



Wattle Range
COUNCIL

STRATEGIC PLAN 2023-2027

Public Consultation

Contents

Council welcomes feedback and comments in relation to the Strategic Plan.

During the consultation phase submissions were to be addressed to the Chief Executive Officer, Ben Gower and could be made via the following methods:

- Council's website www.engage.wattlerange.sa.gov.au
- Email council@wattlerange.sa.gov.au
- By mail to PO Box 27 Millicent SA 5280, or
- Delivered in person to Council's offices at Millicent, Penola or Beachport.

The Plan was also available at www.engage.wattlerange.sa.gov.au and hard copies were viewed from Council's Millicent office, Millicent Library, and the Visitor Information Centres at Penola & Beachport.

Submissions closed on 10 May 2023.

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Mayor's Message

On behalf of Council, I take pride in presenting the Council's Strategic Plan 2023-2027.

The Plan strives to represent the interests of the entire Wattle Range community and will act as a blueprint for what we will aim to achieve in the ensuing 4 years.

The development process of the Plan has been inclusive and we thank the community for their input and passion in contributing to the development of the Plan.

The Vision - Wattle Range a 'Great Place to Live and Work', sums up what the Council and community believe is the most important aspiration for our area. We are certainly lucky to live in such a diverse area, with coastal access to the west of the Council area, the eastern area bounded by the Coonawarra wine region, and bountiful and prosperous areas throughout.

Without question our natural assets and environment provides us with the lifestyle that so many of us enjoy and protecting this into the future is key to Wattle Range achieving its vision. Likewise, these natural assets and the environment creates business, industry and job opportunities.

Council has in recent times benefited from these opportunities and I am certainly buoyant about future prospects and capitalising on more of these opportunities into the future.

The focus of the Strategic Plan for the next four years is to continue to build on the achievements of the past few years, with continuing emphasis on furthering our communities, through improvement of amenity and implementation of key plans such as the 25-year Strategic Land Use Plan.

This Strategic Plan also concentrates on implementation of major projects such as the construction of the Service Centre Office in Millicent and other major projects such as streetscaping projects within Millicent & Penola and the coastal protection project involving the re alignment of Scenic Drive within Beachport. In addition, Council will continue to deliver a broad range of services across the district.



Des Noll
MAYOR

In developing this Strategic Plan, community input has been analysed from both community surveys and public meetings. From these responses there are four (4) key themes / goals that Council will focus on:

1. Community Vibrancy & Presentation
2. Environmentally Sustainable
3. Infrastructure & Asset Sustainability
4. Organisational Excellence

Supporting the themes are a list of objectives, strategies and actions that I look forward to progressing over the life of the Plan.

Elected Members

Wattle Range Council comprises a Mayor and 11 Councillors representative of four Wards. The Council is elected for a four year term and meets on a monthly basis.

Mayor



Mayor Des Noll

Corcoran Ward



Cr. John Drew



Cr. Peter Dunnicliff



Cr. Dennis Muhovics



Cr. Moira Neagle



Cr. David Walshaw

Kintore Ward



Cr. Richard Cassidy



Cr. Sharon Cox

Riddoch Ward



Cr. Chris Brodie



Cr. Emma Castine

Sorby Adams Ward



Cr. Deb Agnew



Cr. Dale Price

About Wattle Range

Wattle Range Council extends from the coast to the Victorian border. It incorporates the seaside towns of Beachport and Southend, extending inland to Millicent as the major service centre and easterly across to the historic town of Penola and the world-renowned wine region of Coonawarra.

The Council was formed on 1 July 1997 following the amalgamation of the former district Councils of Beachport, Millicent and Penola.

One of the most diverse and productive rural areas in South Australia, the Council comprises 13 communities, covers an area of 394,602 hectares and is home to 12,127 residents.



