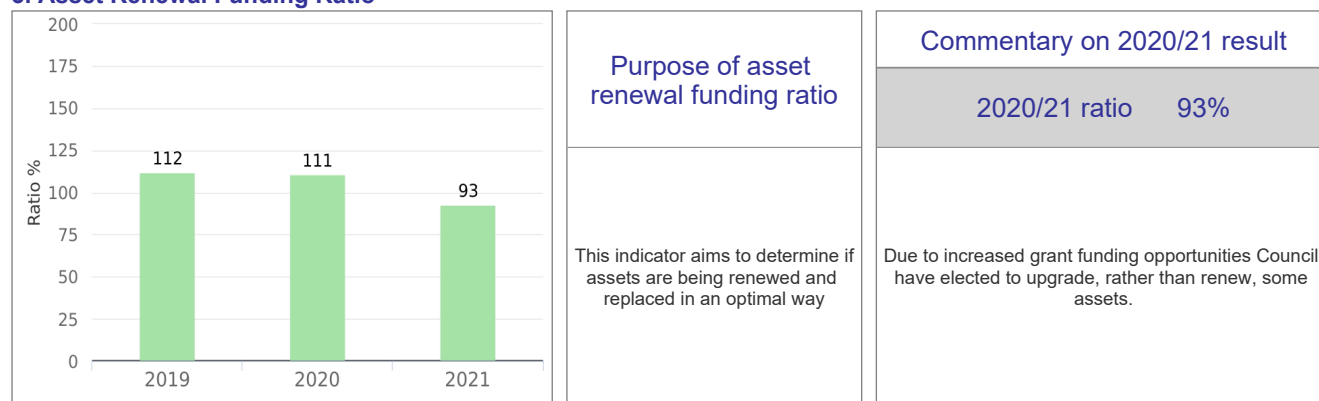
This indicator is to determine the percentage the operating revenue (adjusted for timing differences in the Financial Assistance Grant) varies from operating expenditure

Commentary on 2020/21 result

2020/21 ratio 47%

No significant change from prior year.

3. Asset Renewal Funding Ratio



Note 16. Uniform Presentation of Finances

\$ '000	2021	2020
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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.

All Councils in South Australia have agreed to summarise annual budgets and long-term financial plans on the same basis.

The arrangements ensure that all Councils provide a common 'core' of financial information, which enables meaningful comparisons of each Council's finances.

Income	74,327	69,506
less Expenses	(64,683)	(63,986)
Operating Surplus / (Deficit)	9,644	5,520

Net Outlays on Existing Assets

Capital Expenditure on Renewal and Replacement of Existing Assets	(12,432)	(17,321)
add back Depreciation, Amortisation and Impairment	16,053	14,823
add back Proceeds from Sale of Replaced Assets	1,560	824
	5,181	(1,674)

Net Outlays on New and Upgraded Assets

Capital Expenditure on New and Upgraded Assets (including Investment Property & Real Estate Developments)	(10,498)	(9,511)
add back Amounts Received Specifically for New and Upgraded Assets	460	2,120
	(10,038)	(7,391)

Net Lending / (Borrowing) for Financial Year

	4,787	(3,545)
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Note 17. Leases

(i) Council as a lessee

Terms and conditions of leases

Asset Class here

Right of use assets are inclusive of our depot land and plant and equipment.

Set out below are the carrying amounts of right-of-use assets recognised within Infrastructure, Property, Plant and Equipment and the movements during the period:

(a) Right of use assets

\$ '000	Ready to use	Land	Plant & Equipment	Total
2021				
Opening balance	–	11,093	24	11,117
Transfer from leased assets (former finance leases)	–	–	–	–
Additions to right-of-use assets	–	–	–	–
Adjustments to right-of-use assets due to re-measurement of lease liability	–	45	(1)	44
Depreciation charge	–	(398)	(6)	(404)
Impairment of right-of-use assets	–	–	–	–
Other	–	–	–	–
Balance at 30 June	–	10,740	17	10,757
2020				
Opening balance	–	11,490	38	11,528
Transfer from leased assets (former finance leases)	–	–	–	–
Additions to right-of-use assets	–	–	–	–
Adjustments to right-of-use assets due to re-measurement of lease liability	–	–	–	–
Depreciation charge	–	(396)	(15)	(411)
Impairment of right-of-use assets	–	–	–	–
Other	–	–	–	–
Balance at 30 June	–	11,094	23	11,117

(b) Lease liabilities

Set out below are the carrying amounts of lease liabilities (included under interest-bearing loans and borrowings) and the movements during the period:

\$ '000	2021	2020
Adoption of AASB 16 at 1 July 2019	11,235	11,528
Re-measurement of Liability	44	–
Additions	–	–
Accretion of interest	236	242
Payments	(537)	(535)
Other	–	–
Balance at 30 June	10,978	11,235

Classified as:

\$ '000	2021	2020
Current	300	301
Non Current	10,678	10,934

The maturity analysis of lease liabilities is included in Note 13.

The Group had total cash outflows for leases of \$535,130.

The following are the amounts recognised in profit or loss:

Depreciation expense of Right-of-Use Assets	404	411
Interest expense on lease liabilities	236	242
Expense relating to short term leases	—	—
Expense relating to leases of low-value assets	—	—
Variable lease payments	—	—
Other	—	—
Total amount recognised in profit or loss	640	653

(ii) Council as a lessor

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) Investment Property

Rentals received, and outgoings reimbursed, in relation to Investment Property are also disclosed in Note 2. These lease agreements, all of which are classified as operating leases, are made on a non-cancellable basis wherever practicable.

\$ '000	2021	2020
Future minimum rentals receivable under non-cancellable operating leases as at 30 June, are as follows:		
Not later than one year	718	979
Later than one year and not later than 5 years	909	1,213
Later than 5 years	29	31
	1,656	2,223

Note 18. Superannuation

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 2020/21; 9.50% in 2019/20). 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 2019/20) 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 119.34(a), Council does not use defined benefit accounting for these contributions.

The most recent actuarial investigation was conducted by the Fund's actuary, Louise Campbell, FIAA, of Willie Towers Watson as at 30 June 2021. The Trustee has determined that the current funding arrangements are adequate for the expected Salarylink liabilities. However, future financial and economic circumstances may require changes to Council's contribution rates at some future time.

Contributions to Other Superannuation Schemes

Council also makes contributions to other superannuation schemes selected by employees under the "choice of fund" legislation. All such schemes are of the accumulation type, where the superannuation benefits accruing to the employee are represented by their share of the net assets of the scheme, and no further liability attaches to the Council.

Superannuation contributions paid by council for 12 months to 30 June 2021 totalled \$1,850,597 (2019/20 \$1,875,545).

Note 19. Interests in Other Entities

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

\$ '000	Council's Share of Net Income		Council's Share of Net Assets	
	2021	2020	2021	2020
Council's Share of Net Income				
Joint Ventures	4,952	841	12,693	4,978
Total Council's Share of Net Income	4,952	841	12,693	4,978

((a)i) Joint Ventures, Associates and Joint Operations

(a) Carrying Amounts

\$ '000	Principal Activity	2021	2020
Brownhill and Keswick Creek Stormwater Board	Flood Mitigation	12,693	4,978
Total Carrying Amounts - Joint Ventures & Associates		12,693	4,978

Brownhill and Keswick Creek Stormwater Board

During the 2017/18 financial year, the Brown Hill and Keswick Creeks Stormwater Board (the 'Regional Subsidiary') was established and City of West Torrens has 49% Equitable Interest and 20% Operating Expenses Interest in this.

