



Wattle Range
COUNCIL

ANNUAL
REPORT

20|21





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MAYOR'S MESSAGE

●● The achievements of an organisation are the results of a combined effort of each individual, working together to create a great place to live and work.

Local Government makes a big difference in our everyday lives. It defines the places we live, work and play.

Wattle Range Council continues to amaze and excite me as to what it can achieve. As an organisation its greatest asset is its people. A diverse employment group with each individual delivering a significant professional skill set, committed to building a better community and creating a great place to live and work.

Local Government is the people's tier of government. As an organisation being governed by the Local Government Act it carries a high level of legal complexities that both the elected members and the Chief Executive Officer must comply with. Much of this brings a bureaucracy of rigid administration to community service delivery.

It is important to inform the community that our Council is a very competent robust organisation that is prepared to take on challenges to deliver community services that are built on Council's Vision and Core Values of Trust, Teamwork and Fun. This is clearly demonstrated within this Annual Report.

2020/21 has been a challenging year in many ways. Living with COVID-19, with the requirement and restrictions that it brings, delivering an operational budget of

\$26.67M and maintaining Council's capital works program valued at \$7.303M has seen organisational capacity being extended beyond normal.

- Setting a 0.0% general rate increase (plus growth from new development of 0.56%)
- Providing a waiver of rating fines and charges
- Lowering the Primary Production rating differential from 75% to 70% and continuing to maintain a lower rating differential for Commercial and Industry at 85% of the residential rate.
- Waiving all outdoor dining fees and charges for 2020/21
- Freezing fees and charges for 2020/21 for the greater portion of application fees
- Creating employment opportunities within Council
- Provision of a \$100,000 fund for community groups to access for major infrastructure projects
- Preparation of "shovel ready" strategies to leverage future grant funding opportunities
- A new State-wide building, development and planning system was introduced
- A new internal information technology system being introduced along with staff training (This program continues)

Completion of Beachport's Susan Wilson Playground, Millicent's Domain Parklands Project and the Penola township entry markers have all provided significant benefits to each community. The Main Street Master Plan and Placemaking Strategy for both Millicent and Penola Main Street precincts is an exciting on-going project. Much of the planning and community consultation has been completed by WAX designs. Being well received by both communities this will reshape these business precincts. We now look forward to the implementation, engineering and financing process for these projects.

This financial year we saw the introduction of a community-based infrastructure grant program, available to community organisations upon application. This was an extremely popular grant with several applications being received.

As a Council we continue to be blessed with enthusiastic volunteers who support and work tirelessly for both Council and the community. Without these people our community would not be what it is today. I sincerely thank all those who contribute towards building our community.

Our thirteen communities within the Wattle Range Council area continue to be vibrant. The Chief Executive Officer and I continue our community visits, which enables us to keep in touch with issues our communities have. This form of communication with residents and ratepayers has been highly successful.

Both the Penola and Coonawarra districts continue to be a focal point for both tourism and strong economic growth for our region. Resilient industries within these districts are reporting strong financial growth and product excellence.

I continue to visit volunteer community groups and emergency service organisations, acknowledging their commitment and important work, feeding back information, and ensuring they are listened to.

From a humanitarian perspective as Mayor, it is my goal to ensure that no person within our community will be left behind. As a community we all have a responsibility to support those less fortunate than ourselves.

I commend this annual report to you.



OAM, Mayor



CEO'S MESSAGE

- During a recent community strategic planning session where we were discussing Council's future priorities with local residents, I was asked how I measured the Council's performance.

This relatively simple question required an equally simple answer, but it took me a few minutes to formulate a concise response. After running through a myriad of performance measurement metrics in my head I summarised our performance as follows.

Council has steadily increased its Capital expenditure from \$5.5 million in 2017/18 to \$11.4 million in 2020/21. We have doubled our Capital output in four years whilst maintaining all of our other services; keeping rate increases below CPI; and reducing our net debt.

This has been achieved through more efficient work practices; and through improved project design, management and coordination. Most importantly, it has been achieved through a great team of people who have developed a wonderful organisational culture that is clearly focussed on serving their community.

Council provides literally hundreds of different services to our community, ranging from roads, stormwater, footpaths, kerbs and gutters, halls, street lighting, libraries, art galleries, waste collection, planning, tourism – and the list goes on. Like an iceberg, most people only see the tip that is poking above the water, but there is so much more going on below the surface.

We provide childcare services for the beginning of life; cemetery services for the end of life and a whole range of services in the middle. With all of this diversity it is hard to summarise how we perform in a succinct and meaningful way. We try to do everything well, but we realise that we can't be everywhere, for everyone, every time. To me, the most important thing that I measure is the organisation's culture, because if our staff are empowered, supported and motivated - they will always perform for their customers.

Council's next major efficiency improvement will be through the introduction of our new software system. This system will transform how we interact with the community; how we track and manage both the simple and the complex tasks that we perform every day; and how we measure and manage our financial and operational performance.

The system we have chosen is state of the art, and we are the first South Australian Council to use it. It will be mobile, enabling staff to interact with it in the field and reduce the requirement to transit to and from the depot or the office to complete their paperwork. It includes a high level of automation and artificial intelligence that will ensure that tasks are captured quickly, assigned correctly, and that the customer is kept informed of progress as their issues get resolved.

As CEO, I will always strive for continual improvement, and I am very grateful for the support of our wonderful team of staff, managers and elected members that are all focussed on that same objective. We certainly do live and work in a wonderful part of the world and we will continue to try and make it an even better one. The best thing about living here is the wonderful people that we share it with.

Ben Gower

Chief Executive Officer



OUR ORGANISATION



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Section Highlights



9,074 Rateable Properties



36 Meetings & Gatherings of Council



409 After Hours Calls to 24/7 Call Centre



58 Media Releases



46 Staff with over 10 years of service to Council

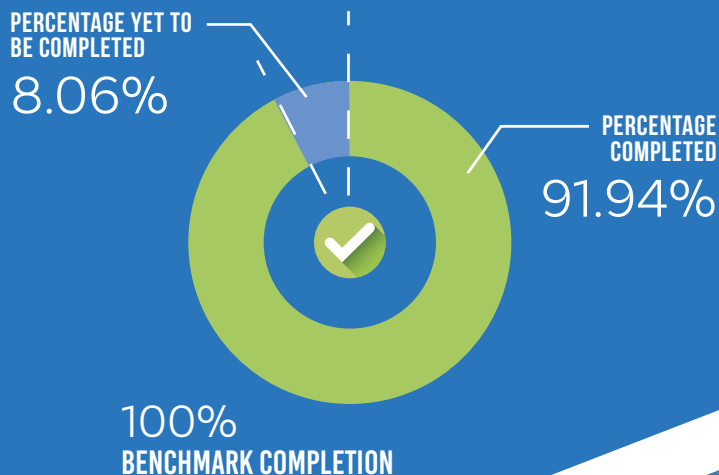
Strategic Plan Achievements



ORGANISATIONAL EXCELLENCE

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

5 STRATEGIES 36 ACTIONS



ABOUT OUR COUNCIL

Wattle Range Council extends from the Coast to the Victorian Border incorporating 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 world-renowned wine region of Coonawarra.

Wattle Range Council is one of the most diverse and productive rural areas in South Australia. The Council comprises 13 townships, covers an area of 394,602 hectares.

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



Total Properties	9,847
Rateable Properties	9,074
Non-Rateable Properties	773
Capital Value of Properties as at 1st July, 2020 (\$mill)	4,183



Total Roads	2,442 km
Roads – Sealed	537 km
Roads – Unsealed	1,905 km



Estimated Population as at 30th June, 2020	12,060
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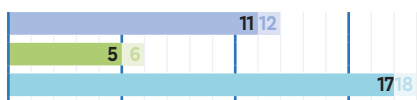
Source: SA Local Government Grants Commission

Elected Members



Mayor Des Noll

meeting attendance



council committees

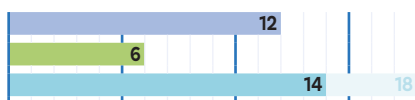


kintore ward



Cr Peter Dunicliff

meeting attendance



council committees

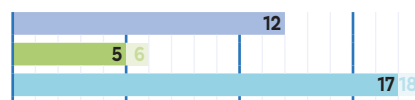


riddoch ward



Cr Dean Burrow

meeting attendance



council committees



meeting attendance

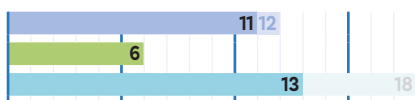
● Ordinary ● Special ● Informal

- Beachport Recreation Centre Management Committee
- Greenrise Lake Advisory Committee*
- Kalangadoo Riddoch Memorial Institute Hall Management Committee*
- Lake McIntyre Management Committee*
- Rendelsham Community Hall Management Committee*
- Tantanoola Institute Hall Management Committee
- Strategic Planning & Development Committee [all Council Members]
- Wattle Range Youth Development Foundation* [all Council Members]
- Limestone Coast Local Government Association (LCLGA)
- Audit & Risk Committee
- Council Assessment Panel
- Wattle Range Council Building Fire Safety Committee
- Millicent Sale Yard Working Group
- Climate Change Consultative Group
- DAIP Working Group



Cr Kevin McGrath

meeting attendance

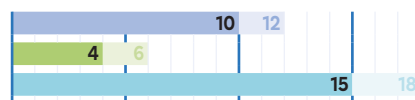


council committees



Cr Rick Paltridge

meeting attendance



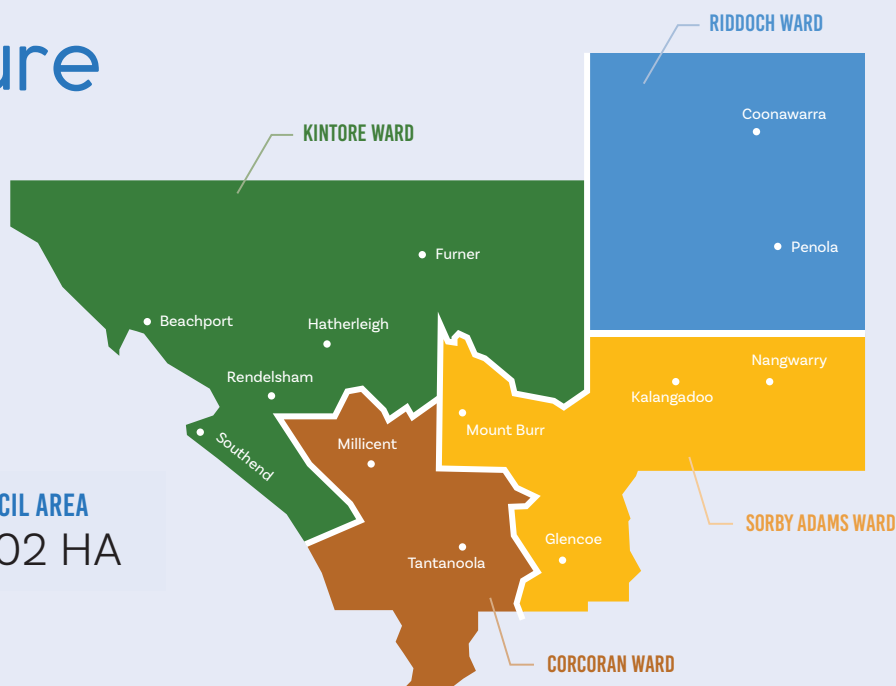
council committees



Ward Structure

Wattle Range Council comprises a Mayor and 11 Elected Members, representative over 4 wards.

TOTAL COUNCIL AREA
394,602 HA

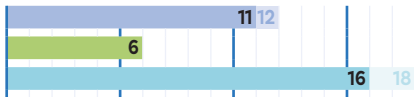


sorby adams ward



Cr Deb Agnew

meeting attendance



council committees

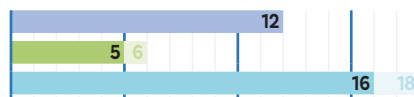


corcoran ward



Cr Sharon Cox

meeting attendance

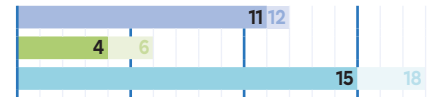


council committees



Cr Dennis Muhovics

meeting attendance

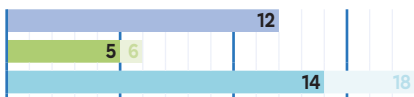


council committees



Cr Dale Price

meeting attendance

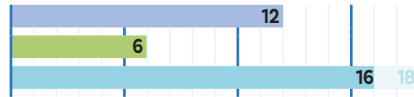


council committees



Cr John Drew

meeting attendance

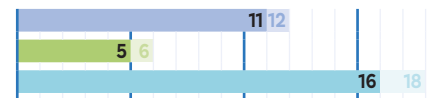


council committees



Moira Neagle
Deputy Mayor

meeting attendance



council committees



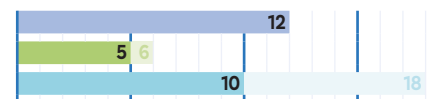
Council Meetings AT A GLANCE

Total Meetings of Council	36
Ordinary Meetings	12
Special Meetings	6
Informal Gatherings / Workshops	18
Total resolutions on a range of issues	420
No. of resolutions made in confidence (9.1% overall)	46



Cr Graham Slarks

meeting attendance



council committees



Council Committees

In addition to Elected Members being members of the full Council, appointments are made to a variety of Committees.

The following formal Committees were in place during 2020/21:

Section 41 Committees

Established under section 41 of the *Local Government Act 1999*, the following committees are in place to assist the council in the performance of its functions, provide advice and inquire into & report to the council on matters within the ambit of their responsibilities:



Beachport Recreation Centre Management Committee*

Established for the purpose of managing, operating and administering the use of the Beachport Recreation Centre and its facilities on behalf of Council and in accordance with the Ministerial Agreement relating to the facility.

COMMITTEE DID NOT MEET DURING REPORTING PERIOD



Greenrise Lake Advisory Committee*

Charged with the responsibility to co-ordinate and develop the Greenrise Recreation area and Lake in accordance with the Greenrise Lake Management Plan (Penola Commonage Management Plan).

6 MEETINGS HELD



Kalangadoo Riddoch Memorial Institute Hall Management Committee*

Charged with responsibility for the care, protection, management, operation and improvement of the Kalangadoo Riddoch Institute

COMMITTEE DID NOT MEET DURING REPORTING PERIOD



Lake McIntyre Management Committee*

Charged with the responsibility of the care, protection, management, operation and improvement of the Lake McIntyre Reserve

10 MEETINGS HELD



Rendelsham Community Hall Management Committee*

Charged with the responsibility of the care, protection, management, operation and improvement of the Rendelsham Community Hall.

1 MEETING HELD



Tantanoola Institute Hall Management Committee

Charged with the responsibility of the care, protection, management, operation and improvement of the Tantanoola Institute Hall.

THE COMMITTEE IS CURRENTLY UNDER REVIEW AND DID NOT MEET DURING THE REPORTING PERIOD



Strategic Planning & Development Committee [all Council Members]

Charged with the responsibility of undertaking the functions detailed in section 101A of the *Development Act, 1993*.