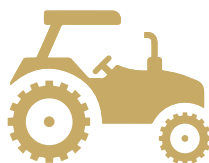
Population
12,127



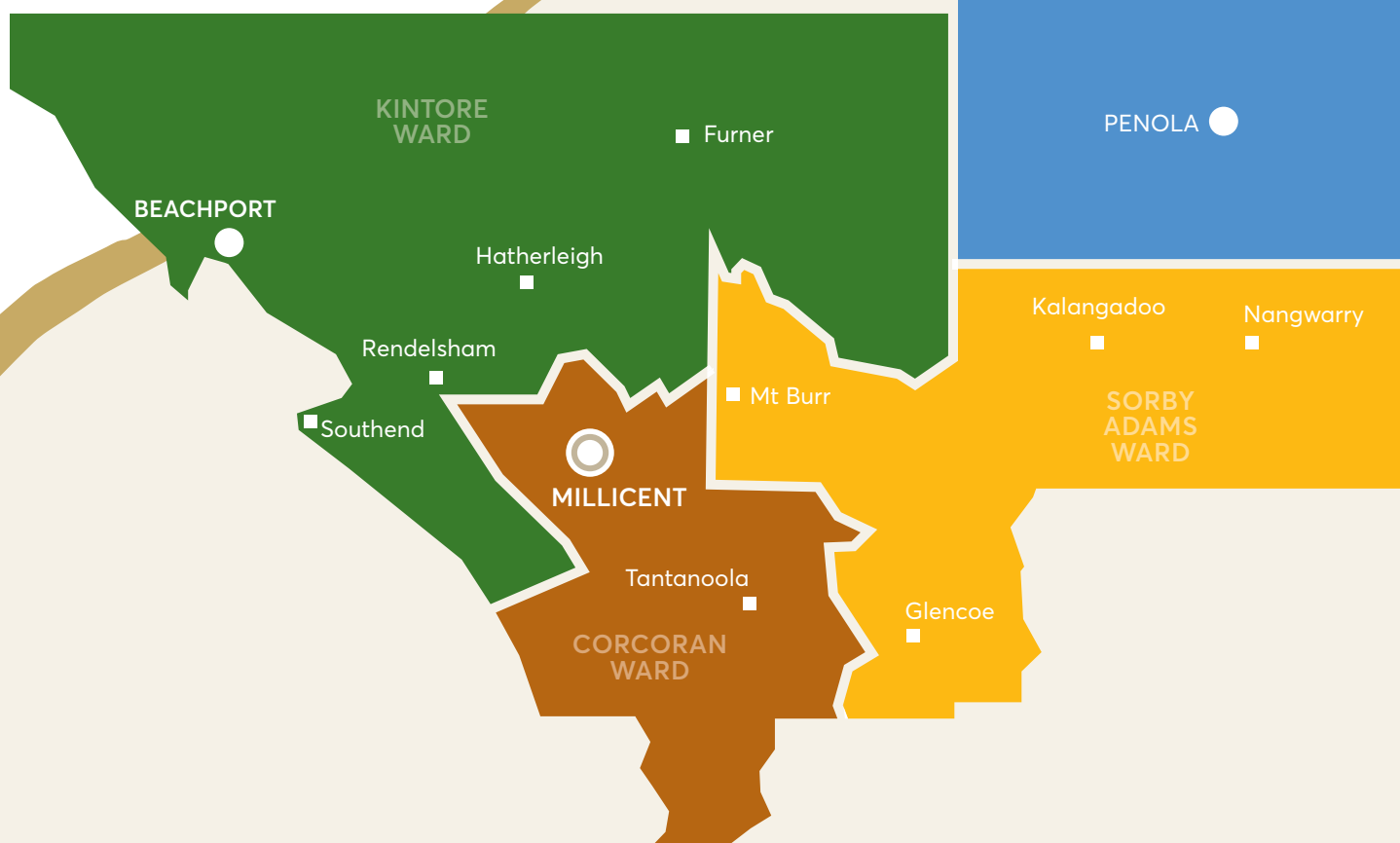
Townships
13



Total Area
394,602 Ha



Agriculture
Production Value
\$560m



Vision

Wattle Range a great place to live and work.



Trust

The glue that binds us all together as a community. Doing what we say we are going to do and being honest and transparent in both our intentions and actions helps build trusted relationships.



Teamwork

The cornerstone of high performing organisations. Embracing the diversity of thoughts and experiences that exist within a team generates a broader range of innovative ideas and leads to better decision making.

Individuals perform better when they are a valued member of a team. They are more confident, they have more fun and they are more productive. We become more resilient when we know someone is watching our back, and we are more likely to cope under stressful or difficult circumstances.



Fun

The importance of enjoying what we do and how we do it should never be underestimated. Having fun at work builds stronger teams and enhances relationships. Recognising and celebrating our successes - no matter how big or small they are - encourages the right behaviours in the workplace and ultimately enhances our performance.

Council Strategic Plan

The Council Strategic Plan is a core document for guiding Council's future direction. The plan takes into consideration Council's strategic planning framework and both the communities' priorities and external considerations such as the State Strategic Plan.

As detailed under Section 122 of the *Local Government Act 1999*, Council's Strategic Plan covers a period of 4 years from 2023-2027.

Council Planning Framework

The Wattle Range Council Strategic Plan forms an integral part of Council's 'planning framework'. The Council Strategic Plan integrates the future asset management requirements for Council, whilst integrating external priorities recognised from community engagement, local township and state government plans.

Funding the Council Strategic Plan is critical to its success and the Long-Term Financial Plan provides the mechanism to assess whether the Council Strategic Plan can be funded. Once in place, the Council Strategic Plan in conjunction with the Long-Term Financial Plan, become the guiding documents for the formulation of the Annual Business Plan and Annual Budget, which is ultimately reported upon in the Annual Report.



Community Engagement

The strategic planning process commenced in March 2020 and has had considerable direct and indirect community input. In total Council received 243 responses from a community survey that gathered responses on a variety of questions to assist Council in determining what issues are affecting the community, and the priorities of where ratepayers and residents would like to see Council revenue spent.

In addition to the survey, community sessions were held September/October 2020 in Penola, Beachport and Millicent to present the results of the community survey and to obtain further context regarding the priorities. In total 79 people attended the sessions.

The consultation was designed to reach a broad demographic and a cross section of the community, to inform the planning process. All information provided was analysed and associated strategies have been developed and incorporated within this plan, where practicable.

From the consultative process the highest priorities raised were:

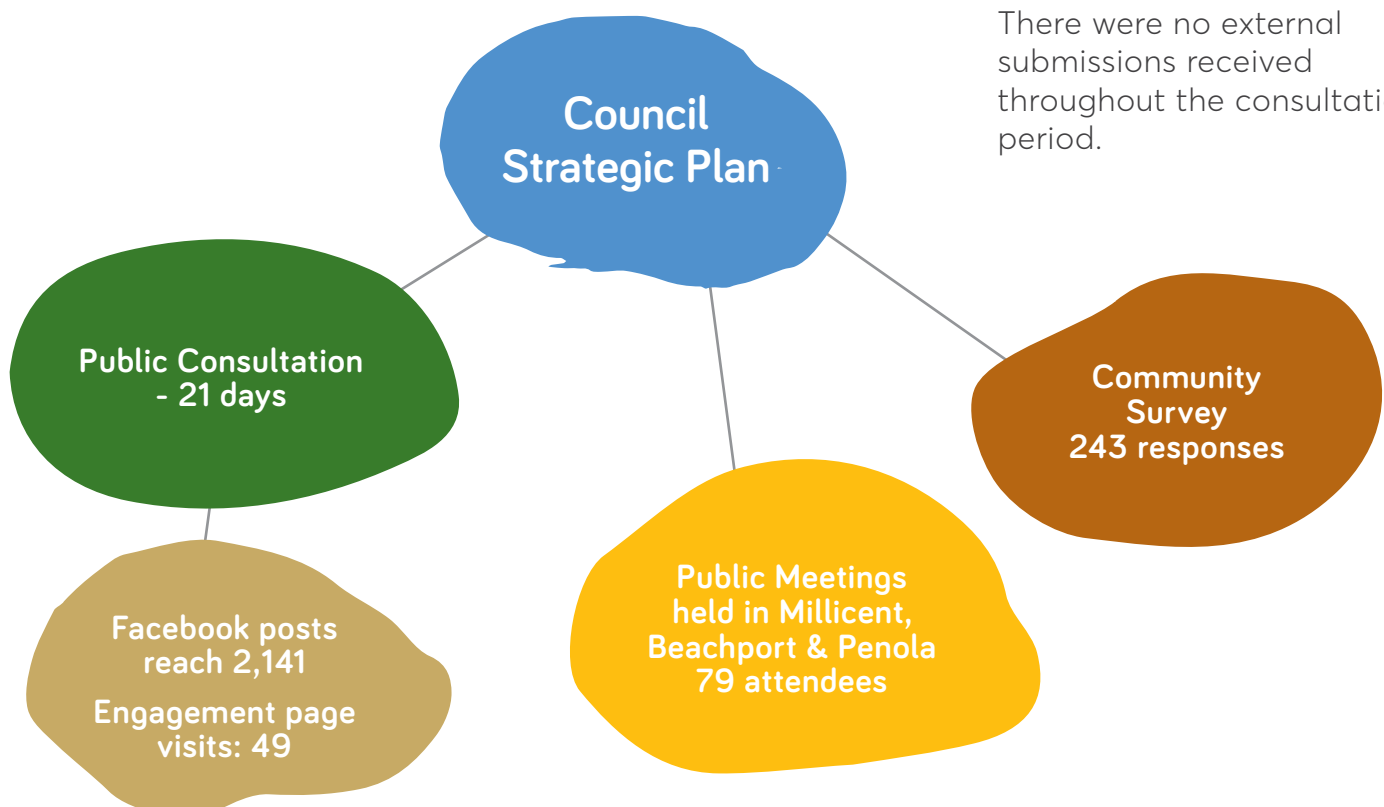
- Youth Development
- Economic Development
- Community Events
- Sealed Roads