The Board has been established to implement or oversee the construction of stormwater infrastructure for the purpose of implementation of the Brown Hill and Keswick Creeks Stormwater Management Plan (the Plan); oversee the maintenance and repair and /or renewal of stormwater infrastructure; oversee implementation of associated or related infrastructure works; hold stormwater infrastructure; implement other non infrastructure measures; provide a forum for the discussion and consideration of the constituent council's obligations and responsibilities under the Plan; and enter into agreements with constituent councils for the purpose of managing the Plan.

Other constituent councils include City of Adelaide, City of Burnside, City of Unley, and City of Mitcham.

(b) Relevant Interests

	Interest in Operating Result		Ownership Share of Equity		Proportion of Voting Power	
	2021	2020	2021	2020	2021	2020
Brownhill and Keswick Creek Stormwater Board	20.00%	20.00%	49.00%	49.00%	20.00%	20.00%

(c) Movement in Investment in Joint Venture or Associate

\$ '000	Brownhill and Keswick Creek Stormwater Board	
	2021	2020
Opening Balance	4,978	1,964
Share in Operating Result	4,952	841
New Capital Contributions	2,763	1,992
Reconciling Item	—	181
Council's Equity Share in the Joint Venture or Associate	12,693	4,978

(d) Summarised Financial Information of the Equity Accounted Business

\$ '000	Brownhill and Keswick Creek Stormwater Board	
	2021	2020
Statement of Financial Position		
Cash and Cash Equivalents	12,135	5,003
Other Current Assets	271	325
Non-Current Assets	13,634	6,410
Total Assets	26,040	11,738
Current Trade and Other Payables	117	1,568
Current Provisions	19	11
Total Liabilities	136	1,579
Net Assets	25,904	10,159
Statement of Comprehensive Income		
Other Income	279	—
Contributions from Constituent Councils	472	389
Interest Income	26	25
Capital Funding/Grants	9,877	1,762
Total Income	10,654	2,176
Employee Costs	286	271
Materials, Contracts & Other Expenses	199	152
Depreciation, Amortisation and Impairment	62	37
Total Expenses	547	460
Operating Result	10,107	1,716

(e) Share of Joint Operations Expenditure Commitments

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

\$ '000	2021	2020
(i) Capital Expenditures Payable		
Not later than one year	1,960	1,128
Later than one year and not later than 5 years	—	—
Later than 5 years	—	—
	1,960	1,128

(f). Transactions with Council

Aggregate amount of transactions with Council		
- receipts from Council	2,763	1,992

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

Details of Assets & Disposal Groups

The City of West Torrens Council has its former depot, 102-120 Marion Road Brooklyn Park, held for sale. Sale has been settled subsequent to year end and realised the carrying amount listed below.

\$ '000	2021	2020
Carrying Amounts of Assets and Liabilities		
Assets		
Infrastructure, Property, Plant and Equipment	3,600	3,600
Total Assets	3,600	3,600
Net Assets	3,600	3,600

Note 21. Contingencies & Assets/Liabilities Not Recognised in the Balance Sheet

Council has no contingencies nor any assets or liabilities not recognised in the Statement of Financial Position

Note 22. Events after the Balance Sheet Date

Events that occur after the reporting date of 30 June 2021, 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 12/10/21.

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

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

Note 23. Related Party Transactions

Key Management Personnel

Transactions with Key Management Personnel

The Key Management Personnel of the Council include the Mayor, Councillors, CEO and certain prescribed officers under section 112 of the Local Government Act 1999 . In all, 19 persons were paid the following total compensation:

\$ '000	2021	2020
The compensation paid to Key Management Personnel comprises:		
Short-Term Employee Benefits	1,638	1,507
Post-Employment Benefits	77	84
Total	1,715	1,591

Amounts paid as direct reimbursement of expenses incurred on behalf of Council have not been included above.