Wattle Range Youth Development Foundation* [all Council Members]

Responsible for providing assistance to youth within the Wattle Range Council area who have been selected from locally based Community, Educational and Sporting Organisations to participate in an officially accredited event at the State, State Country or National Level.

*The requirement for these Committees to meet was temporarily suspended by Council in 2019/20 due to COVID-19. This suspension was revoked by Council on 14 July 2020.

Section 43 Committees



Council is a member of the Limestone Coast Local Government Association (LCLGA) which is a Regional Subsidiary established under section 43 of the *Local Government Act 1999*. LCLGA's overall goal is to represent and serve its Constituent Councils and to advance the Limestone Coast communities through effective advocacy, facilitation and innovation. Documents in relation to the LCLGA are available at www.lclga.sa.gov.au

Other Committees



Wattle Range Council Audit & Risk Committee

This committee is required under section 126 of the *Local Government Act 1999*. The functions of the Committee are as follows:

- following a review of the Council's annual financial statements, to provide advice to Council that they fairly state the affairs of the Council;
- to liaise with the Council's auditors in relation to the financial affairs of the Council and the conduct of the Council's audit;
- to review the adequacy of the accounting, internal control, reporting and other financial management systems and practices of the Council on a regular basis and to report to Council on the outcome of the reviews;
- to propose, and provide information relevant to, a review of the Council's strategic management plans or annual business plan; and
- to propose, and review, the exercise of powers under section 130A of the *Local Government Act 1999* - (examine and report on any matter relating to financial management, or the efficiency and economy with which the Council manages or uses its resources to achieve its objectives).

4 MEETINGS HELD (24 RESOLUTIONS MADE AND 2 ITEMS CONSIDERED IN CONFIDENCE)



Council Assessment Panel

Established under section 83 of the *Planning, Development & Infrastructure Act 2016* as a relevant authority under the Act. The role of the Committee has been to assess certain development applications under the *Development Act 1993*.

3 MEETINGS HELD. 3 APPLICATIONS CONSIDERED



Wattle Range Council Building Fire Safety Committee

The Committee is established under section 71 of the *Development Act 1993* as the 'appropriate authority' for Council's area. The Committee's responsibilities include:

- develop and maintain appropriate building fire safety inspection policies;
- scrutinise and inspect the fire safety of buildings that have been identified as, or are suspected of, having inadequate fire safety provisions;
- issue notices to building owners in accordance with section 71 of the *Development Act*;
- forward information on notices issued to Council administration for the purposes of section 7 enquiries under the *Land and Business Sale (Conveyancing) Act 1994* (which are made by a vendor when a building is available for sale or lease);
- where appropriate, negotiate a cost effective performance solution with a building owner to reduce fire safety risks to an acceptable level;
- initiate enforcement or other action to ensure a building owner complies with certain notices issued; and
- revoke or vary notices when appropriate.

2 MEETINGS HELD. 5 SITES DISCUSSED

Our Values



TRUST

Trust is 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

Teamwork is 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 that someone is watching our back, and we are more likely to cope under stressful or difficult circumstances.



FUN

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 encouraging the right behaviours in the workplace and ultimately enhances our performance.



Our Vision

●● **WATTLE RANGE IS A GREAT PLACE TO LIVE AND WORK**

Corporate Structure

The current Organisation Structures provides for the management of Council's operations under an Executive Leadership Team (ELT) consisting of the Chief Executive Officer, 3 Departmental Directors and the Executive Assistant.

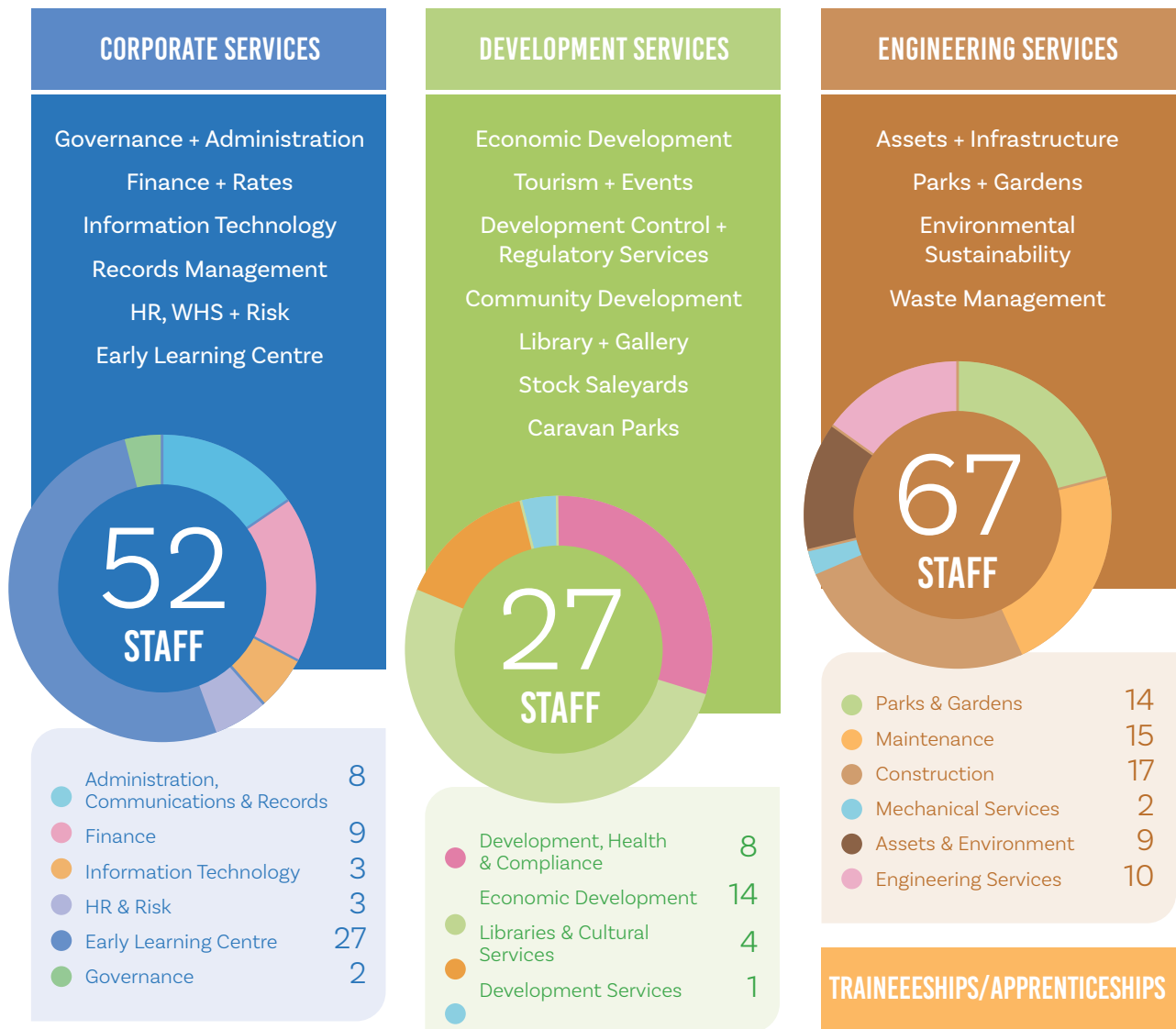
Council's Chief Executive Officer and Directors are employed on individual performance based fixed term contracts. Allowances paid to members of the ELT (excluding the Executive Assistant) include provision of a motor vehicle for private use, mobile telephone and statutory superannuation.

Council's Director Development Services, Steve Chapple retired from his role in February 2021.

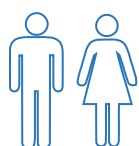


Council's Executive Leadership Team L to R: Ben Gower (Chief Executive Officer), Paul Duka (Director Corporate Services), Emma Clay (Director Development Services) and Peter Halton (Director Engineering Services).

Organisational Structure



Work Force AT A GLANCE



TOTAL STAFF	150
Female	75
Male	75
Full time equivalents	128.7
Total staff over 10 years service	46
Average age of employees	44
Average age females	40
Average age males	49



4 employees retired throughout 2020/21.





📷 Graham Knaggs retired in March 2021 ending a 37 year career with Council.



📷 Council's Manager Libraries & Cultural Services, Janice Nitschke was honoured with Life Membership of Public Libraries SA.



📷 Lauren Newman (Office Trainee)

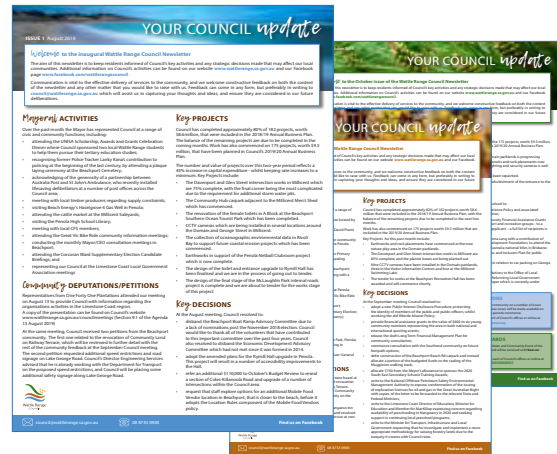
📷 Millicent Library employee Anne Schumacher celebrated 30 years of service to Council in February 2021. Anne began her career with Council in a caretaker role at the Millicent Civic & Arts Centre before moving to the Library, whilst also assisting in roles in Tourism, Administration and Customer Service.



Communications & Media

Over 2020/21 Council has consulted the community and sought feedback on the following matters:

- Draft Annual Business Plan & Budget
- Lease of Council Land (Portion of the Millicent Aerodrome)
- Penola Main Street Masterplan and Placemaking Strategy
- Location of Council's proposed new offices
- Genetically Modified Food Crops
- Closure & Sale of Unmade Road Reserve (Burrungule, Southend, Symon & Killanoola)
- Amendment to Beachport Dry Areas
- Upgrade of the Susan Wilson Memorial Playground in Beachport
- Selection of the Millicent Domain Marker Statement
- Millicent Main Street Masterplan
- Review of Council's Strategic Plan
- Draft Limestone Coast Regional Public Health & Wellbeing Plan
- Relocation of Service Honor Boards (Millicent)
- Beachport Anchorage Concept
- Category 3 Development
- Revocation of Community Land Classification (Millicent)
- Elector Representation Review
- Southend Caravan Park Lease
- Rymill Hall carpark redevelopment

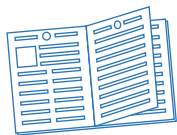


With consideration to restrictions introduced as a result of the pandemic, community meetings were held to gather community input into both the Penola and Millicent Main Street projects as well as the Council's Strategic and Annual Business Plans. Council officers had also regularly attended the meetings of various groups and associations to discuss issues of community interest.

The consultation on the following projects included the conduct of a public survey:

- Penola Main Street Concept Design (57 responses)
- Location of Council's proposed new offices (419 responses)
- Genetically Modified Food Crops (28 responses)
- Upgrade of the Susan Wilson Memorial Playground in Beachport (465 responses)
- Selection of the Millicent Domain Marker Statement (158 responses)
- Millicent Main Street Masterplan (184 responses)
- Beachport Anchorage Concept (39 responses)
- Millicent Main Street Concept Design (53 responses)
- COVID-19 Business Survey

Communications & Media AT A GLANCE



Mayor & CEO Meetings held with a total of **16** Appointments **7**

Media Releases **58**



FACEBOOK PAGE FOLLOWERS

2.8K



TOTAL FACEBOOK PAGE REACH (ORGANIC)

67.5K

AVERAGE FACEBOOK PAGE REACH (ORGANIC)

1.2K

HIGHEST FACEBOOK PAGE REACH (ORGANIC)

10.2K



WEBSITE PAGE VIEWS

56.4K



VIEWS FROM:

DESKTOP

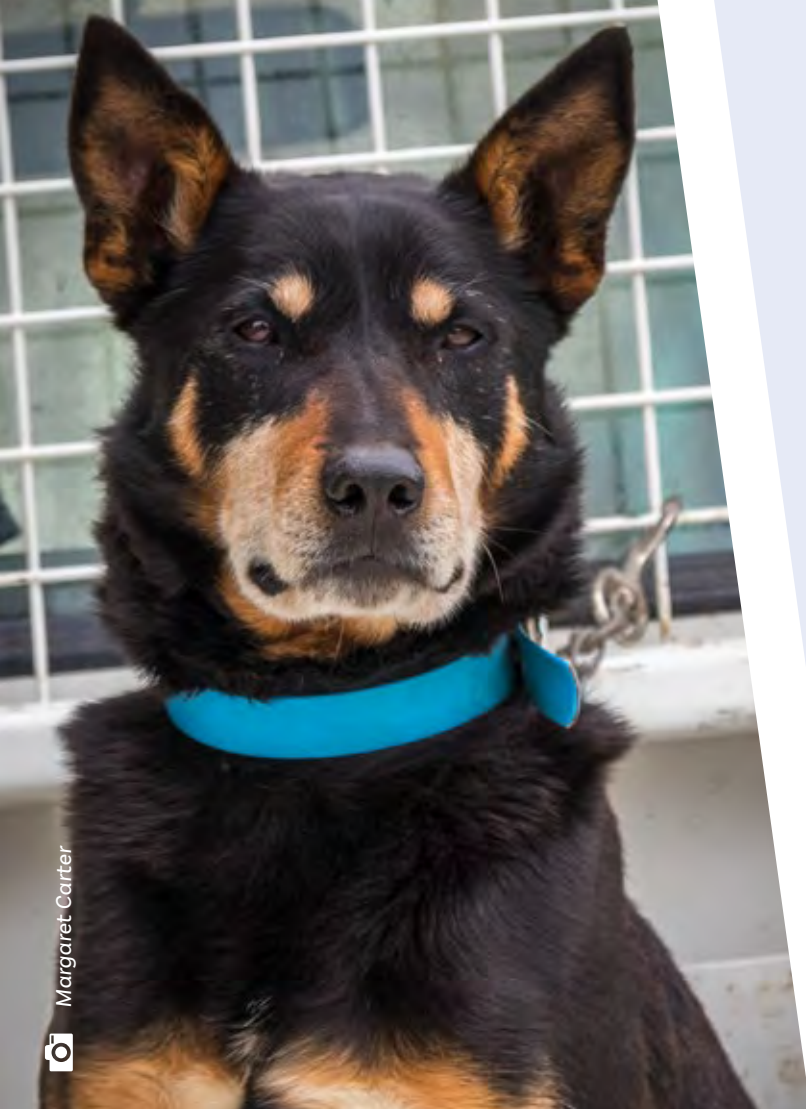
355

MOBILE

61

TABLET

5

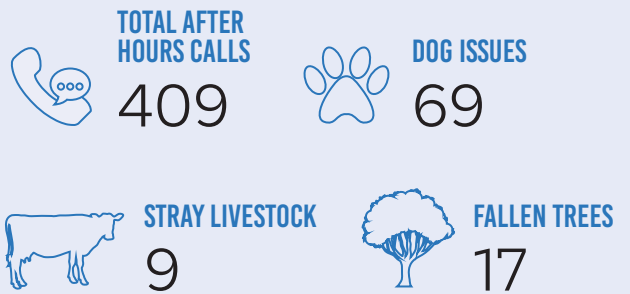


Margaret Carter

After Hours Call Service

Council's After Hours Calls service is contracted to Oracle CMS.