Overwhelmingly the community responded that, lifestyle, the environment and natural assets of the area coupled with the primary producing and agriculture opportunities were the Council's greatest strength. Protection of these natural assets was seen as paramount to maintaining this advantage.

The public consultation period for the 2023-2027 Strategic Plan was open for 21 days in accordance with Council's Community Engagement Policy from Tuesday 18 April 2023 to Wednesday 10 May 2023.

The Strategic Plan consultation was advertised in the local print media and on Council's website, community engagement page, and Facebook.

There were no external submissions received throughout the consultation period.



How we have structured the Plan

The Wattle Range Council Strategic Plan sets out what Council aims to achieve over the next four years and gives directions and targets in the future management of our region.

The plan is structured using the following elements:



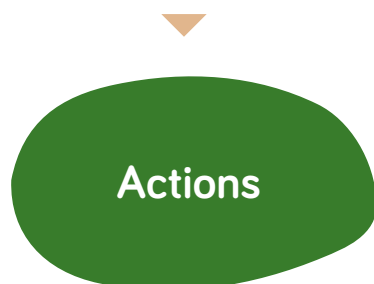
The themes are the main areas of focus for the Council and relate directly to the achievement of Council's vision to make Wattle Range 'A great place to live and work'.



These are measurable steps that are used to achieve the themes.



A number of strategies or ways to achieve the objective are listed for each theme. These strategies are the means in which Council aims to achieve its objective and key themes.



The key actions identified are instrumental to the achievement of the strategies within the Plan.

SUPPORTING STRATEGIC DOCUMENTS

Many strategic documents and long-term plans support each of the themes. These documents provide information, direction and specific actions for the achievement of organisational strategies and goals.

SERVICES

Council dedicates significant resources to the provision of traditional services to the community and these services are essential to meet the objectives of the plan.

MEASURES

Council measures the progress and success through a variety of performance indicators both financial and non-financial. These are detailed to ensure the objectives of the plan are met.



Themes & Objectives

The Wattle Range Council Strategic Plan has four main themes that cover all aspects of Council's business. Invariably the themes are interrelated and in collaboration the four themes will drive Council's ability to achieve its vision.



Theme One

Community Vibrancy & Presentation

Objective: Generate and support community vibrancy through advocacy and maintenance of community services and enhanced public facilities.



Theme Two

Environmentally Sustainable

Objective: Protect the natural assets and infrastructure of the region by leveraging additional environmental programs that will protect the environment for future generations.



Theme Three

Infrastructure & Asset Sustainability

Objective: Provide functional, safe, fit for purpose assets that meet the changing needs of the community.



Theme Four

Organisational Excellence

Objective: A great place to work where innovation and efficiency is expected, and customers are our focus.

Theme ONE: Community Vibrancy & Presentation

OBJECTIVE

Generate and support community vibrancy through advocacy and maintenance of community services and enhanced public facilities.



STRATEGIES & ACTIONS

- 1.1 Maintain and enhance public space areas including parks, public places, car parking, street lighting and streetscapes to provide vibrant, attractive areas.
- 1.2 Through appropriate planning, develop vibrant, presentable townships throughout the Wattle Range area.
- 1.3 Continue to provide sustainable, vibrant community facilities.
- 1.4 Advocate and where possible collaborate for the expansion of healthcare, education, transport, community and welfare services throughout the Wattle Range area.
- 1.5 Support community events that are sustainable and provide longer term benefit to the community & visitors.
- 1.6 Promote and support the establishment of strong, sustainable clubs and volunteer organisations throughout the Wattle Range area.
- 1.7 Support and advocate for improved infrastructure that enhances and creates economic and business opportunities.
- 1.8 Promote Wattle Range as a tourism destination through provision of appropriate tourist facilities and advocacy.
- 1.9 Strengthen and support the retention of youth and job creation opportunities for the area.

ACTIONS

- Develop service standards and master plans for renewal and upgrade of parks and gardens.
- Update the Community Land Register and identify opportunities to develop Crown lands.
- Expand the existing street lighting network and retrofit existing lighting with energy efficient LED.
- Progress the staged implementation of the Millicent and Penola streetscaping projects.
- Advance the development of the Community Township Plans.
- Implement Code Amendments and other actions from the 25 Year Strategic Land Use Plan.
- Continue the development of a scheme to incentivise the upgrade of shop facades.
- Encourage and/or take legal steps to ensure property owners and occupants maintain the appearance of their properties so as not to cause nuisance or loss of amenity to the township or landscapes.
- Continue to evolve Council's libraries into community information, technology and learning hubs.
- Promote and support local arts and culture through Council's art galleries and community art projects.