Note 24. Mendelson Foundation

\$ '000	2021	2020
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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

Statement of Comprehensive Income - Mendelson Foundation

INCOME

Dividend Income including Franking Credits	65	77
Interest income	0	1
Fair Value Movement on Financial Assets	161	(45)
Council Contribution	20	20
	<u>246</u>	<u>53</u>

EXPENDITURE

Scholarships	60	48
Fund Management	19	21
Member Emoluments	18	15
	<u>97</u>	<u>84</u>

CHANGE IN FOUNDATION WEALTH

	<u>149</u>	<u>(31)</u>
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Statement of Financial Position - Mendelson Foundation

CURRENT ASSETS

Cash & Cash Equivalents	47	16
Trade & Other Receivables	47	42
Units in Managed Funds	335	378
Shares in Listed Companies	1,348	1,122
Total Assets	<u>1,778</u>	<u>1,558</u>

LIABILITIES

Current Liabilities	71	-
Non Current Liabilities	-	-
Total Liabilities	<u>71</u>	<u>-</u>

NET ASSETS

	<u>1,706</u>	<u>1,558</u>
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FOUNDATION WEALTH

Accumulated Surplus	<u>1,706</u>	<u>1,558</u>
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INDEPENDENT AUDITOR'S REPORT TO THE PRINCIPAL MEMBER OF CITY OF WEST TORRENS

Report on the Audit of the Financial Report

Opinion

We have audited the financial report of City of West Torrens and its subsidiaries (the Council), which comprises the consolidated statement of financial position as at 30 June 2021, the consolidated statement of comprehensive income, the consolidated statement of changes in equity and the consolidated statement of cash flows for the year then ended, and notes to the financial report, including a summary of significant accounting policies, and the certification of the financial statements.

In our opinion the financial report of City of West Torrens, presents fairly, in all material respects, the Council's financial position as at 30 June 2021, and its financial performance and its cash flows 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*.

Basis for opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Report* section of our report. We are independent of the Council in accordance with the *Local Government Act 1999* and the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* (the Code) that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

We confirm that the independence declaration required by the *Local Government Act 1999*, which has been given to the Council, would be in the same terms if given to the Council as at the time of this auditor's report.

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

Information Other than the Financial Report and Auditor's Report Thereon

Management is responsible for the other information. The other information obtained at the date of this auditor's report is the general purpose financial report of the Max and Bette Mendelson Foundation and the Annual Report of The Brown Hill and Keswick Creeks Stormwater Board.

Our opinion on the financial report does not cover the other information and accordingly we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial report of the City of West Torrens, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial report or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Council's Responsibility for the Financial Report

The Council's officers are responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards, the *Local Government Act 1999* and the *Local Government (Financial Management) Regulations 2011* and for such internal control as the Council's officers determine is necessary to enable the preparation and fair presentation of the financial report that is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the Council's officers are responsible for assessing the Council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Council's officers either intend to liquidate the Council or to cease operations, or has no realistic alternative but to do so.

Auditor's responsibilities for the audit of the Financial Report

Our objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

A further description of our responsibilities for the audit of the financial report is located at the Auditing and Assurance Standards Board website (<http://www.auasb.gov.au/Home.aspx>) at: http://www.auasb.gov.au/auditors_responsibilities/ar3.pdf

This description forms part of our auditor's report.



BDO Audit (SA) Pty Ltd



Andrew Tickle
Director

Adelaide, 25 October 2021

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INDEPENDENT ASSURANCE REPORT ON THE INTERNAL CONTROLS OF THE CITY OF WEST TORRENS

Opinion

We have undertaken a reasonable assurance engagement on the design and the operating effectiveness of controls established by City of West Torrens ('the Council') in relation to financial transactions relating to the receipt, expenditure and investment of money, acquisition and disposal of property and incurring of liabilities, throughout the period 1 July 2020 to 30 June 2021 relevant to ensuring such transactions have been conducted properly and in accordance with law.

In our opinion, in all material respects:

- (a) The controls established by Council in relation to financial transactions relating to the receipt, expenditure and investment of money, acquisition and disposal of property and incurring of liabilities were suitably designed to ensure such transactions have been conducted properly and in accordance with law; and
- (b) The controls operated effectively as designed throughout the period from 1 July 2020 to 30 June 2021.