The service provides residents, ratepayers and visitors to the area 24/7 contact with Council for emergency after hours assistance in the areas of animals, roads, trees and Council buildings and facilities.



Information Technology

The Information, communications and technology (ICT) team have implemented and progressed some key projects over the past year these include:

Public Wi-Fi

The rollout of the public wifi for the townships of Millicent, Beachport & Penola has been completed. Free wifi is available for the public to use within the township main streets and surrounding areas.

Datascape

The Datascape project involves the replacement of Council's current legacy administration software SynergySoft to the Datascape software product. The following modules are being introduced to help with community engagement:



Antenno

Antenno is a mobile app that helps councils engage and involve communities. The community can receive targeted notifications based on the places and topics they care about. In future developments of the App users will also be able to report issues or problems direct to Council.





Online Bookings

Online bookings allow the community to search for facilities and services & make bookings and payments. The community can create a one-off booking or a series of bookings and make payments to secure them.

Datascape CRM

Datascape CRM helps Council to digitally manage processes originating via either the website, Antenno, mobile or front counter, right through to the back-end processing. Enabling a more streamlined approach to customer service.

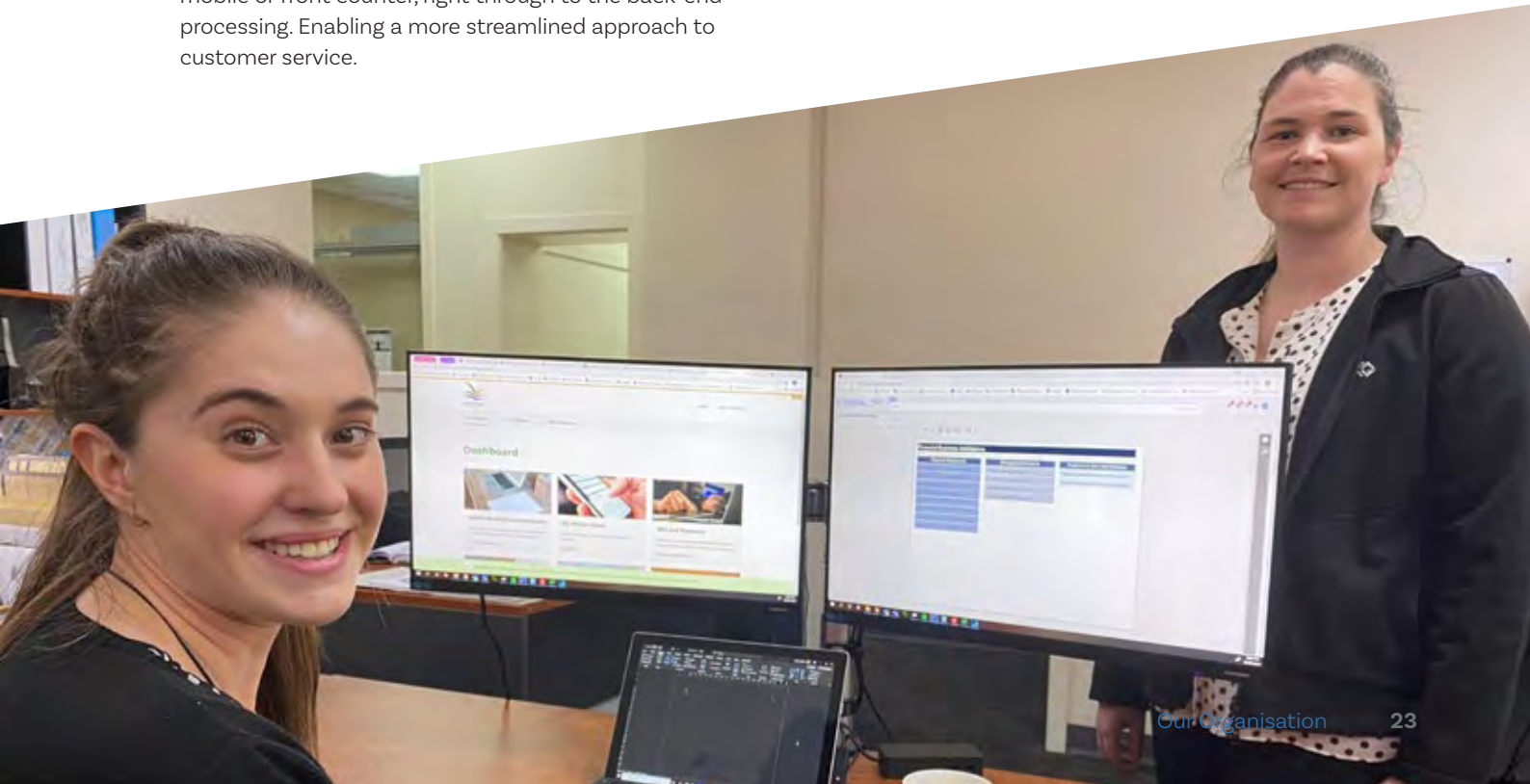
MyDatascape

MyDatascape provides an online view of a customer's interactions with Council and gives the community quick access to common functions, like paying their bills online or requesting a service.

Customers can conveniently see what money they owe and their payment history. They can see how their request is progressing, and they can interact with staff directly.

Finance

A suite of modules are being implemented to streamline Council's interactions with the public and its internal financial processes. These modules will go Live on July 1, 2021.



Financial Performance

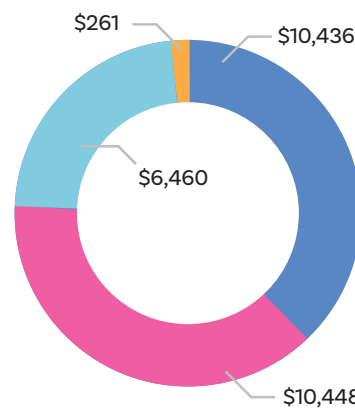
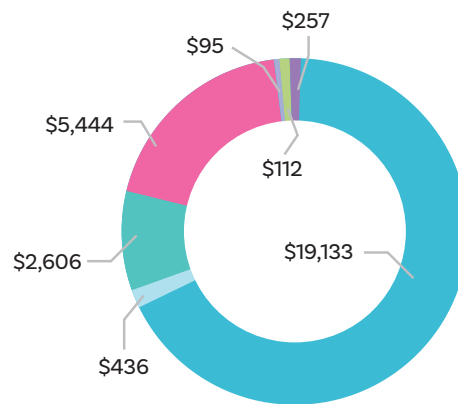
Council has reported another strong year financially in 2020/21. Council's Operating Surplus (before Capital Items) is \$0.559 million, comparative to \$0.743 million recorded in 2019/20.

The Operating Surplus result attained in 2020/21 is a slight decrease from the 2019/20 result, however the result was significantly better than what was anticipated in the original budget. The improved result was largely a consequence of three key factors being,

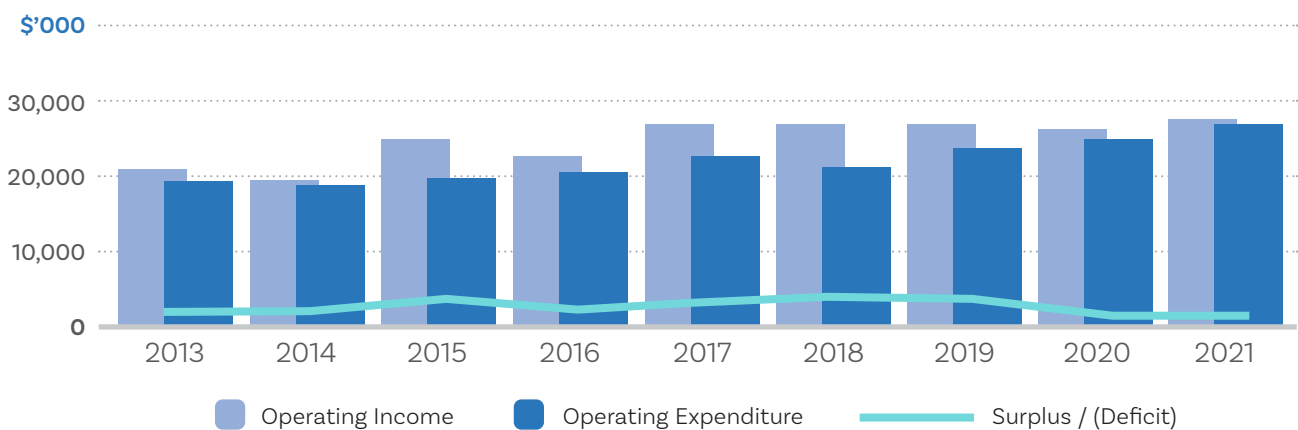
- increased income from development applications and business operating units such as childcare and the caravan park, and
- prepayments of grant funds, two quarters of the 2021/22 Financial Assistance Grants were paid in advance in 2020/21, and
- reduced expenditure on operational projects.

The Operating Surplus result is the ninth consecutive year of sustained operating surpluses recorded by Council. This positive result means that Council's financial target of better than break even has continued to be attained in 2020/21.

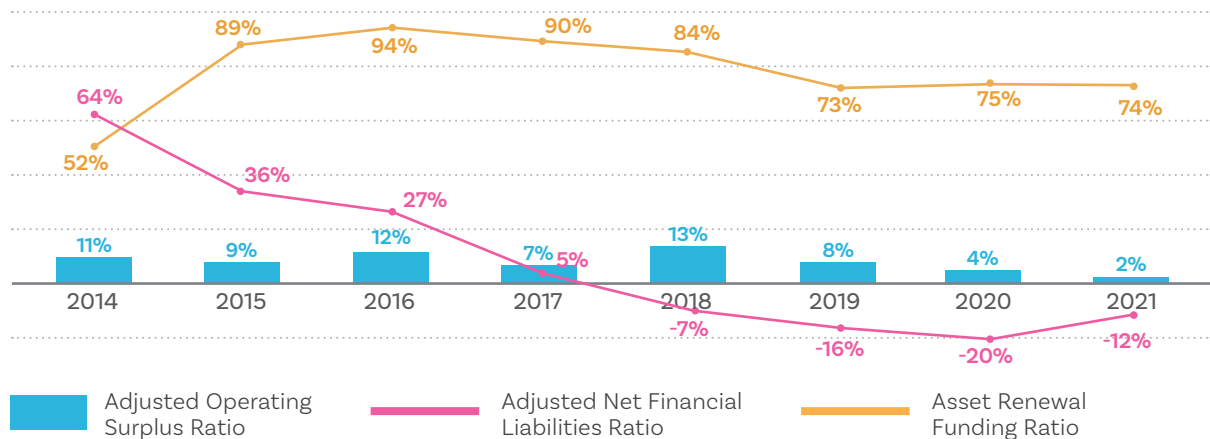
SUMMARY COMPREHENSIVE INCOME STATEMENT	2021	2020
Operating Income	\$28,164	\$26,212
Operating Expenditure	\$27,605	\$25,469
Operating Surplus / Deficit	\$559	\$743
Add - Capital Adjustments	(\$1,786)	(\$925)
Net Surplus / Deficit	(\$1,227)	(\$182)
Add - Revaluation Adjustments	(\$6,419)	(\$1,453)
Total Comprehensive Income	(\$5,192)	(\$1,635)



operating surplus / deficit



Key Financial Indicators



Council monitors its financial performance through three (3) Key Financial Indicators these being the Adjusted Operating Surplus Ratio, Adjusted Net Financial Liabilities Ratio and Asset Renewal Funding Ratio.

The Operating Surplus Ratio has been adjusted for the prepayment of the Federal Assisted Grants to better reflect actual performance. The result for 2020/21 is 2% which continues to reflect strong budgetary constraint that Council has continued to adopt.

Adjusted Net Financial Liabilities Ratio is a key performance indicator of Council indebtedness. As per the Adjusted Operating Surplus Ratio the Adjusted Net Financial Liabilities Ratio has also been corrected for the prepayment of the Federal Assisted Grant funds. The target for this ratio is not to exceed 100% but above 0%. For the year ended 2020/21 Council's result was (-12%). The ratio result is below 0%. Key factors contributing to the lower than anticipated result was;

- Unexpected increases in income received from operational income sources combined with increases in grant funds received as a result of the prepayments of the federal assisted grants funds and supplementary local road funds,

- Lower than anticipated expenditure on both operational and capital projects that were anticipated to be delivered by June 2021, and
- Council's continuing focus on debt reduction.

Council has at the end of 2021 a positive net debt balance of \$10.64 million (Cash \$14.66 million less Borrowings of \$4.02 million) and no new loans were drawn down in 2020/21.

Asset Renewal Funding Ratio is a key financial indicator of whether Council is renewing and replacing assets when they fall due. Council's target is to obtain a range between 85%-100%. For 2020/21 Council's performance was 74%, which is below the benchmark range. A key contributor for the lower than anticipated result was that a number of capital renewal projects, which were scheduled for completion by June 2021 will now be delivered in 2022.

Whilst not all the capital projects were completed in 2021, Council has in effect no debt and a strong financial capacity available to it to complete these projects in the forthcoming year.

ANNUAL AUDIT

Wattle Range Council's Annual Financial Statements for 2020/21 were audited by Council's auditors Dean Newbery & Partners Chartered Accountants who were appointed in May 2021, for a 5 year term, pursuant to Section 128 of the *Local Government Act, 1999*.

Remuneration paid to Councils Auditors for the provision of audit services during 2020/21 pursuant to Section 129 of the *Local Government Act, 1999* was \$18,968.

Your Rates

Rating Strategy

Council reviews each year its rating strategy to assess if the previous rating decisions are appropriate or need to be amended for the coming year. The rating strategy is a broad statement by the Council of the approach that it will take in determining rates and the reasoning for this approach.

As part of this strategy Council continued the use of minimum rates of \$600 which was applied to eligible rateable assessments in the Council area.

9 differential rates are applied to the corresponding capital valuation of the eligible rateable properties to calculate the general rates revenue for Council each year.

General Rates

In the context of the anticipated economic challenges facing our community in 2020/21, Council adopted an increase in General Rate Revenue of 0.56%.

Service Charges

Council raised Service Charges for the provision of Community Wastewater Management Systems in the towns of Penola, Southend, Beachport and Kalangadoo.

CWMS Service Charges

	Occupied	Vacant
Penola	\$627.00	\$469.00
Southend	\$627.00	\$469.00
Kalangadoo	\$627.00	\$469.00
Beachport	\$712.00	\$534.00

A Domestic Kerbside Waste Collection Service Charge was levied on properties in defined kerbside collection areas.

Waste Collection Service Charge

	Charge Per Unit 2020/21
2 Bins	\$270.00
2 Bins (Pension)	\$180.00
3 Bins	\$346.00
3 Bins (Pension)	\$226.00

Concessions of \$120 for a 3 Bin service and \$90 for a 2 Bin service were provided to eligible pensioners.