SERVICES PROVIDED

- Community Development
- Parks & Gardens
- Childcare
- Library
- Planning / Development Services
- Road Maintenance and Construction
- Volunteer Management
- Art Galleries
- Visitor Information Centres

- Review, rationalise and develop a Playground Maintenance and Renewal Plan that is aligned with community needs.
- Progress the staged renewal of the Gladys Smith Early Learning Centre facility.
- Advocate for continued funding and support for the healthcare, education, transport and welfare services for the Council area.
- Encourage community responsibility for events and support where appropriate these events through the provision of Council services.
- Advocate for improved governance and consolidation of sporting clubs into multi-user facilities.
- Advocate for the expansion of telecommunications and green energy infrastructure across the Council area.
- Finalise and implement the Wayfinding Signage Strategy.
- Develop a strategic management plan for Southern Ocean Tourist Park.
- Evolve Council's Visitor Information Centres into community hub facilities.
- Continue to promote opportunities to invest in tertiary education and traineeships within Council.

SUPPORTING DOCUMENTS

- Community Township Plans
- Open Space Plan
- Community Lands Register
- Planning & Design Code amendments
- Wattle Range Council 25-year Strategic Land Use Plan
- Regional Public Health & Wellbeing Plan
- Climate Change Action Plan
- Planning, Development & Infrastructure Act 2016
- Disability Access & Inclusion Plan
- Local Government Act 1999

KEY MEASURES

- The development of service standards and plans for parks & gardens
- Hierarchy of parks and gardens developed
- Update of Community Land Register completed
- LED lights installed and black spot area for lighting identified
- Streetscaping projects commenced and completed
- Township Plans are reviewed for all townships
- Code amendments commenced and completed
- Shop facade program is implemented and reviewed for success
- Property residents assisted/encouraged in maintaining appearance of properties
- Library services funding for technology projects continued
- Annual schedule of art and culture events compiled and funding for attracting major exhibitions supported
- Renewal plan for playgrounds developed
- Staged renewal of the Gladys Smith Early Learning Childcare Centre is continued
- Number of advocacies of healthcare, education, transport and welfare services undertaken
- Number of provisions of support for community events undertaken
- Number of advocacies of cohabitation of sporting clubs
- Number of advocacies for expansion of telecommunications and green energy infrastructure
- Completion of the implementation of the wayfinding signage strategy
- Strategic plan for the Southern Ocean Tourist Park completed
- Investment in Visitor Information Centres supported
- Number of training opportunities provided



Theme TWO: Environmentally Sustainable



OBJECTIVE

Protect the natural assets and infrastructure of the region by leveraging additional environmental programs that will protect the environment for future generations.

STRATEGIES & ACTIONS

- 2.1 **Protect Council's natural assets through proactive planning in climate adaptation and structured infrastructure replacement and enhancements.**
- 2.2 **Maintain strong and positive relationships with Federal and State Government departments, advocating for increased investment in coastal and environmental protection within the Council area.**
- 2.3 **Minimise the financial impact of waste management on the community and provide a service that meets the current and future needs of the community.**

ACTIONS

- Develop and implement a Council specific Climate Action Plan.
- In collaboration with Government agencies, implement actions from the Rivoli Bay study including coastal revetment and renewal works on groyne infrastructure and retreat strategies from at risk coastal locations.
- Install green energy generation and storage to Council's buildings and commence transition of Council's light fleet to hybrid or electric vehicles.
- Actively participate in environmental projects and lobby State Government agencies for additional resources and funding towards these projects.



- Lobby State Government agencies for the construction of a groyne near the Beachport Jetty and minimisation of coastal erosion as a result of outflows from the Southend drain.
- Lobby State Government Agencies to investigate and implement improvement strategies to the flows and health of Lake George.
- Update Council's waste management strategy and advocate for funding to implement the Limestone Coast Infrastructure Plan.
- Design and construct a new waste transfer station at Beachport.
- Lobby the State Government to limit the financial and resourcing impacts of waste management reforms including increases to the Solid Waste Levy.

SERVICES PROVIDED

- Environmental Management
- Environmental Health
- Waste Management

SUPPORTING DOCUMENTS

- Limestone Coast Climate Adaptation Plan
- Rivoli Bay Study
- Community Lands Register
- Community Township Plans
- Climate Adaptation Plan
- Lake George Study
- State Strategic Plan
- Wattle Range Council 25 year Strategic Land Use Plan
- Planning & Design Code Amendments
- Regional Public Health & Wellbeing Plan

KEY MEASURES

- Climate Adaptation Plan developed and implemented
- Implement action plan for renewal of groynes within Rivoli Bay
- Number of installations of green energy and storage infrastructure on Council buildings
- Number of Council light vehicles converted to electricity or hybrid vehicles
- Number of environmental projects participated & partnering in
- Number of advocacies with State Government for construction of a groyne near the Beachport jetty
- Number of advocacies with State Government to minimise coastal erosion effect from the Southend drain
- Number of advocacies with State Government to improve health and flows to Lake George
- Waste Management Strategy is updated
- Number of advocacies with State Government for funding to enact the Limestone Coast Infrastructure Plan
- Waste Transfer Station at Beachport is designed and constructed
- Number of advocacies with State Government to limit the financing and resource impacts of the Solid Waste Levy

Theme THREE: Infrastructure & Asset Sustainability

OBJECTIVE

Provide functional, safe, fit for purpose assets that meet the changing needs of the community.



STRATEGIES & ACTIONS

- 3.1 Create a sustainable stock of assets, with appropriate long term asset planning and optimal use.
- 3.2 Plan and provide for a safe local road network that meets the future and current needs of our community.
- 3.3 Advocate for safe and trafficable network of State Roads.
- 3.4 Plan for and optimise Council's stock of building assets whilst meeting the future and current needs of community.
- 3.5 Plan for the expansion and replacement of Council's stock of footpaths, walkways and trails, to meet the future and current needs of our community.

ACTIONS

- Review, update and implement Asset Management Plans for all Major Asset Classes.
- Develop management plans for cemeteries, swimming pools / lake and airfield.
- Review and implement the operation, irrigation and monitoring plans for all Community Wastewater Management Schemes.
- Ensure that the Millicent Saleyards are maintained to a safe, compliant and sustainable standard.
- Update the Regional Transport Plan.
- Review and update the Roadside Vegetation Plan.
- Review and update the rolling dust mitigation program.
- Advocate and lobby State Government for the upgrade of State owned roads.