Basis for opinion

We conducted our engagement in accordance with Standard on Assurance Engagements ASAE 3150 *Assurance Engagements on Controls* issued by the Auditing and Assurance Standards Board.

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

The Council's responsibilities for the internal controls

The Council is responsible for:

- a) The receipt, expenditure and investment of money, acquisition and disposal of property and incurring of liabilities;
- b) Identifying the control objectives
- c) Identifying the risks that threaten achievement of the control objectives
- d) Designing controls to mitigate those risks, so that those risks will not prevent achievement of the identified control objectives; and
- e) Operating effectively the controls as designed throughout the period.

Our independence and quality control

We have complied with the independence and other relevant ethical requirements relating to assurance engagements, and apply Auditing Standard ASQC 1 *Quality Control for Firms that Perform Audits and Reviews of Financial Reports and Other Financial Information, and Other Assurance Engagements* in undertaking this assurance engagement.

Assurance practitioner's responsibilities

Our responsibility is to express an opinion, in all material respects, on the suitability of the design to achieve the control objectives and the operating effectiveness of controls established by Council in relation to financial transactions relating to the receipt, expenditure and investment of money, acquisition and disposal of property and incurring of liabilities. ASAE 3150 requires that we plan and perform our procedures to obtain reasonable assurance about whether, in all material respects, the controls are suitably designed to achieve the control objectives and the controls operated effectively throughout the period.

An assurance engagement to report on the design and operating effectiveness of controls involves performing procedures to obtain evidence about the suitability of the design of controls to achieve the control objectives and the operating effectiveness of controls throughout the period. The procedures selected depend on our judgement, including the assessment of the risks that the controls are not suitably designed or the controls did not operate effectively. Our procedures included testing the operating effectiveness of those controls that we consider necessary to achieve the control objectives identified. An assurance engagement of this type also includes evaluating the suitability of the control objectives.

Limitations of controls

Because of the inherent limitations of an assurance engagement, together with any internal control structure it is possible that, even if the controls are suitably designed and operating effectively, the control objectives may not be achieved and so fraud, error, or non-compliance with laws and regulations may occur and not be detected.

An assurance engagement on operating effectiveness of controls is not designed to detect all instances of controls operating ineffectively as it is not performed continuously throughout the period and the tests performed are on a sample basis. Any projection of the outcome of the evaluation of controls to future periods is subject to the risk that the controls may become inadequate because of changes in conditions, or that the degree of compliance with them may deteriorate.



BDO Audit (SA) Pty Ltd



Andrew Tickle
Director

Adelaide, 25 October 2021

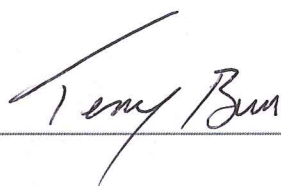
General Purpose Financial Statements

for the year ended 30 June 2021

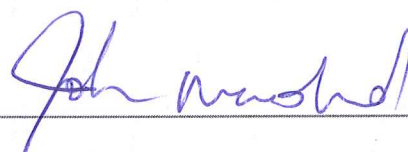
Certification of Auditor Independence

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 2021, the Council's Auditor, BDO Audit (SA) Pty Ltd. 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 Buss PSM
Chief Executive Officer



John Woodward
Presiding Member, Audit Committee

Date: 13 October 2021

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 2021, I have maintained my independence in accordance with the requirements of APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* (the Code), Part 4A, published by the Accounting Professional and Ethical Standards Board, in accordance with the *Local Government Act 1999* and the *Local Government (Financial Management) Regulations 2011* made under that Act.

This statement is prepared in accordance with the requirements of Regulation 22 (5) *Local Government (Financial Management) Regulations 2011*.



Andrew Tickle
Director

BDO Audit (SA) Pty Ltd

Adelaide, 25 October 2021

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City of
West Torrens

Between the City and the Sea



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