Separate Levy

In 2020/21, Council raised a separate levy, based on land use, per rateable property for payment of the Limestone Coast Landscapes Board levy of \$1,006,103. The land use charges are as follows:

The land use charges are as follows:

Residential/Vacant & Other	\$81.20
Commercial	\$118.10
Industrial	\$187.95
Primary Production	\$350.05

This levy is collected on behalf of the State Government and is not retained by Council.

Mandatory Rebates

215 properties received Mandatory Rebates of General Rates totalling \$193,774.

Health Services	1	\$600
Community Services	190	\$150,313
Religious	22	\$22,117
Educational	2	\$20,744

Discretionary Rebates

42 Discretionary Rebates of General Rates were approved by Council totalling \$50,933.

Historic	1	\$749
Educational	2	\$2,082
Aged / Disability Accommodation	3	\$6,994
Community Services	36	\$41,108

Every \$100 of your rates is spent on:




\$1.51
per \$100

Tourism + Events

- Community Events Support + Management
- Tourism + Marketing
- Visitor Information Services
- Caravan Parks




\$47.75
per \$100

Asset & Infrastructure Management



- Asset Management
- Plant & Machinery
- Roads, Kerbs + Footpaths
- Traffic Management
- Stormwater
- Streetlighting
- CWMS
- Coastal Management




\$12.64
per \$100

Parks, Playgrounds, Pools, Sport + Recreation

- Parks + Playgrounds
- Pools + Swimming Lake
- Sport + Recreational Facilities
- Boat Ramp
- Cemeteries

\$8.81
per \$100

Waste + Recycling Services



- Kerbside Waste Collection
- Public waste bin
- Waste Initiatives




\$2.89
per \$100

Community, Health, Aged + Youth Services

- Community support
- Youth + Aged Programs
- Social Issues
- Child Care
- Saleyards

\$4.97
per \$100

Libraries + Community Facilities



- Libraries
- Cultural Facilities
- Public Art
- Halls
- Public Conveniences




\$4.95
per \$100

Economic Development, Regulatory Services, Environment + Planning

- Building Regulation
- Planning + Development
- Public Order + Safety
- Fire Prevention
- Dog Management
- Parking
- Environmental Health Services

\$16.49
per \$100

Governance, Communications + Administration

- Governance + Legal Compliance
- Administration + Customer Service
- Financial Management
- Information Management
- Communications (Internal + External)

Strategic Plan 2018-2021



Theme One

COMMUNITY VIBRANCY AND PRESENTATION

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



Theme Two

ECONOMIC PROSPERITY

Objective: A sustainable and prosperous economy that supports local businesses, industry and creates employment and prosperity for the region.



Theme Three

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 Four

INFRASTRUCTURE AND ASSET SUSTAINABILITY

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



Theme Five

ORGANISATIONAL EXCELLENCE

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

The Council Strategic Plan is a core document for guiding Council's future direction over the next four years. The plan takes into consideration Council's strategic planning framework and integrates the communities' and external stakeholder priorities. Wattle Range Council finalised and adopted the Strategic Plan 2018-2021, in August 2017.

The Strategic Plan focuses on 5 main themes that cover all aspects of Council's business. These themes were developed through a collaborative process, which involved engagement with the Wattle Range Council and Staff, Community and Youth and External Stakeholders.

Invariably these themes are all interrelated and in collaboration the five themes will drive Council's ability to achieve its vision of Wattle Range "A great place to live and work".

Strategic Plan Structure

THEME

Themes

The themes are the main areas of focus for the Council and relate directly to the achievement of Council's vision.

OBJECTIVE

Objectives

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

STRATEGY

Strategies

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.

ACTION

Actions

The key actions identified are instrumental to the achievement of the strategies within the Plan. Further details in relation to the status of Council's progress on the Strategic Plan 2018-2021 can be found throughout this document under their relevant key theme section.

●● THE STRATEGIC PLAN
FOCUSES ON 5 MAIN
THEMES THAT COVER
ALL ASPECTS OF
COUNCIL'S BUSINESS

Strategic Plan Achievements



Key Theme Organisational Excellence









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

5.1 Streamline operational decision making processes through technology based improvements.





Actions	Measure	Progress	% Complete
5.1.1a Develop and deploy customised databases and workflows to capture and manage information in order to improve decision making and operating efficiency.	Customised databases implemented.	COMPLETED - Project completed, Council's corporate software database was replicated to a SQL server for analysis and reporting in Power BI.	100%
5.1.1b Investigate options to improve Information Technology reliability and resilience through the development and deployment of either a cloud based or dual server redundancy capability.	Options evaluated for improved Information Technology reliability.	COMPLETED - The final phase of the project is in process with the decommissioning of on-premise servers upon completion of migration to the Datascape Enterprise Software Program in 2021/22.	100%
5.1.1c Deploy NBN Internet across all major Council sites to improve Internet speed and bandwidth capability.	NBN deployed across Council sites.	COMPLETED - NBN has been installed at all main Council sites.	100%
5.1.1d Pursue mobile Information Technology solutions that improve remote connectivity and productivity in the field.	Mobile Information Technology solutions deployed.	COMPLETED - Mobile phones, iPads and /or smart phones have been issued to all supervisors/managers to improve connectivity.	100%
5.1.1e Develop a standard suite of automated financial key performance indicators and reports to enhance financial analysis.	Financial KPI's developed.	COMPLETED - Benchmarking project completed, information is replicated from our enterprise software to a SQL server and reporting in Power BI.	100%
5.1.1f Develop both a controlled and adhoc reporting capability that extracts quality assured data from multiple concurrent databases and enables real time analysis of operating performance to improve the speed and quality of decision making.	System of improved analytical reporting developed.	COMPLETED - Datascape has been selected as Council's new software enterprise system. Implementation commenced in the latter part of 2019/2020.	100%
5.1.2a To facilitate the implementation of the electronic development application processing system as proposed by Department of Planning, Transport and Infrastructure (DPTI).	Electronic development application processing system implemented.	COMPLETED - The transition to online planning portal has been completed.	100%
5.1.2b Introduce the distribution of rates notices to ratepayers via email or mobile application.	Distribution of electronic rates notices implemented.	COMPLETED - eNotices for rates were introduced in June 2017 in time for the 2018/2019 rating period.	100%
5.1.3a Conduct a detailed review of Synergy Soft's functionality and determine whether it can be further enhanced and or optimised or whether a more suitable integrated software application is available on the market.	Review of SynergySoft completed.	COMPLETED - Review completed and highlighted a need for a change in the enterprise system. Datascape Enterprise Software system was selected and migration has commenced.	100%
5.1.4a Transition to a fully compliant electronic records management system enhancing efficiency and reduction of physical storage requirements.	Transition to an electronic records management system completed.	As part of the Datascape Enterprise Software transition, Avepoint has been selected as the electronic records based system to replace the current outdated system. Ongoing migration works involving the decommissioning of paper based property files are continuing.	50%
5.1.5a Undertake a review of Council's rating model to improve alignment with other South Australian Councils and other Government agencies.	Rates modelling review completed.	COMPLETED - Rating review finalised, all changes implemented apart from a separate rate proposal on forestry which Council resolved not to progress in 2020/21.	100%

Key theme - Organisational Excellence

5.2 Govern in a responsible and responsive way.










Actions	Measure	Progress	% Complete
5.2.1a Strengthen internal control mechanisms through the development and review/auditing of policies and procedures.	Internal auditing of policies and procedures undertaken.	COMPLETED - Internal controls have been developed and are annually reviewed and monitored in Sharepoint.	100% 
5.2.1b Complete, implement and review through desktop exercises Council's Business Continuity Plan.	Business Continuity Plan developed and reviewed.	COMPLETED - Updates to the Business Continuity Plan occurred and review of the Incident Response Plans are continuing.	100% 
5.2.1c Finalise the deployment of a cloud and mobile friendly risk management system that will be utilised to provide standardised reports and monitor key performance indicators.	Cloud based risk management system deployed.	COMPLETED - The SkyTrust software is utilised to monitor and report risk and safety based issues within Council. Skytrust updates and improvements in usage of the system, continue to occur.	100% 
5.2.2a Review the current Council governance structure by conducting an Elector Representation Review.	Elector Representation Review conducted.	The process has commenced the Representation Options Paper has been completed. Final review is to be completed by October 2022.	80% 
5.2.3a Undertake the elections and develop a training schedule and induction for new elected Council.	Election and Training of Councillors conducted.	COMPLETED - Election and associated training of the new Council has been completed.	100% 
5.2.4a Review the performance and function of all Section 41 Committees and determine future requirements.	Review of Section 41 Committees completed.	COMPLETED - Further reviews of the Charters/Terms of Reference occurred for all Section 41 committees in 2020/21.	100% 
5.2.4b Ensure all policies, procedures and delegations of authority are appropriately recorded and managed to ensure compliance with nominated review cycles.	System of review and management of policies and procedures developed.	COMPLETED - Further updates to policies and procedures have occurred in 2020/21 including the scheduled renewals of mandatory codes, policies and procedures.	100% 
5.2.5a Implement internal process changes as a result of proposed changes to the Development Act and analyse the impact on staffing / resources as a result of proposed regionalisation of Development Assessment Panels.	Process changes implemented.	COMPLETED - The new Planning Infrastructure Development Act changes have been implemented and the new planning portal is in operation. The Regional Assessment Panel has been initiated and is expected to commence operation in 2021/22.	100% 

5.3 Increase community input into Council decision making, through adoption of quality community engagement principles and practices.

Actions	Measure	Progress	% Complete
5.3.1a Evolve Council's website to ensure that it remains relevant to community needs.	Website reviewed.	COMPLETED - The Squiz website platform was implemented in February 2020 and the look and feel of the website was updated as part of this process	100% 
5.3.1b Broaden community consultation and communication through the development of a dedicated social media capability.	Social media communications established.	COMPLETED - Council's Facebook page has progressed, with an increased presence online. Council officers have increased the number of posts and the number of likes overall. The page is used frequently as a promotion, advertising and consultative tool.	100% 
5.3.2a Develop a Customer Service Charter detailing appropriate standards for issue resolution, turn around times and customer feedback.	Customer Service Charter developed.	As part of the migration to the Datascape software system, a Customer Service Charter has been drafted. Adoption of the Charter is expected in 2021/22.	90% 
5.3.3a Review Council's corporate branding principles & templates to ensure consistency.	Review of corporate branding undertaken.	COMPLETED - In the transition to the new Datascape Software system, associated documentation with Council branding has been reviewed..	100% 





Key theme - Organisational Excellence

5.4 Optimise Council operation of businesses and assets, to ensure value for money is returned to the community.

Actions	Measure	Progress	% Complete
5.4.1a Identify other key assets that do not have any significant Community value or that would be better placed with an alternative organisation (public or private) for disposal and reinvest the capital in key Community infrastructure projects.	Assets identified.	Further assets have been sold that were surplus to Council needs. There will be a requirement for further assessment of other properties that could be divested which can be conducted as part of a review of the Community Land Register.	90% 
5.4.1b Investigate options to transfer ownership and/or management of the Gladys Smith Early Learning Centre to a suitable external education/childcare provider that can provide specialised enhanced management and governance.	Options evaluated.	COMPLETED - The Child Care Centre continues to perform strongly both financially and in attendance numbers. The average daily attendance at the Centre is over 50 children in lieu of the COVID 19 restrictions.	100% 
5.4.1c Investigate options to transfer Council ownership of the Caltex Service Station to a private investor and reinvest capital into local infrastructure.	Options evaluated.	Expression of Interests have been assessed for the Service Station and a preferred tenderer has been selected. Negotiations are expected to conclude in 2021/22.	90% 
5.4.1d Investigate options to transfer ownership and/or management of the Community Wastewater Management Systems (CWMS) to a water industry provider.	Options evaluated for transfer of ownership and or management of CWMS.	SA Water were contracted to undertake the scheduled maintenance of the CWMS facilities. Expressions of Interest will be let for the full transfer of CWMS facilities in 2021/22.	50% 
5.4.2a Undertake a review of the long term financial sustainability of the Millicent Stock Saleyards.	Review undertaken of the Millicent Saleyards.	COMPLETED - Saleyards review completed and recommendations were referred to the new Council in 2018/2019.	100% 
5.4.2b Investigate options to lease sections of the Millicent Saleyards land and buildings to increase utilisation and provide improved returns on invested capital.	Options investigated to lease sections of Millicent Saleyards land.	The Saleyards Working Group continues to meet on a regular basis to investigate opportunities to stabilise revenue and greater usage of the site.	80% 
5.4.3a Review current Council operations and investigate the potential for consolidation of service delivery.	Review undertaken of Council operations.	The Visitor Information Centres review was completed and further analysis of the recommendations are required before implementation of any changes.	90% 
5.4.4a Undertake a review of the long term financial sustainability of the Southern Ocean Tourist Park and develop a strategic five year plan for the facility.	Review of Southern Ocean Tourist Park completed and strategic plan developed.	COMPLETED - Review completed and presented to Council. The current Park Managers have been reappointed for a further five years.	100% 
5.4.5a Review the current Southend Caravan Park to develop a long term action plan for the sustainability of the park. Including an investigation into opportunities for private investment into an alternate site.	Review completed and long term action plan developed for the Southend Caravan Park.	COMPLETED - Review of Southend Caravan Park completed. Expressions of Interest were let for the Southend Caravan Park and Bushcamp and a preferred tenderer has been selected and negotiations regarding the lease, have commenced.	100% 

Key theme - Organisational Excellence

5.5 Ensure Council has the right people to succeed in delivering outcomes.

Actions	Measure	Progress	% Complete
5.5.1a Develop an online Performance Development Review system that aligns individual objectives with annual and strategic business plans and desired behaviours with Council's values.	Online performance development review system developed.	Subscribe HR software was procured to deliver a performance management and development module for Council. Configuration and implementation has commenced, with the performance reviews module scheduled to be activated in the later part of 2021/22.	80% 
5.5.1b Develop an online induction capability for new employees, volunteers and contractors.	Online induction for employees, volunteers and contractors developed.	The Subscribe HR software procured by Council has electronic links with a compliant learning management system. In 2020/21 work continued with configuration, of Subscribe HR with the development of the induction system set to occur over the next two years.	35% 
5.5.1c Develop an online based training register to record and manage all corporate and operational training requirements.	Online training register developed.	Skytrust software continues to be developed as Council's main portal for monitoring mandatory training requirements, further development of the system is expected in 2020/21.	100% 
5.5.1d Develop a formal succession plan that identifies critical positions, developing short and long term solutions to backfill these positions when the need arises.	Succession plan developed.	Some further work is continuing in cross training of staff along with back filling of managers, hiring of new staff and training them in other roles.	75% 



LIVING IN OUR COMMUNITY



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Section Highlights



170 Children attended the Early Learning Centre



116,374 Library Items Loaned



33 Community or Sporting Groups received over \$140,994 in Council Grant Funds



17 new Australian citizens

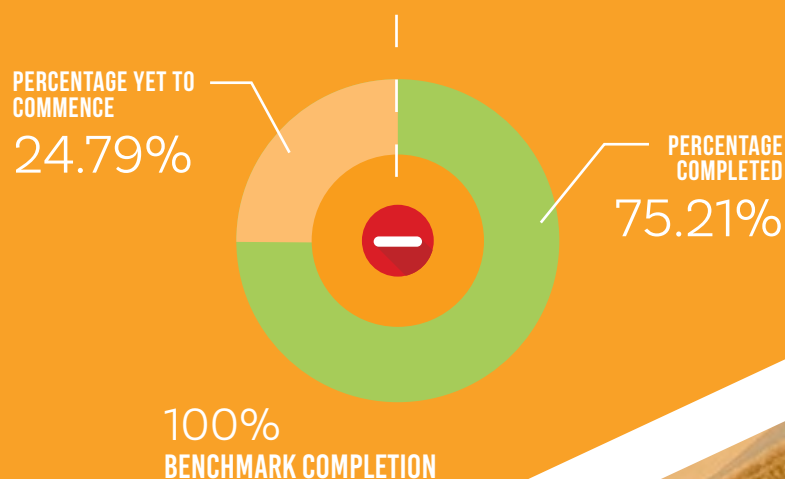
Strategic Plan Achievements



COMMUNITY VIBRANCY & PRESENTATION

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

6 STRATEGIES 24 ACTIONS





Events, Awards and Sponsorship

SA Youth Week

Youth Week in Wattle Range was held in May 2021, providing a free program of events for youth aged 12-25 years.