SERVICES PROVIDED

- Asset Management
- Road Construction & Maintenance
- Footpath Construction & Maintenance
- Cemeteries
- Halls
- Building Maintenance
- Stormwater
- Community Wastewater Management Schemes
- Kerb & Gutter Construction & Maintenance
- Swimming Pools/Lake
- Public Toilets
- Airfields
- Saleyards

- Conduct a comprehensive review of ongoing maintenance and improve utilisation of the Library and Civic & Arts Building.
- Review, improve, retrofit Council's halls.
- Conclude the design, procurement and construction phases of the new Council Service Centre.
- Review the current public toilet facilities and identify opportunities for expansion, improvements and rationalisation.
- Develop a masterplan for the upgrade of the Engineering Depots.
- Schedule the staged removal of asbestos from all Council buildings.
- In conjunction with State Government agencies, explore linear trail development within the Council area on abandoned railway lands.

SUPPORTING DOCUMENTS

- Asset Management Strategy
- Regional Transport Plan
- Community Township Plans
- Community Lands Register
- Asset Management Plans
- Roadside Vegetation Plan
- State Strategic Plan
- Asbestos Register
- Risk Management Plan
- Planning & Design Code amendments
- Disability Access & Inclusion Plan
- Local Government Act 1999

KEY MEASURES

- Review of asset management plans for all major asset classes completed
- Management plans are developed for cemeteries /swimming pools & lakes /airfield
- Irrigation, operation and management plans for Community Wastewater Management Schemes developed
- Millicent Saleyards are maintained in a safe, compliant and sustainable standard
- Regional Transport Plan is updated
- Roadside Vegetation Plan is reviewed and updated
- Number of dust mitigation treatments completed on rural roads
- Number of advocacies of State Government for the upgrade of State owned roads
- Library and Civic & Arts Building review completed
- Review of Council Halls completed
- Council offices procurement and construction is completed
- Public Toilets review is completed
- Council depots upgrade masterplan is completed and actions implemented
- Staged removal of asbestos from Council buildings completed
- Number of advocacies with State Government to develop the linear trails on abandoned railway lands



Theme FOUR: Organisational Excellence

OBJECTIVE

A great place to work where innovation and efficiency is expected and customers are our focus.



STRATEGIES & ACTIONS

- 4.1 Streamline operational decision-making processes through technology-based improvements.
- 4.2 Govern in a responsible and responsive way.
- 4.3 Increase community input into Council decision making, through adoption of quality community engagement principles and practices.
- 4.4 Optimise Council operation of businesses and assets, to ensure value for money is returned to the community.
- 4.5 Ensure Council has the right people to succeed in delivering outcomes.

ACTIONS

- Develop automated reports, dashboards and workflows that informs decision making and operating efficiency.
- Conclude the transition to the Datascape Enterprise Software Solution.
- Implement emerging Information Technologies such as Internet of Things (IoT) and mobile Information Technology Solutions.
- Strengthen Council's risk management framework through development and review of Council's internal controls, business continuity plan and deployment of a cloud based and mobile friendly risk management reporting system.
- Prepare for the Local Government Elections and develop the training and induction for the newly elected Council.



SERVICES PROVIDED

- Advocacy and Council Leadership
- Community Engagement
- Human Resourcing
- Governance
- Customer Service
- Financial Management
- Risk & Work, Health & Safety
- Emergency Management
- Administration

- Manage and update Council's policies, procedures and delegations of authority as per nominated review cycles.
- Develop, evolve and promote Council's community engagement and communication platforms.
- Investigate options to transfer ownership of non-essential assets to an alternative organisation (public or private) and reinvest capital into other key infrastructure projects.
- Strengthen Council's human resources framework through the implementation of an online reporting tool that delivers performance development reviews, training registers, succession planning and online induction to staff, contractors and volunteers.

SUPPORTING DOCUMENTS

- Asset Management Plans
- Annual Business Plan
- Policies & Procedures
- Community Engagement Guidelines
- Wattle Range Council 25 year Strategic Land Use Plan
- State Strategic Plan
- Long Term Financial Plan
- Risk Management Plan
- Business Continuity Plan
- Internal Controls
- Customer Service Charter
- Community Lands Register
- Community Township Plans
- Planning, Development & Infrastructure Act 2016
- Local Government Act 1999

KEY MEASURES

- Automated reports and dashboards are created and operating
- Datascope Enterprise Software implementation is completed
- Internet of Things (IoT) programs and sensors are installed, and data collated to inform decisions
- Cloud based risk management system deployed
- Local Government Elections are completed and training delivered
- System of review and management of policies & procedures developed
- Website reviewed
- Community engagement software implemented
- Customer Service Charter developed
- Assets identified and options evaluated for transfer of non-essential assets
- Online performance development review system developed
- Online induction for employees, volunteers and contractors developed
- Online training register developed
- Succession plan developed



Funding and Resourcing the Plan

The following is a list of key financial performance indicators that have been adopted to ensure that Council's Strategic Plan is long-term financially sustainable and target ranges have been set to provide financial parameters to each of the indicators.

OPERATING SURPLUS

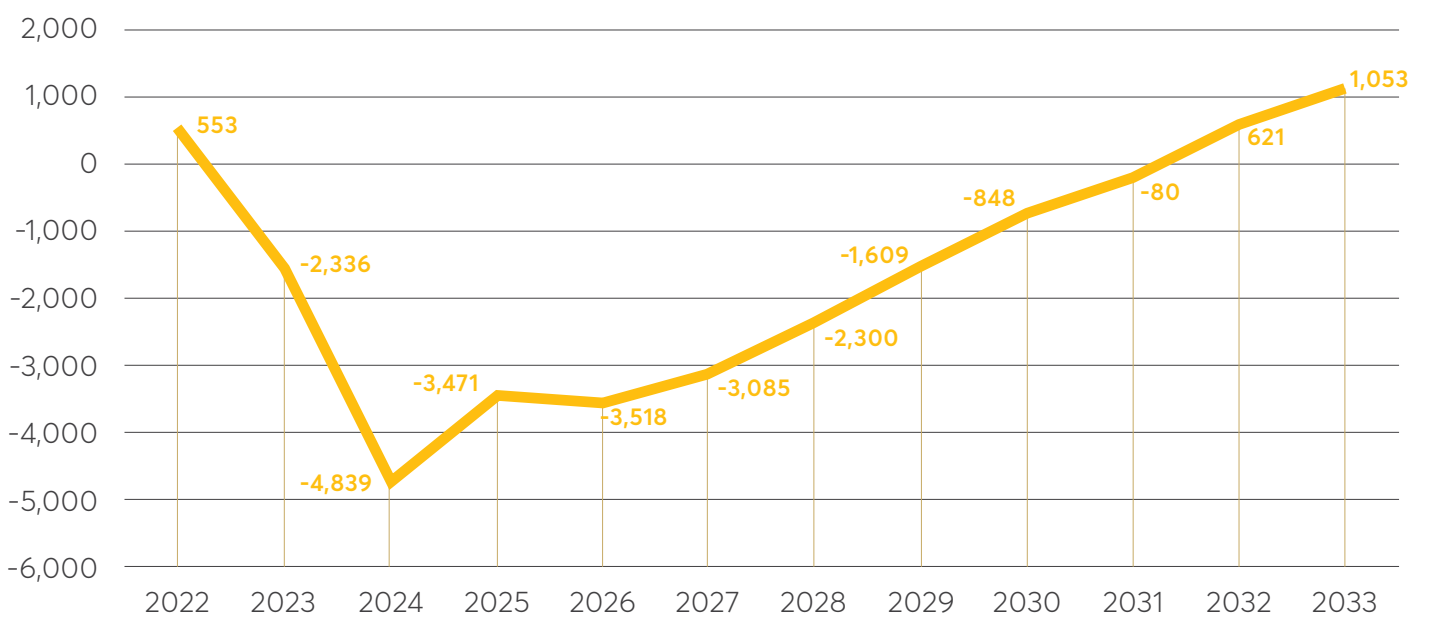
Council's Target:
To achieve an operational surplus.