The program of events included the following:


- PT/Bootcamp sessions hosted by Ignition Fitness
- Boxing workshops hosted by Dwyer's Boxing Club
- Resume Writing sessions
- 'Come & Try Squash' at the Millicent Squash Club
- 'Come & Try Badminton' at the Penola Badminton Club

Surf Lessons at Beachport were cancelled due to inclement weather.

Waterway Protection Sign Design Competition

Council's Waterway Protection Sign Design competition was held in conjunction with Youth Week. Young local artists and designers (12-25 years of age) were invited to create a sign that encourages people to care for our sensitive coastal areas. The winner was Kangaroo Inn Area School and entries from Brandan Jones and Montana Craig were highly commended.



 Kangaroo Inn Area School Principal, Annie Matthews accepts the prize for the Waterway Protection Sign Design Competition on behalf of her students.

Rivoli Bay Jetties Junior Fishing Competition

The inaugural Rivoli Bay Jetties Junior Fishing Competition was held from 12 to 17 April. The week started with a half day workshop where kids were able to learn how to tie fishing knots, the different species of fish and basics on how to fish.

45 fish, plus lots of seaweed, snails and crabs were caught. There was an opportunity for the anglers to also send through fun photos while out fishing to provide some entertainment while the fish were not biting.

94 REGISTERED FISHING ANGLERS TOOK PART FOR THE WEEK



18 Wobbegongs (5 years and under)

62 The Tigers (6-12 years)

14 The Great Whites (13-17 years)



School Holiday Program

In April 2021 a Council wide school holiday program was introduced. Events were held throughout the region to provide the youth of our community with important opportunities to engage, socialise and explore together.

Activities included:

- Junior Fishing Competition
- 'Come & Try Gymnastics' hosted by the Millicent Gymnastics Club
- A variety of activities hosted by the Millicent Library (e.g. Movies, craft, bubbles, VR, Robotics and Green Screen)



Millicent Skate Park YMCA Event

Council was delighted that over 50 guys and girls got on their bikes, skateboards and scooters for the third consecutive Millicent Skate Park event.

Good weather was experienced by all the 500+ spectators and participants across the two-day event, including a clinic and competition at the picturesque park.

Organisers added an extra session to the Friday Skate Clinics to accommodate the high demand.

The Adelaide based Chicks on Wheels crew of female only skaters attended to participate on competition day. The group was created to encourage females in action sports including skate, scoot, BMX and motocross to be active, social and build self-confidence and resilience.

Other event supporters included Headspace Mount Gambier, Millicent Lions Club, IMAG Millicent, St Johns First Aid and of course the YMCA Skate Park League who facilitate the event.

Youth Recognition Awards 2021

Wattle Range Council Youth Recognition Awards were also held as part of Youth Week and attracted a wide range of nominations across five different categories. The awards were announced at a presentation held in the Millicent Gallery at which the guest speaker was Sam Dwyer of Dwyer's Boxing Club.



ACHIEVEMENT THROUGH THE ARTS & CULTURE Sponsored by
TDC Livestock and Property
Awarded to Chloe Deverell



INSPIRATION BY INNOVATION
Sponsored by
Kimberly Clark Australia
Awarded to Melita Thwaites



CONTRIBUTIONS TO THE COMMUNITY
Sponsored by the
Medical Clinic Millicent
Awarded to William Goodes



LEARNING SUCCESS
Sponsored by *Glen Carron Transport*
Awarded to Indya Homes



OVERCOMING CHALLENGING LIFE SITUATION
Sponsored by
Wattle Range Council
Awarded to Hayley Fatchen

2021 Australia Day

Over 1,000 people attended the four Australia Day breakfast and award ceremonies across the region.

These events are held in conjunction with the local Lions Clubs and supported by Council. Awards for the Citizen of the Year, Young Citizen of the Year and Community Event of the Year were presented by either the Mayor or their respective Ward Councillors.

This year in Southend, the annual Australia Day afternoon tea was held at the western beach, which included a free BBQ, activities for the children, a sandcastle competition and tug of war.

Australia Day Awards

The 2021 award recipients were:

Australia Day Citizen of the Year Award:

- Corcoran Ward – Bruce Clayson
- Kintore Ward – Rhonda Burleigh
- Riddoch Ward – Sue Zwar
- Sorby Adams Ward – Mariska Hawke


Australia Day Young Citizen of the Year Award:

- Corcoran Ward – Frazer Johnston
- Kintore Ward – Josh Kellock
- Riddoch Ward – Ebony Moulton

Active Citizenship:

- Kintore Ward – Narelle Marshall
- Sorby Adams Ward – Greg Moore



 Australia Day Citizen of the Year (Corcoran Ward) 2021, Bruce Clayson

 Australia Day Citizen of the Year (Kintore Ward) 2021, Rhonda Burleigh



Australian Citizenship

Council conducts ceremonies in person on behalf of the Department of Home Affairs for those residing in the Wattle Range area.



📷 New citizen Linda Carter-Shepherd is congratulated by her daughters and Mayor Noll.

There was a total of seventeen conferees from the following countries:



PHILIPPINES	IRELAND	SCOTLAND	UNITED STATES	UZBEKISTAN
9	1	2	3	2

who pledged their loyalty to Australia and its people and became Australian Citizens.



📷 Jim (Chipsy) Childs is awarded Senior of the Year 2020

Senior of the Year

Despite being unable to facilitate a program of events for Celebrate Seniors in 2020 due to the pandemic, Council still awarded Senior of the Year to Jim (Chipsy) Childs of Coonawarra.



● ● GRANTS TOTTALLING \$1,600 AWARDED TO 8 RECIPIENTS

Wattle Range Youth Development Foundation

A total of \$1,600 worth of grants were awarded to 8 recipients through the Wattle Range Youth Development Foundation. Grants of \$200 were awarded to compete at a State/National events. Successful applicants were as follows:

Category	Recipient	Sporting Event/Organisation
Netball	Lucy Denton	National Netball Championships, Hobart, TAS
Basketball	Jackson Bowden	2021 Adelaide Invitation Basketball Challenge, Adelaide, SA
	Jack Haggett	
	Beau Douglas	
	Harry Mules	
	Benjamin Copping	
Basketball	Jackson Bowden	National Junior Basketball Championships, Perth, WA
Athletics	Hayden Crowe	Australian Athletics Championships, Sydney, NSW

Council Sponsored Awards and Scholarships

University of South Australia Scholarships

Up to 2 \$2,500 scholarships are offered to assist students from the Wattle Range Council area to commence undergraduate degree with the University of South Australia.

2 SCHOLARSHIPS FOR 2021 WERE AWARDED TO:

Sophie Bishop (student studying at a Metro Campus).

Ava Smith Muhovics (student studying at the Mount Gambier Campus).

Secondary School Academic Achievement Awards

Mayoral Awards are presented annually at the three secondary schools within Wattle Range. The \$100 prize was awarded to each recipient.

THE 2020 MAYORAL AWARDS WERE PRESENTED TO:

Kangaroo Inn Area School – Joshua Kellock;

Millicent High School – Sally Sapiatzer and

Penola High School – Ryan Zerk.

The Millicent High School 2020 Design Technology Award was presented to Celeste Stratford for her Outstanding Achievement in Year 12 Clothing and Textiles.



2021 Uni SA Scholarship recipient Ava Smith Muhovics.

2021 Uni SA Scholarship recipient Sophie Bishop.



Mayoral Sponsorship

Mayor Noll uses discretionary funds to assist various organisations throughout the Wattle Range district.

During this period he assisted the following:

ORGANISATION	SPONSORSHIP	ORGANISATION	SPONSORSHIP
Coonawarra CFS Brigade	\$500	Kalangadoo Lions Club	\$500
Millicent AH & P Society (Lawn Mower Racing Event)	\$500	Beachport Rivoli Bay Lions Club	\$200
Millicent Community Christmas Appeal	\$1,000	Penola Lions Club	\$200
Millicent United Soccer Club	\$100	Millicent Basketball Association	\$500
Mount Burr CFS Brigade	\$500	Lions Club of Wattle Range Lioness	\$300
Millicent North Kindergarten (50th Birthday)	\$400	Millicent North Kindergarten	\$200
Glencoe Central Primary School (2021 Pines Schools Sports Day)	\$200	SE Coaster Cricket Club	\$1,000
Coonawarra Community Club	\$500	AC Care (Blanket Appeal)	\$400
Glencoe Branch of the National Trust	\$300	Lions Club of Millicent	\$200
Julie Taylor (Darts State Championships, NSW)	\$300	Millicent High School (Operation Flinders Youth Program)	\$1,000
Kalangadoo History Group Incorporated	\$500		
		21 RECIPIENTS RECEIVED MAYORAL GRANTS TOTTALLING:	\$9,300

Other Council Supported Events

This year Council sponsored a limited range of community events totalling \$10,000.



Mayor Des Noll presents a donation to Janette Stringer of accare for the Winter Blanket Appeal

Financial Assistance Grants

Grants AT A GLANCE

IN 2020/21



A total of **34** applications received, **29** successful applications:

11 Community Groups received **\$17,988** to assist with projects valued at **\$39,920**.

A total of 12 applications were received.



18 Sport & Recreation Groups received **\$28,517** to assist with projects valued at **\$69,283**.

A total of 22 applications were received.



4 Community Infrastructure Grants awarded totalling **\$94,489.50**.

A total of 8 applications were received.

Community Financial Assistance Grants Scheme

Round One

Organisation	Grant
Beachport Old Wool and Grain Store Museum (NTSA) - Purchase laptop computer	\$759
McArthur Park Kindergarten - Kindergarten frontage beautification works and signage upgrade	\$1,800
Lions Club of Beachport Rivoli Bay Inc. - Community Meeting Room Projector	\$2,000
Southend Progress Association Inc. - Upgrade access points at Southend Community Centre	\$2,000
Riddoch Business & Community Association - Spirit of Penola Family Fun Day	\$2,000
Total Round One	\$8,559

Round Two

Organisation	Grant
Beachport Old Wool and Grain Store Museum (NTSA) - Purchase glass cabinets for Tom McCourt's Fossils	\$1,625
Glencoe Progress Association - Painting of Lake Leake Clubrooms	\$1,430
South Eastern Professional Fisherman's Association - Defibrillator Southend Jetty	\$1,517
Tandara Lodge of Penola - Flagpole	\$935
Penola Branch National Trust of South Australia - Install electricity to Bond Store from Ulva Cottage	\$1,922
National Trust - Glencoe Woolshed Branch - Installation of lighting for community events and exhibitions at Glencoe Woolshed	\$2,000
Total Round Two	\$9,429

Community Sport & Recreation Financial Assistance Grants Scheme

Round One

Organisation	Grant
Glencoe Football Club – Purchase of new point post protective covers	\$858
Kalangadoo Bowling Club – Construction of new storage shed	\$2,000
Millicent AH&P Society – Mounding of Lawnmower Circuit Racing area	\$1,350
Millicent Squash Club – Installation of security system	\$1,570
Lower SE Bowls Association – Purchase of new uniforms	\$500
Millicent Bandits Baseball Club – Upgrade of the Kitchen Cooking area	\$2,000
Millicent Bowling Club Inc. – Purchase of a new computer and relevant software	\$1,864
Millicent & District International Basketball Association – Purchase of a Defibrillator and transportable first aid kits	\$2,000
Millicent Pony Club – Club water and Grounds upgrade	\$1,800
Rendelsham Cricket Club – Repairs to Verandah roof	\$1,379
Beachport Pony Club – Purchase new hot water system	\$971
Millicent Croquet Club – Replacement of garden area	\$1,301
Kalangadoo War Memorial Park and Community Sports Club – New Honor Boards in Memorial Room	\$2,000
Total Round One	\$19,593

Round Two

Organisation	Grant
Beachport Golf Club – Complete irrigation design plan	\$2,000
Kalangadoo Netball Club – Purchase replacement playground slides	\$2,000
Rivoli Bay Sailing Club Inc. – Repair and replace support beams and poles for front deck	\$2,000
Furner Sports Club – Purchase defibrillator	\$1,245
Millicent United Soccer Club Inc. – Purchase Miniros match equipment	\$1,679
Total Round Two	\$8,924

Community Infrastructure Grants

Millicent Croquet Club – Storage Shed	\$10,000
Nangwarry Museum and Community Hall Inc. – Re-Roof of Nangwarry Museum	\$25,000
Kalangadoo War Memorial Park and Community Sports Club – Community Club Viewing Verandah	\$25,000
McCorquindale Park Committee – McCorquindale Park Nature Playground	\$34,490
Total	\$94,490

Libraries and Gallery

The Millicent Library and its staff continue to take the opportunity to innovate despite challenges presented by the ongoing pandemic.

The Library has undergone considerable change, both in service and community spaces, redesigning the facility to be a contemporary space and reviewing ways of communicating with our community.

Embracing the digital environment to provide social and economic value to our communities is a continued focus: from setting up a tablet or phone enabling a patron to communicate, making payments, engaging with Government services, downloading an e-book or reading a digital magazine.

There has been a 40% increase in borrowing of eBooks, audiobooks, and digital magazines.

Tech Savvy Seniors a Telstra funded digital literacy training program continued at the Millicent Library, although in a reduced format, with over 65 sessions being delivered for 305 participants.

Digital programs for children were held at the library and taken out to schools, kindergartens, early learning centres and branch libraries. This included the Little Bang Club, a STEM based program for children 4-8 years old. In total there were 10 sessions involving 170 children.

Simultaneous Storytime afforded us the opportunity to welcome back preschools to the library and staff went out to the Childcare, Kindergartens and reception classes for storytelling and activities.

The Summer Reading Club was launched in December. There was 70 participants in this national initiative who were busily reading,

participating in games and activities. The children read over 1,000 books and received awards for their reading.

Visiting artists and authors play a key role at the Millicent Library and Gallery in community engagement, increasing literacy and providing opportunity. Both the Writer's Group the Millie Scribblers who meet monthly and a bimonthly book discussion group have only been able to meet intermittently. A newly instigated Lego Club, Crochet Club and 'Computers with Pam' were popular.

● ● Providing our communities with opportunities to interact with new technologies saw much success with resources such as robots, virtual reality and other advanced technologies taken out to schools.

Community relationships were further developed over the April school holiday period when technology and craft activities were delivered to our outlying areas.

Social media has been key to the promotion of the library and gallery activities with over 2,500 post reaches a month. The online children's programs-storytelling and Bounce and Rhyme reached a staggering 22,000 people.

Partnerships and programs continued with: Millicent Early Learning Centre, Headspace, Community Housing, United Communities, COTA, NDIS, Resthaven and Boneham Aged Care.

Library AT A GLANCE



116,374 Library Loans



113,521 Visits to the Library & Gallery

School Holiday Activities

4 outreach sessions **300** participants + **2,500** participants in Library



Online reach Bounce & Rhyme and Storytelling sessions **22,000**

40% increase in borrowing of Digital Resources

Public Computer Usage **7,500**



Millicent Gallery

COVID-19 continued to impact on the Millicent Gallery's exhibition program, with the Wattle Range Exhibition being held over to 2021 and the Photographic Exhibition going virtual.

Peter Dunn continued to provide volunteer support in the preparation and curation of exhibitions at the Millicent Gallery and the Gallery at the Visitor Information Centre, contributing over 1,000 hours.

Exhibitions shown over the year included:

'Go With The Flow' featured the work of artists Peter Dunn, Margaret Carter and Mandy Dodgson in a mix of contemporary and resin work.

The National Jam Factory Exhibition: Clare Belfrage's 'A Matter of Time' and the Conversation with Dr Lisa Slade, Art Gallery of SA and artist Clare, was hugely successful with over 150 people attending. The exhibition drew 2,255 visitors from across the state, Millicent was the only SA Gallery to host.

'The Tree of Us' also drew a very attentive audience of 75 to the opening and over 1,000 people attended the gallery over the duration of the exhibition. Visitors particularly appreciated Artist in Residence, Kerry Head.

With over 400 entries the Wattle Range Photographic Exhibition was held virtually in 2020. Entries were then included in the 2021 Wattle Range Council Community Calendar and various Council publications.

To finish off a successful year the Gallery was fortunate to then host national touring Print Making Exhibition, 'Moody Blue'.

Gallery AT A GLANCE



12,791 VISITORS TO THE GALLERY



Wattle Range Photographic Exhibition 407 entries

4 Exhibitions





 The Teagle Family are thanked by Mayor Noll, Janice Nitschke and Local History volunteers.



Local History

Chris Parmenter spoke on the history of Millicent during History Month whilst the local history volunteers continued transcribing, digitizing and entering data.

Local History volunteers continue to transcribe the Andre Diaries and have completed the extensive Downs Collection which is available online through the local history portal. Work has also begun on scanning images for Millicent's 150th Celebrations to be held later in 2021.

All records entered online are being checked and added ensuring the records are an accurate recollection of the past, available for future generations.

The Teagle Family donated \$1,000 to the collection for the purchase of a new scanner, in appreciation of the curation of a collection of records relating to the family's history.

3,750 Volunteer Hours – Local History, Library, & Civic Centre
48,000 Local History Items scanned and made available online



Gladys Smith Early Learning Centre

The Gladys Smith Early Learning Centre's attendance numbers have remained high with wait lists for each room. Fulltime Equivalents for the past financial year hit an all time high with 60 children in attendance each day.

Community connections have continued to be strengthened throughout the year with excursions and incursions taking place on a regular basis. McArthur Park and Millicent North Kindergartens are just some of the connections the children have made within the community. This helps to form strong ties to ensure seamless transitions for children going off to Kindergarten.

Regular volunteers to the Emu Room include Mrs Walker providing music, drama and dance. A reconciliation journey and cultural understandings are embedded in the Centre's daily practice. Boandik elder Aunty Michelle is a regular visitor sharing the Boandik culture, language and stories with the children.

Servicing **170** children from **102** families

60 Full Time Equivalent average compared to **52.6** last financial year

The Healthy Eating Display by Community Health was once again well received and led to discussions and the researching of the Eat a Rainbow Program with the Emu Room children.

Exploring new foods and embedding healthy eating continues to be a major focus reinforced by participation in the Stephanie Alexander Kitchen Garden Program.

The school dentist comes to the Centre to visit the children for a twice yearly checkup. First Aid for Kids was introduced in 2021 which was followed by a visit from the SA Ambulance.

A new online childcare management system called Xplor has been fully implemented. Through Xplor, communication, ideas and information is shared with families in real time. Parents are regularly informed of their child's routines, learning and development. All fees are now direct debited through Xplor.

Capital works have included new outdoor blinds, interior painting, and new storage areas.

A MND fundraiser was undertaken by the Centre staff and Council's Deputy CEO, Paul Duka with almost \$2,000 raised for the cause.



Strategic Plan Achievements



Key Theme Community Vibrancy and Presentation





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

1.1 Enhance public space areas including parks, public places, car parking, street lighting and streetscapes to provide vibrant, attractive areas.





Actions	Measure	Progress	% Complete
1.1.1a Develop an Open Space Plan for the Communities parks and gardens	Develop Plan.	Deferred - Due to commence 2021/22.	0%
1.1.1b Finalise and implement the open space plan for the Millicent Domain	Develop Plan.	COMPLETED - The footbridge, artwork & marker statement have now been constructed and installed. In the previous year the nature playground was completed, in addition the tennis court area was transformed into a multi-use facility and lighting and pathways installed.	100%
1.1.1c Develop a hierarchy of Parks and Gardens and determine appropriate service standards for each asset, including mowing, nature strips, garden beds and other amenities.	Hierarchy of Parks and Gardens developed.	Deferred - Due to commence 2021/22.	0%
1.1.2a Finalise infrastructure requirements and work with the community to develop an incremental plan for the development of the Penola Town Square.	Complete Penola Town Square development.	COMPLETED - Installation of lighting to the area is completed and free WiFi was installed by South Australian Tourism Commission. Installation of seating completed in 2019/2020.	100%
1.1.3a Undertake re-zoning and produce a master plan for the procurement, rehabilitation and development of the Millicent Railway corridor into a combined residential and community land precinct.	Millicent Railway Lands procured, rehabilitated and developed.	COMPLETED - Council have determined that the project will not progress, due to contamination costs and risks.	100%
1.1.4a Review Council's Community Lands Register and work with other Government agencies to identify opportunities to develop any Crown Land.	Community Land Register is reviewed.	Work has commenced with a review of all existing land parcels on the Community Land Register. Concurrently, a review has also commenced on all Council lands and/or Crown lands that may be subject to a Native Title Claim, both projects are to be finalised in 2021/22.	65%
1.1.5a Retrofit street lighting to LED, and consider mandating LED lighting for all new developments.	LED lights installed.	Council through the Local Government Association is seeking an offer from South Australian Power Networks (SAPN) for upgrade of lighting to LED. In 2021/22 further advocacy will continue in relation to this project.	25%
1.1.5b Review current street lighting network and identify any priority black spot areas for in fill and/or expansion.	Blackspot lighting areas identified and lighting installed.	Review has commenced with review of some streets across the area.	20%
1.1.6a Review current parking allocation and determine if any additional expansion is required.	Car parking areas reviewed and expansion areas are identified.	COMPLETED - This project was withdrawn, no longer a priority.	100%

Key theme - Community Vibrancy and Presentation

1.2 Through appropriate planning, develop vibrant, presentable townships throughout the Wattle Range area.




Actions	Measure	Progress	% Complete
1.2.1a Assist the development of ten year town plans for townships within the Council area.	Township Plans developed for all townships.	COMPLETED - All township plans have been developed.	100% 
1.2.2a Undertake General Development Plan Amendment for the Penola township and surrounds.	General Development Plan Amendment for Penola developed.	Deferred - Due to commence in 2023/24 - State Government advised that all Development Planning Amendments (DPA) are to be deferred pending finalisation of the Planning and Infrastructure Act changes.	0% 
1.2.2b Complete the Heritage Development Plan Amendment (DPA) for Beachport and lodge the Statement of Intent (SOI) for a DPA for the Beachport township.	Heritage DPA and SOI for Beachport Completed.	Deferred - Due to commence in 2021/22 - State Government advised that all Development Planning Amendments (DPA) are to be deferred pending finalisation of the Planning, Development and Infrastructure Act changes.	0% 
1.2.3a Develop a Tree Management Plan to assist in the appropriate management of trees and improved visual amenity of townships.	Tree Management Plan developed.	Draft plan has been prepared and adoption is expected in 2021/22.	95% 

1.3 Continue to provide sustainable, vibrant community facilities.

Actions	Measure	Progress	% Complete
1.3.1a Review the library services, ensuring it continues to provide a quality service that meets the changing community requirements and expectations.	Library Services Review completed.	COMPLETED - Library audit was undertaken by Libraries Board SA and an internal review of library services has been completed.	100% 
1.3.2a Optimise the utilisation of both the Penola and Millicent Art Galleries through the development of annual schedule of events that showcase local arts and culture.	Annual schedule of art and culture events compiled.	COMPLETED - Several gallery exhibitions were held throughout the year.	100% 
1.3.3a Review, rationalise and develop a Play Ground Maintenance and Renewal Plan that is aligned with Community needs.	Renewal Plan for playgrounds developed.	COMPLETED - Playground assets are incorporated into the Building & Structures Asset Management Plan. Work to continue in developing the maintenance plan in 2021/22.	100% 
1.3.4a Develop a register of "Shovel Ready" projects that have been identified by the Community or Council that may require grant funding before being able to proceed.	Register of 'Shovel Ready' projects developed.	COMPLETED - A register of 'Shovel Ready Projects' has been developed and will be continually be refreshed to capitalise on grant funding opportunities.	100% 

Key theme - Community Vibrancy and Presentation




1.4 Advocate and where possible collaborate for the expansion of healthcare, education, community and welfare services throughout the Wattle Range area.

Actions	Measure	Progress	% Complete
1.4.1a Advocate for continued State and Federal funding and support for improved healthcare services across the Council area.	Advocacy of healthcare services undertaken.	COMPLETED - Council liaised with the Millicent Medical Clinic, Millicent and Surrounds Health Advisory Group, Wattle Range Area Social Issues Network for continuing medical services to the District. An update to the regional health plan was completed.	100% 
1.4.1b Advocate for continued State and Federal funding and support for improved education services across the Council area.	Advocacy of education services undertaken.	COMPLETED - Council has developed a partnership with Uni SA in relation to internships which will be fostered in 2020/21. In addition, Council provided strong advocacy for maintaining of primary schooling services for Nanagwarry.	100% 
1.4.1c Advocate for continued State and Federal funding and support for improved welfare services across the Council area.	Advocacy of welfare services undertaken.	COMPLETED - Council delivered ongoing advocacy for welfare services through meetings with state government ministers and support for the social Issues group. In addition, Council has continued the provision of assistance for disadvantaged persons in relation to hoarding and homelessness.	100% 

1.5 Support community events that are sustainable and provide longer term benefit to the community and visitors.

Actions	Measure	Progress	% Complete
1.5.1a Encourage community responsibility for events and support where appropriate these events through the provision of Council services such as traffic management, waste management, the cleaning of public amenities and financial assistance grants.	Provision of support for community events.	COMPLETED - Due to COVID 19 events were greatly impacted in 2020/21. However, Council supported a number of events throughout the year such as the Youth Skate event and Movies in the Park for both Millicent & Penola.	100% 

1.6 Promote and support the establishment of strong, sustainable clubs and volunteer organisations throughout the Wattle Range area.

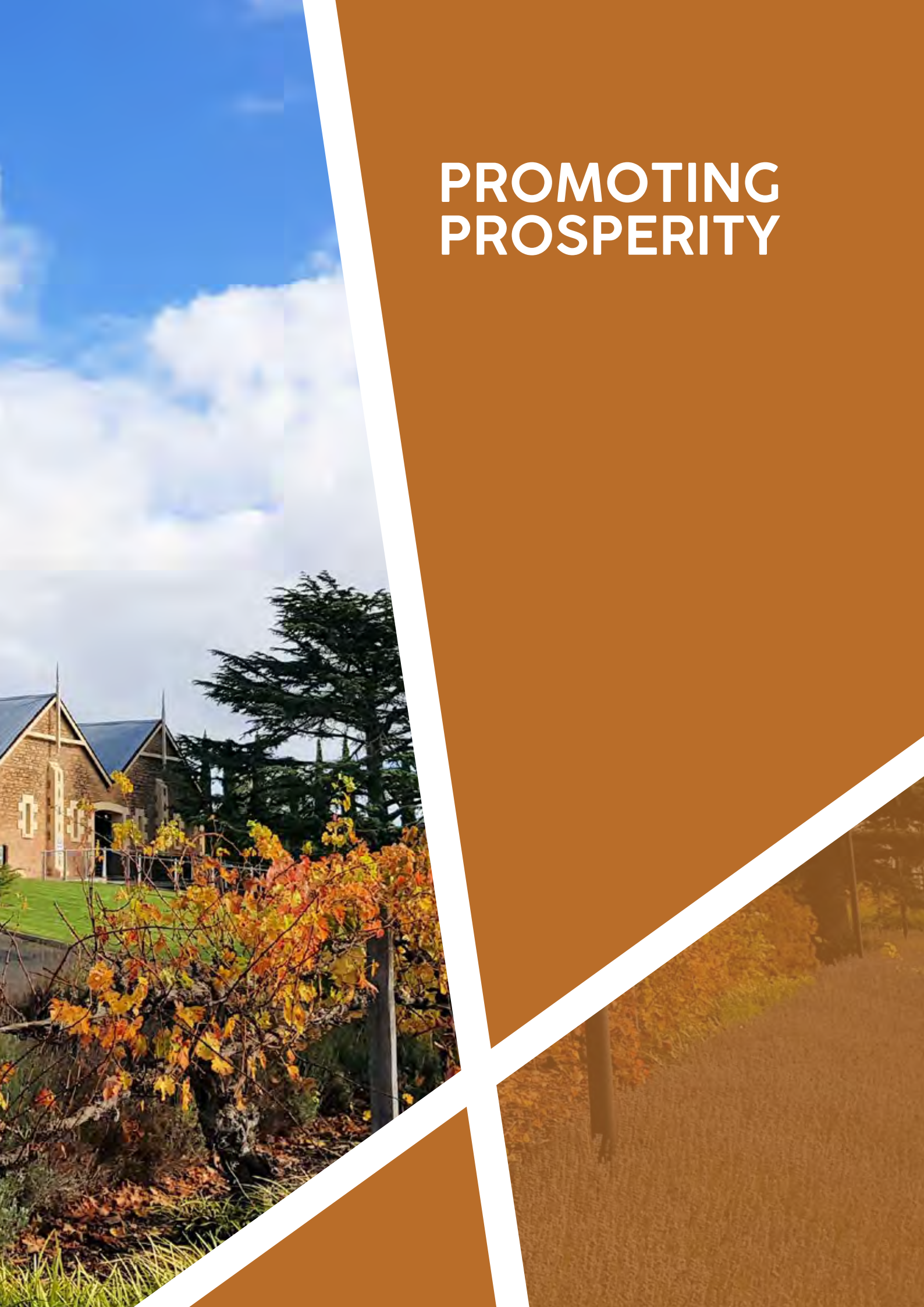
Actions	Measure	Progress	% Complete
1.6.1a Advocate for the cohabitation of various sporting clubs into multi-user facilities.	Advocacy of cohabitation of sporting clubs.	COMPLETED - Council's new Community Infrastructure Grants program was released in 2020/21. McCorquindale Park Management Committee, Nangwarry Forestry & Logging Museum, Kalangadoo Sports Club and Millicent Croquet Club were awarded grant funds. In addition a guarantee of Community Loan to the Millicent District Basketball Association.	100% 
1.6.1b Advocate for Star Club accreditation across all sporting clubs to ensure that they are governed and managed sustainably.	Advocacy of Star Club accreditation.	COMPLETED - Continuous advocacy for Star Club accreditation is occurring with increasing numbers of those clubs being accredited each year.	100% 
1.6.2a Implement the electronic management system for volunteer matching and continue the expansion of the volunteer matching program.	Volunteer matching program expanded and electronic management system developed.	COMPLETED - Volunteer program is live on Council's website and has been promoted to organisations seeking volunteers.	100% 

●● GENERATE AND SUPPORT
COMMUNITY VIBRANCY THROUGH
ADVOCACY AND MAINTENANCE
OF COMMUNITY SERVICES AND
ENHANCED PUBLIC FACILITIES.”