KPI Explanation
An operating surplus (or deficit) arises when operating income exceeds (or is less than) operating expenses for a period (usually a year). A Council's long-term financial sustainability is dependent upon ensuring that, on average over time, its expenses are less than associated income.

Strategic Plan 2023-2027 Forecasted Results - Operating Surplus (Deficit)

Operating	Actual	2nd Budget Update	1st Year	2nd Year	3rd Year	4th Year
	2021-22 \$,000	2022-23 \$,000	2023-24 \$,000	2024-25 \$,000	2025-26 \$,000	2026-27 \$,000
Income	29,659	29,794	29,191	33,344	33,627	34,911
Expenditure	29,106	32,131	34,030	35,815	37,145	37,997
Surplus (Deficit)	553	(2,336)	(4,839)	(3,471)	(3,519)	(3,086)

Operating Surplus \$000



Funding and Resourcing the Plan

OPERATING SURPLUS RATIO

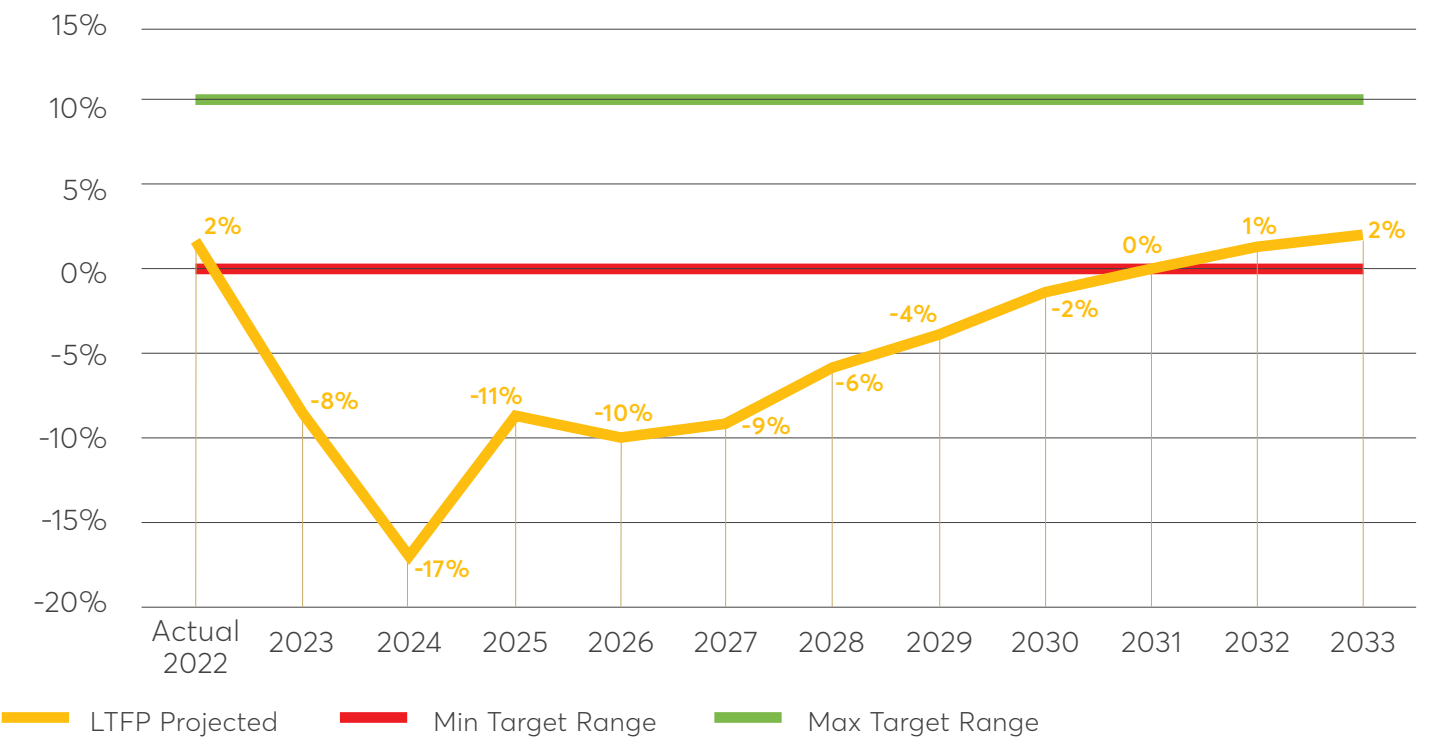
Council's Target:
To achieve on average over time an operating surplus ratio of between 0% - 10%.

KPI Explanation
The operating surplus ratio is the operating surplus (deficit) expressed as a percentage of operating income. A positive ratio indicates the percentage of operating income available to help fund proposed capital expenditure.