PROMOTING PROSPERITY



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Section Highlights



147 New dwellings approved



\$15M total gross sales through the Millicent Saleyards



46.5K Visitors to Visitor Information Centres



\$48.8M Value of new development approved

Strategic Plan Achievements



ECONOMIC PROSPERITY

A sustainable and prosperous economy that supports local businesses and industry and creates employment and prosperity for the region.

5 STRATEGIES 17 ACTIONS

PERCENTAGE YET TO COMMENCE

0%



PERCENTAGE COMPLETED

100%

100%
BENCHMARK COMPLETION

Economic Development

Council's Economic Development staff have again been active throughout the year dealing with a range of investment opportunities from local, intra and inter-state organisations, in addition to several international enquiries.

2020/21 saw a strong focus on supporting local small business to cope with and recover from the pandemic, with staff providing details of available resources and offering advice and support in person and over the phone.

In addition, Council staff continue to regularly liaise throughout the year with neighbouring Councils on a range of economic development initiatives and projects.

Council supported several veterinary and medical students in the practical component of their study by affording accommodation at our Skeer Street housing. These students gained valuable experience in the region with the hope that once they graduate they may consider our area for employment.

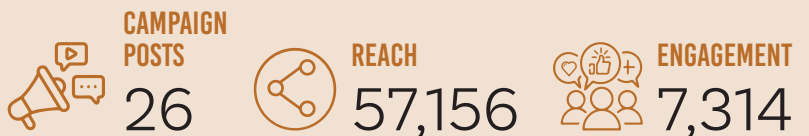
Council staff have offered support in the form of advising clubs of grant opportunities, providing letters of support for grant funding and pre submission advice. A highlight of this year was when two Agricultural Shows in our Council area received funds through the Federal Government's Supporting Agricultural Shows and Field Days Program with the Millicent and Penola AH & P Society's each receiving \$15,000 and \$7,868 respectively.

In March 2021, Council surveyed local businesses to ascertain the impact of COVID-19 on the local economy. 88 responses were received and this information was used to inform Council of the level of local assistance required.



Go Local First Campaign

Council supported small local business throughout 2020/21 by promoting the Go Local First campaign in a series of posts with Elected Members on the Facebook page.



Penola & Millicent Town Centre Concept Design Projects

Council continued to examine the opportunity to develop a concept design for the redevelopment of the Millicent and Penola main street precincts throughout 2020/21.

Consultants WAX Design facilitated a consultation session in Penola in July. 80 community members participated, contributing to the design process. Additionally, a further workshop was held at Mary MacKillop Memorial School, with the year 6/7 class providing valuable input.

A draft Concept Design Report was developed using the feedback provided and was considered at the Council's January meeting, where the draft plan was endorsed for community consultation.

WAX Design held a subsequent community presentation and Q&A session in Penola with 55 community members in attendance.

A survey conducted as part of the consultation received 57 responses of which the majority of respondents strongly or moderately agreed with the direction and intent of the draft Concept Design.

Meanwhile, the Millicent community were also surveyed in the first step of the community consultation for their Masterplan. The survey received 184 responses.

Face to face workshop sessions followed in December 2020 with 84 community members, many of whom are main street business owners, participating. WAX Design also met with key stakeholders including the Millicent Business Community Association (MBCA) and local art group Imagine Millicent (IMAG).

Again, a draft Concept Design Report was then developed and community consultation undertaken following its endorsement by Council in April 2021.

47 community members attended the consultant's presentation and Q&A session held part of the consultation process and 53 survey responses were received, with 87% of respondents stating that they strongly or moderately agreed with the direction and intent of the draft Concept Design.

Once endorsed, both the Penola and Millicent concept designs will be used in the detailed design phase of the projects, ready for future budgets and grant opportunities.



Millicent Main Street Master Plan carpark montage



Millicent Main Street Master Plan intersection montage



Penola Town Centre Concept Design



Disability Access and Inclusion Plan Working Group

Following the implementation of the Disability Access & Inclusion Plan in February 2020, Council established a Working Group comprised of Council staff including the CEO and Director Development Services and the Mayor. The group met on 3 occasions during 2020/21 to discuss a variety of topics including:

- Assistive/Adaptive technology
- Accessibility features on Council Website
- Accessible Tourism
- Disability Parking Compliance
- Inclusive HR and recruitment
- In June 2021, 15 Council staff, Mayor Noll and Cr Drew attended Disability Inclusion Training facilitated by the Local Government Association and Purple Orange.

The key topics discussed were:

- The Social Model of Disability and Universal Design
- Attitudes and Unconscious Bias
- Language and Communication
- Collaborating and working with Community.

The Aim of the training was to:

- Normalise Disability
- Improve awareness
- Confront unconscious bias.



In May 2021, Council staff worked with the Beachport Surf Lifesaving Club to relocate the Beach Buggy from a storage shed in town to the Beachport Visitor Information Centre where it is on full display which will encourage use. Council have re-branded this piece of equipment from a 'wheelchair' to a 'Beach Buggy' in the hope of capturing users that have mobility issues, but aren't necessarily confined to a wheelchair, for example, use a walker or have a sprained or broken limb.



Tourism

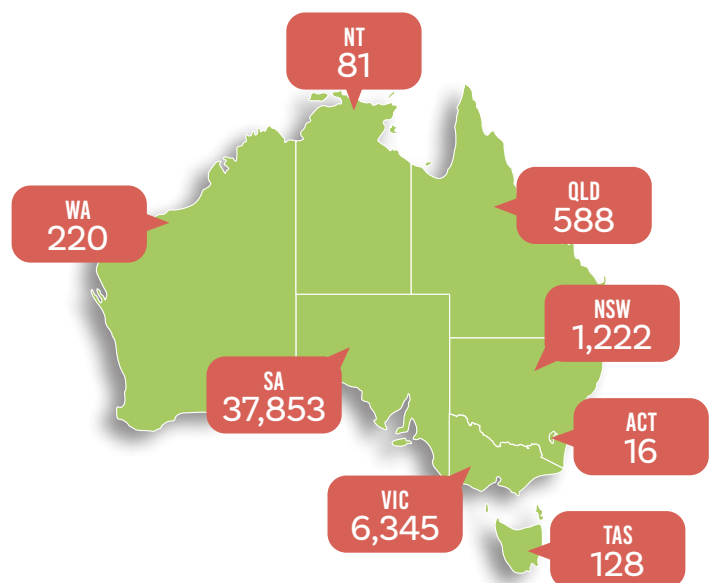
The Tourism Industry throughout Australia has seen some significant changes over the last couple of years with international borders and some domestic state borders still closed. COVID-19 travel closures have led to an increase in the number of people travelling within their own state and exploring one's own backyard.

The Limestone Coast has traditionally seen more visitors from eastern states, but the Wattle Range Council area has seen an increase of travellers from within South Australia up 35% from the previous year.

To assist in promoting the Limestone Coast region, Council staff attended the SA Caravan and Camping Show held over 3 days in February 2021.

In addition, Council has invested in a series of promotional videos to promote the area as a tourism destination and a great place to live and work. The footage was used to develop a television ad campaign which was aired throughout Adelaide and the Riverland for several months.

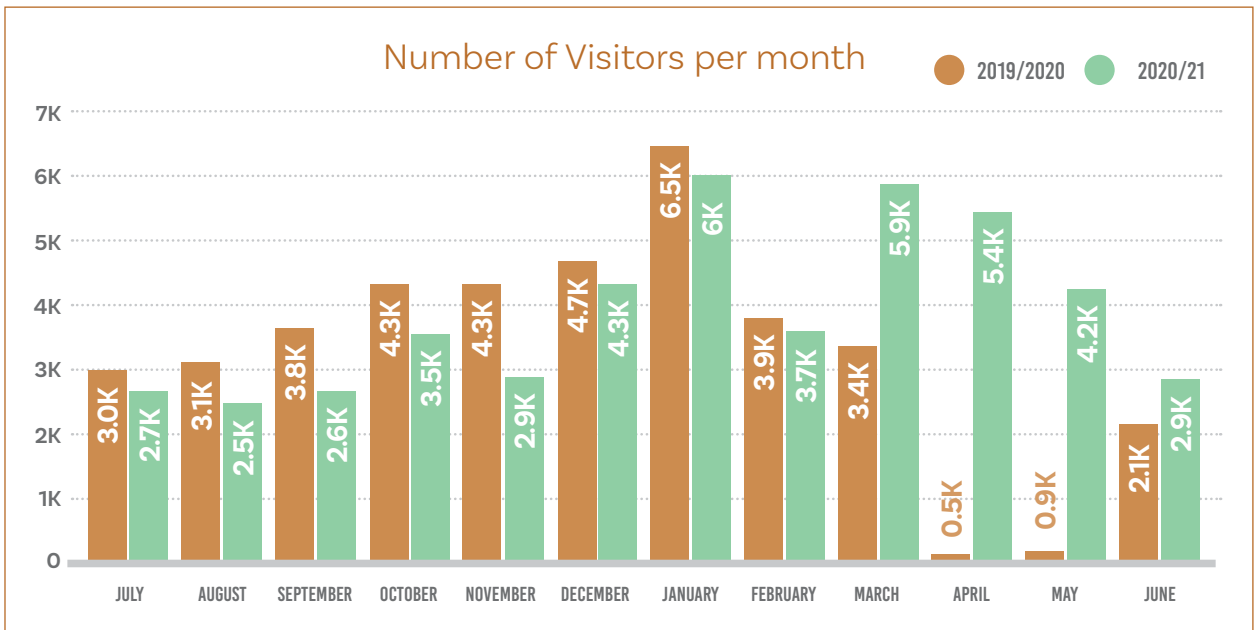
Visitors NATIONAL





📷 Margaret Carter

Visitor NUMBERS/STATISTICS



Total Visitors	46.5K
Total Social Media Reach	347K (Facebook) 43K (Instagram)



Southern Ocean Tourist Park

The Southern Ocean Tourist Park continues to play a key role in the local tourism market, providing quality accommodation to its guests throughout the year. Numbers remained consistent with the previous year despite COVID-19 border restrictions affecting travel throughout the country.

Construction of a recreation room including camp kitchen and undercover seating began in 2020/21 and will be open to welcoming large groups in the coming year, providing a much-needed communal space for guests.

Park Managers Dan and Heidi continue to host a variety of events for guests to enhance their camping experience. A community garden has also been added to provide fresh vegetables and fruit to any visitors staying within the park.



Local Heritage Conservation Grants Program

Council has now established a Local Heritage Conservation Grant Fund to promote and support the conservation of Local Heritage places (excluding state/local government assets).

Property owners can apply for a contribution towards the cost of repairing and restoring these places.

Council allocates up to \$15,000 per financial year to the program. Grants of up to \$2,500 may be awarded for conservation work. Applications to Council, can be made at any time throughout the year.

One application was received in 2020/21 and funds of **\$2,500** were allocated to the successful applicant.

Meet The Planner Sessions

Regular 'Meet with a Planner' sessions were offered at both Penola and Beachport throughout the year to help residents, business owners and community groups learn more about the Planning and Design Code and the development assessment process.

Southend Caravan Park



In August 2020, the long-term lease over the Southend Caravan Park and Buscamp area ceased. In review, Council resolved not to renew the lease and to evaluate its long-term vision for the site considering ongoing coastal management impacts. This involved seeking Expressions of Interest for its ongoing management.

At the conclusion of the lease, all major structures including the office and ablution block were removed and the area remediated. Council resolved to redevelop the site to allow for its continued operation for camping, caravans and self-contained vehicles. This included the installation of a new transportable amenities building and associated infrastructure to support the proposed use of the site.

A preferred tenderer was accepted and a new lease is currently being negotiated for ongoing management. The site will open again to the public following the signing of a new Lease agreement.

Development (Planning & Building)

Council staff have continued to support the community in the transition to the State Government's new online planning portal which was implemented in regional Councils in July 2020. The portal allows development applications to be submitted and tracked online along with public access to the planning rules, guidelines and advice.

During this period Council also continued compliance and enforcement of illegal development and land uses.

Notable Developments during 2020/21

Notable development during this period included:

- Renewable Energy Facility (Solar Farm) **\$3,000,000**
- Craft Brewery and Distillery (including Restaurant/Café & Tourist Accommodation) **\$4,500,000**
- Feedlot Expansion **\$1,407,813**

Development STATISTICS

A summary of development activity undertaken in 2020/21:

Dwelling	147
Dwelling alteration	22
Outbuilding (including sheds, carports & verandahs)	319
Other Residential	12
Commercial (including new and internal fit out)	47
Tourist accommodation	5
Industrial	4
Land division and boundary realignments	15
Agricultural Building and other rural	70
Solar panels	10
Water tanks	4
Fences and retaining walls	4
Swimming pool	5
Change of land use	28
Demolition	22
Other (Amenities building & Animal keeping)	2
TOTAL	716

Development AT A GLANCE



Total applications lodged **427**

Development activities undertaken **716**

Total value of development **\$48,837,923**



Building Inspections carried out **106**

3 Council Assessment Panel meetings held to consider 3 applications

2 Building Fire Safety Committee meetings to discuss 5 sites



Millicent Stock Saleyards

The overall performance of the Millicent Stock Saleyards has resulted in mixed outcomes. Whilst actual sale days increased from 18 to 24 during the period, total number of head was slightly down. However, producers benefited from increased prices resulting in higher total gross sales.