Strategic Plan 2023-2027 Forecasted Results - Operating Surplus Ratio

Operating	Actual	2nd Budget Update	1st Year	2nd Year	3rd Year	4th Year
	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27
Operating Surplus (Deficit) Ratio	2%	-8%	-17%	-11%	-10%	-9%

Operating Surplus Ratio



Funding and Resourcing the Plan

NET FINANCIAL LIABILITIES RATIO

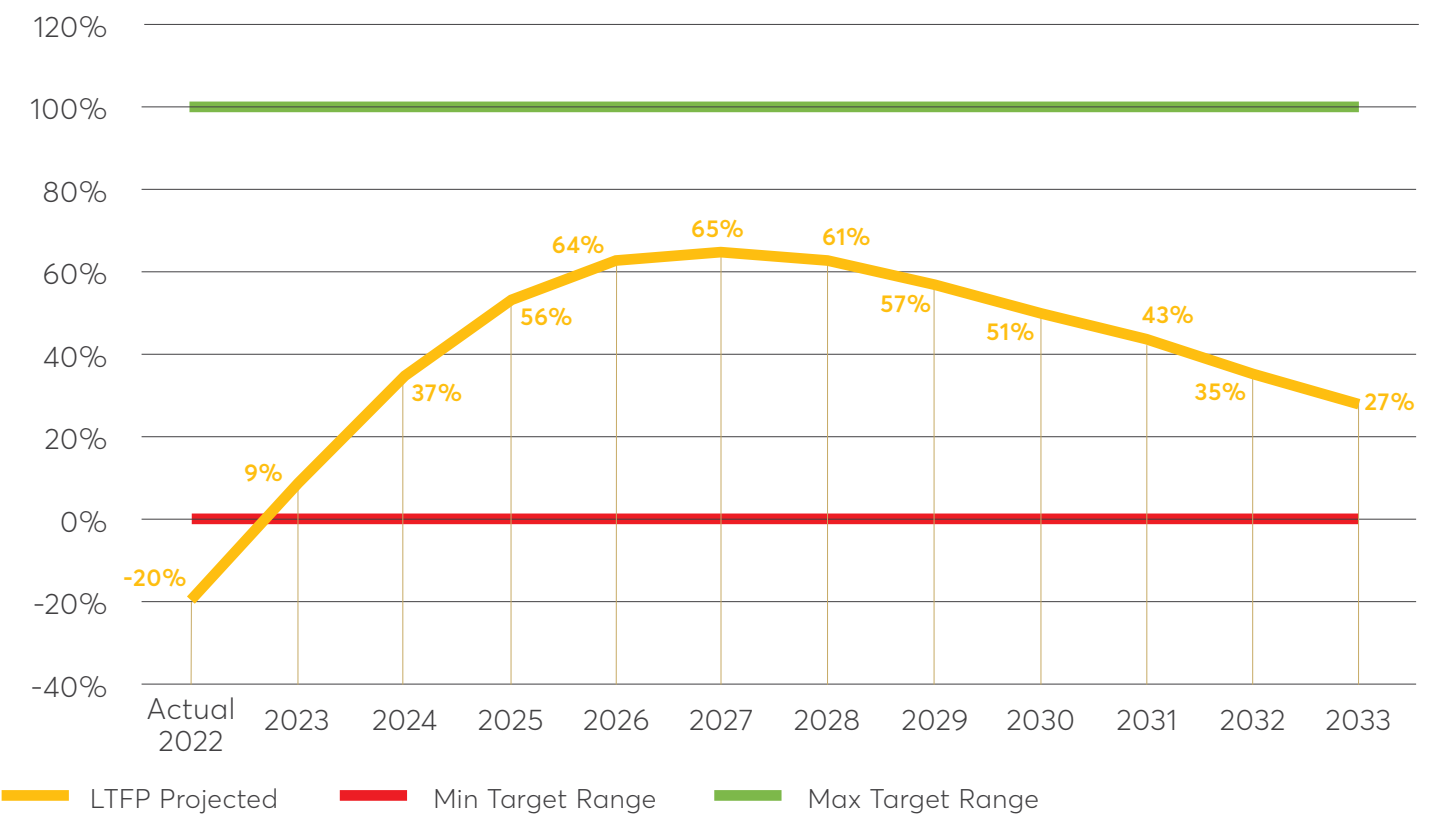
Council’s Target:
To achieve a Net Financial Liabilities Ratio between 0% - 100% of operating income.

KPI Explanation
Net Financial Liabilities equals total liabilities less financial assets (excluding equity accounted investments in Council businesses). The Net Financial Liabilities Ratio is calculated by expressing Net Financial Liabilities at the end of a financial year as a percentage of operating income for the year. If the ratio falls, over time, this indicates that the Council’s capacity to meet its financial obligations from operating income is strengthening.

Strategic Plan 2023-2027 Forecasted Results – Net Financial Liabilities Ratio

Operating	Actual	2nd Budget Update	1st Year	2nd Year	3rd Year	4th Year
	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27
Net Financial Liabilities Ratio	-20%	9%	37%	56%	64%	65%

Net Financial Liabilities Ratio



Funding and Resourcing the Plan

ASSET RENEWAL FUNDING RATIO

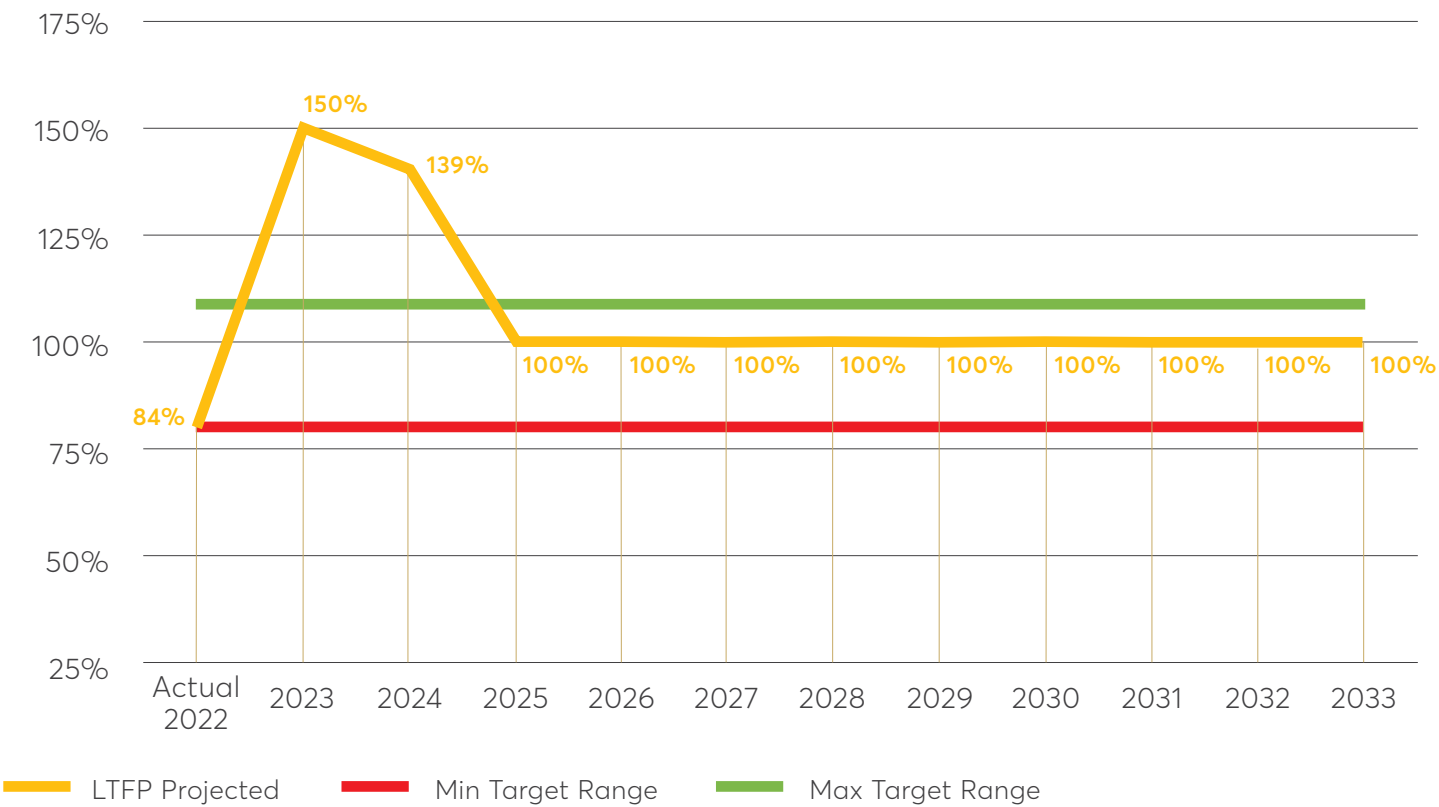
Council's Target:
To achieve an Asset Renewal Funding Ratio between 80% - 110% of the asset renewal & replacement expenditure optimised in the "I&'s".

KPI Explanation
This ratio indicates the extent to which existing non-financial assets are being renewed and replaced, compared with the asset renewal and replacement expenditure identified as warranted in a Council's Infrastructure and Asset Management Plan (I&). It is calculated by measuring capital expenditure on renewal or replacement of assets for a period, divided by the optimal level of such expenditure proposed in a Council's I&.

Strategic Plan 2023-2027 Forecasted Results – Asset Renewal Funding Ratio

Operating	Actual	2nd Budget Update	1st Year	2nd Year	3rd Year	4th Year
	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27
Asset Renewal Funding Ratio	84%	150%	139%	100%	100%	100%

Asset Sustainability Ratio



Uniform Presentation of Finances

The Uniform Presentation of Finances is a high-level summary of both operating and capital investment activities for Council.

The statement is a useful comparative document for benchmarking purposes with other Councils as well as an informative document that assists Council in determining the net movement in its Net Financial Liabilities annually.

A net lending result reduces a Council's accumulated level of Net Financial Liabilities whereas if a net borrowing (bracketed) result occurs, it adds to the level of Net Financial Liabilities.

Uniform Presentation of Finances	Actual	2nd Budget Update	1st Year	2nd Year	3rd Year	4th Year
	2021-22 \$,000	2022-23 \$,000	2023-24 \$,000	2024-25 \$,000	2025-26 \$,000	2026-27 \$,000

Net Outlays from Operations

Operating Income	29,659	29,794	29,191	32,344	33,627	34,911
<u>Less</u> Operating Expenses	29,106	32,131	34,030	35,815	37,145	37,997
Operating Surplus / (Deficit)	553	(2,336)	(4,839)	(3,471)	(3,518)	(3,085)

Less Net Outlays on Existing Assets

Capital Expenditure on Renewal and Replacements of Existing Assets	4,521	7,336	6,935	4,627	4,554	4,497
<u>Less</u> Depreciation, Amortisation and Impairment	(6,470)	(6,537)	(6,729)	(6,773)	(6,849)	(6,885)
<u>Less</u> Sale of Replaced Assets	(163)	(204)	(190)	(115)	(274)	(216)
Total Net Outlays on Existing Assets	(2,112)	595	16	(2,262)	(2,569)	(2,604)

Less Net Outlays on New and Upgraded Assets

Capital Expenditure on New and Upgraded Assets	3,740	5,594	3,896	6,772	3,873	2,007
<u>Less</u> Amounts specifically received for New and Upgraded Assets	(407)	(143)	(405)	(437)	(1,400)	(1,187)
<u>Less</u> Proceeds from Sale of Surplus Assets	(1,184)	0	(200)	(200)	(200)	(200)
Total Net Outlays on New & Upgraded Assets	2,149	5,451	3,291	6,135	2,273	620

Net Lending / (Borrowings)	516	(8,382)	(8,145)	(7,344)	(3,222)	(1,101)
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Conclusion

Upon assessment of the key financial indicators, the strategies, and activities included within this Plan are able to be funded over the forward period.

When evaluating the impact to Council's key financial indicators, it is clear that Council will continue to meet its targets for Net Financial Liabilities and Asset Renewal Funding Ratio in the short and longer term. Conversely, the Operating Surplus (Deficit) & Ratio in the shorter term is trending adversely, however; in the longer term, Council will return to a better than break even position.

Whilst Council's debt levels are expected to peak at 65% Net Financial Liabilities in 2028, Council has further financial capacity to increase debt and fund this over the Plan's period of operation.

It is envisaged that major investment on key projects such as the Council Service Centre, Streetscaping projects within Millicent and Penola, and coastal infrastructure projects at Beachport can be funded over the plan period; and asset renewals will be funded and maintained within the key target range for the period of the plan.



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