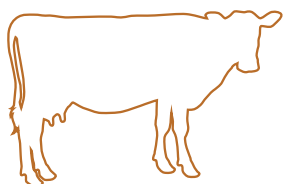
The Millicent Saleyards Working Group met on two occasions, with key discussion points being:

- Millicent Saleyards throughput
- EPA reporting
- Millicent Saleyards Environmental Monitoring
- Public Relations
- Millicent Saleyards Standstill Procedure
- Millicent Saleyards Condition Report and Maintenance Plan
- SafeWork SA Audit
- Millicent Saleyards Management Plan
- Hazard and Incident reporting

Council has continued to undertake works to ensure ongoing compliance in accordance with its conditions as the owner and operator of the Millicent Saleyards in accordance with its Environmental Protection Authority (EPA) Licence.

As such, Council entered into a new two-year contract with Tonkin Consulting to manage the environmental monitoring obligations, which include quarterly wastewater testing, biannual groundwater testing and the completion of annual reports for the EPA.

Saleyards AT A GLANCE



24 Sale Days for 2020/21 Financial Year

8,643 Head of Cattle

\$15,157,878.70 Total Gross Sales

Strategic Plan Achievements



Key Theme Economic Prosperity

Objective: A sustainable and prosperous economy that supports local businesses and industry and creates employment and prosperity for the region.

2.1 Support and advocate for improved infrastructure that enhances and creates economic and business opportunities.




Actions	Measure	Progress	% Complete
2.1.1a Advocate for public and private investment into additional energy infrastructure.	Advocacy for additional energy infrastructure.	COMPLETED - Ongoing meetings with major energy users are continuing and a regional approach is being developed through the Limestone Coast LGA regarding alternative energy system.	100%
2.1.1b Continue to advocate for and invest in the development of mobile phone towers for the identified telecommunication black spots areas.	Advocacy for development of mobile phone towers.	COMPLETED - Advocated for the installation of a mobile tower at Mt McIntyre. Continuation of meetings with senior management from Telstra and NBN for further expansion of the network.	100%

2.2 Through appropriate planning, develop opportunities to expand economic and business opportunities throughout Wattle Range.


Actions	Measure	Progress	% Complete
2.2.1a Develop an industrial land plan that identifies future light and heavy industrial development requirements for each of the major towns.	Industrial land plan developed.	COMPLETED - Action will be addressed in 2021/22 as part of the Strategic Directions Plan.	100%
2.2.1b Advocate for and facilitate the development of a master plan for an enhanced value adding production capability at Snuggery.	Advocacy for development of master plan for Snuggery.	COMPLETED - Snuggery Food Precinct Review was completed in 2019/2020.	100%
2.2.2a Undertake development of policies surrounding Home Based Businesses and Outdoor Dining.	Policies developed.	COMPLETED - Policies have been drafted for adoption.	100%
2.2.2b Increase compliance reviews with the Development Act, including areas of Muggleton and industrial areas of Millicent.	Compliance increased.	COMPLETED - Several compliance issues were followed through and a media campaign was undertaken on illegal developments.	100%
2.2.3a Investigate a scheme that will incentivise main street businesses to upgrade shop facades.	Scheme to incentivise shop facade upgrades investigated.	COMPLETED - Program to commence in 2021/22.	100%

Key theme - Economic Prosperity




2.3 Expand on current inward investment opportunities, maximising business and economic creation opportunities for the Council area.

Actions	Measure	Progress	% Complete
2.3.1a Map the industry sectors and develop both domestic and international inward investment plans which identify high value primary production opportunities which are matched with value adding processing opportunities.	Inward investment plan and industry mapping completed.	COMPLETED - Food precinct value adding review was completed. Ongoing discussions with investors and businesses are continuing to attract new investment into the area.	100% 
2.3.1b Continue annual international and national economic/investment initiatives.	Investment initiatives undertaken.	COMPLETED - A number of private investors and companies were met with over the past year to discuss a range of investment opportunities across the area.	100% 
2.3.2a Conduct a feasibility study into the development of a Tier 3 export accredited multi-use service kill facility (beef, lamb, deer, pork).	Feasibility study of multi use service kill facility undertaken.	COMPLETED - Report completed and tabled to Council. The document has been provided to potential investors.	100% 

2.4 Strengthen and support the professional and economic growth of local businesses and job creation opportunities for the area.

Actions	Measure	Progress	% Complete
2.4.1a Facilitate economic development forums for the Council area at Millicent and Penola.	Economic development forums undertaken.	COMPLETED - Further meetings were held with Ministers regarding securing timber resource access and Council has contributed to the parliamentary enquiry regarding the same issue.	100% 
2.4.1b Facilitate the development of a Council wide leadership and professional development network group for upcoming professionals.	Professional development network group implemented.	COMPLETED - After advocacy from Council the RDA Limestone Coast is hosting regular new professionals events in Mount Gambier.	100% 
2.4.2a Develop strategies to assist businesses in times of emergency or significant financial duress/closure.	Strategies developed for businesses in times of emergency and financial duress.	COMPLETED - Business continuity planning workshops were delivered to businesses across the district which provided the attendees with strategies and tools to assist them in times of emergency.	100% 
2.4.3a Continue to invest in local traineeships, and advocate for job retention opportunities for our community, youth and improved workplace diversity.	Local traineeships supported.	COMPLETED - A trainee and interns were appointed to assist IT through the current software transition. In addition a Graduate Finance Officer was employed in 2020/21.	100% 

2.5 Promote Wattle Range as a tourism destination through provision of appropriate tourist facilities and advocacy.

Actions	Measure	Progress	% Complete
2.5.1a In collaboration with South Australian Tourism Commission, Limestone Coast LGA and Regional Development Australia, develop a formal Tourism Plan for the Wattle Range area.	Tourism Plan for Wattle Range developed.	COMPLETED - Visitor Information Centre review was completed, implementation of recommendations have commenced.	100% 
2.5.1b Conduct a cost benefit analysis of continuing to pursue South Australian Tourism Industry Council accreditation.	Cost benefit analysis completed.	COMPLETED - A cost benefit analysis was completed. In parallel discussions have commenced with SATIC and State counterparts regarding value for money from SATIC membership.	100% 
2.5.2a Investigate potential sites for enhancement of Council's policy on free camping and RV friendly camping sites.	Sites for Free camping and RV Friendly camping sites investigated.	COMPLETED - Penola Campervan & Motorhome Club of Australia (CMCA) has been finalised and the lease has commenced. Tenders were sought for the Southend Caravan Park, lease being developed for the site as an RV friendly camping site.	100% 





OUR STREETS & PLACES

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Section Highlights



\$198,000 spent on major road upgrades



123 capital works projects



\$10.6M capital works program delivered



7,960 Swimmers at the Penola Pool

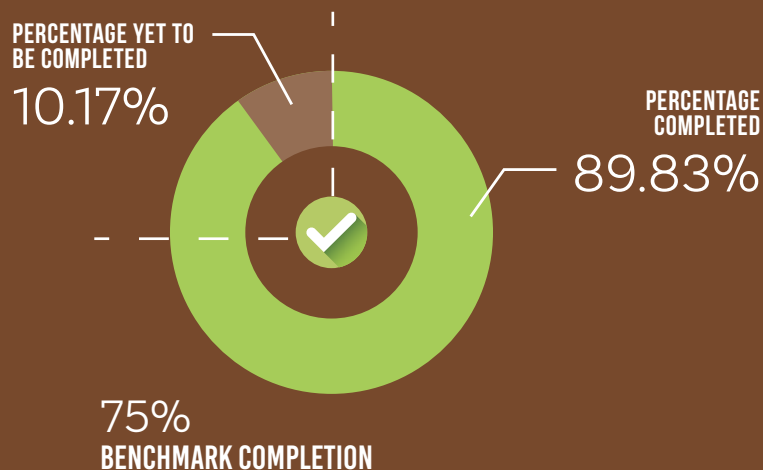
Strategic Plan Achievements



INFRASTRUCTURE & ASSET SUSTAINABILITY

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

5 STRATEGIES 29 ACTIONS



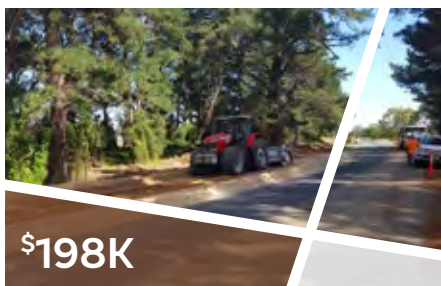
Capital Works

Council was focused on delivering the strategies contained within the Annual Business Plan including rebounding the local economy through major infrastructure development and investment in the Council area.

For the 2020/21 financial year, 123 capital projects were listed in the Annual Business Plan. These projects provide functional, safe, fit for purpose assets that meet the changing needs of the community. Council delivered a capital works program of \$10.6M.

Within this budget, \$4.53M was allocated for the renewal of a wide range of existing facilities and infrastructure. Council also committed \$2.04M for the upgrade of existing assets and \$4.03M on the acquisition of new assets.

Summary of Capital Projects completed



\$198K

Major Road Upgrades

1.2km of road received a major upgrade total cost of **\$198,000**

- Kennedy Road, Glencoe
- Lossie Lane, Millicent

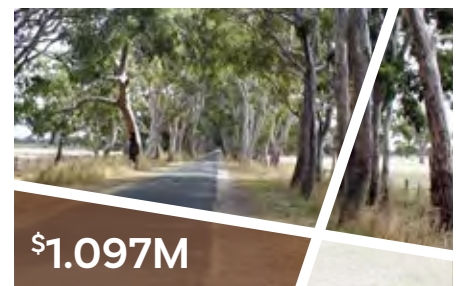


\$932K

Roads Resealed

28km of sealed roads resealed – total cost of **\$932,000**

- Church Street, Penola
- Southend Access Road, Southend
- Kennedy Road (Widening)
- Various intersection upgrades



\$1.097M

Roads Re-sheeted

18km of road re-sheeted – total cost of **\$1,097,000**

- Rogers Road, Kalangadoo
- Considine Road, Tantanoola
- Lynn Road, Coonawarra
- Nitschke Road, Tantanoola
- Ryans Road, Glencoe
- V & A Lane (East), Coonawarra
- Lossie Lane, Millicent
- Mount Burr Service Road, Mount Burr
- McKay Lane, Penola
- Muggleton Road, Beachport
- Canunda Frontage Road, Millicent
- Brooks Road, Millicent
- Pooles Road, Hatherleigh
- Fensoms Road, Millicent
- Rabbits Road, Coonawarra



\$226K

Footpaths

2,300m of footpaths – total cost of **\$226,000**

- Kentish Place Footways, Millicent
- Various Pram Ramp Renewals
- Mount Gambier Road, Millicent
- Northwest Terrace, Beachport
- Young Street, Penola
- Williams Road, Millicent
- Sommerville Street, Beachport



\$218K

Kerbing

850m of kerbing – total cost of **\$218,000**

- Science Avenue, Millicent
- South Terrace, Beachport
- Smith Street, Millicent
- Whennen Street, Millicent
- Scott Street, Penola
- North Terrace, Millicent
- Elder Street, Kalangadoo
- McCourt Street, Millicent
- Young Street, Penola
- Ridge Terrace, Millicent
- Ingram Street, Mt Burr
- Cape Buffon Drive, Southend
- George Street, Southend



Carparks

- Rymill Hall Carpark, Penola
- Railway Terrace Carpark, Beachport

Major Projects

Southern Ocean Tourist Park Recreation Hall

\$294K

Construction of the Recreation Hall (Camp Kitchen) commenced in February 2021 and is due for practical completion in the coming year. (Photo 1)

Glencoe Memorial Wall

\$66K

A Memorial Wall was constructed adjacent the existing War Memorial in Glencoe. This project was also partially funded by the Glencoe Progress Association. (Photo 2)

Funded under the Federal Government's Community Development Grants program.

Millicent Domain Pedestrian Bridge

\$150K

The Millicent Domain Pedestrian bridge, including the landscaping and connecting pathways, was completed in December 2020.

Millicent Public Artwork

\$75K

The public artwork structures were installed on the lawns outside the Millicent Civic & Arts Centre in June 2021. (Photo 4)

Funded under the Federal Government's Open Spaces and Public Places program.

Millicent Domain Marker Statement

\$150K

Construction of the Millicent Domain Marker Statement is complete and awaiting installation onsite. The large eye-catching entry statement responds to the themes of wind and water and will accentuate the Domain Precinct. (Photo 3)



Funded under the State Government's Local Roads and Community Infrastructure program.

Penola Township Entrance Statements

\$155K

Entrance Signage at both the Northern and Southern approaches to Penola were installed in June 2021. A landscape design is being developed and will be implemented in the coming months. (Photo 5)

Beachport Playground Upgrade

\$350K

The redevelopment of the Susan Wilson Memorial Playground in Beachport was completed in April 2021. This included the replacement of all play equipment and landscaping. (Photo 6)

Beachport Bowling Club Upgrade

\$428K

The project to upgrade the Beachport Bowling Club included replacement of the roof and structural modifications as well as internal kitchen and bar upgrades. (Photo 8)

Mount Burr Service Roads Upgrade

\$190K

Stage 1 works in the upgrade and sealing of service roads 1 & 3 were completed in June 2021. Stage 2 which includes service roads 2 & 4 is to be completed in 2021/22. (Photo 9)

Lossie Lane Reconstruction

\$60K

The construction and seal of 700m Lossie Lane in Millicent was completed in April 2021. (Photo 7)



5



8



6



9



Millicent Domain Parklands & Civic Precinct

Following on from the completion of the nature playground in July 2020 works continued on the implementation of the Master Plan for the Millicent Domain Parklands. This included the removal and replacement of the pedestrian bridge at the Williams Road end of the reserve, replacement of the softfall in the original Playground in the Domain and installation of both the artistic sculptures outside the War Memorial Civic & Arts Centre and preparations for the Marker Statement to be installed on the parkland on the corner of Ridge Terrace and Williams Road.

This project is being delivered under the Federal Government's Community Development Grants program.

Parks & Gardens

The focus of the Parks and Gardens team this year has been on parks and playgrounds. Considerable effort continued in the Domain Nature play area which has proven a successful addition to our already popular Domain precinct. The ongoing maintenance of our other 26 playgrounds is continuing and requires much effort to keep up with ever changing safety standards.

In February work began to upgrade the Susan Wilson Memorial Playground in Beachport. This included the replacement of all play equipment and landscaping with a maritime theme. The old equipment will be restored and re-installed in other playgrounds in the coming year. The project was completed in April 2021. In addition, the Beachport Rivoli Bay Lions will soon assist Council to upgrade the BBQ area and replace the front fence.

We were fortunate to add an extra horticultural trainee to our team giving us a total of 3 trainees. This is great for our younger generation, creating employment and being trained by our experienced and supportive team of horticulturalists.

A busy spring and late rain contributed to an extended mowing and slashing season. Additional casual staff have been employed to assist with this and other landscape maintenance and tree pruning needs.

Older tree removal to allow for kerb renewal has meant that many more new street trees have been planted. Careful tree selection should minimise infrastructure damage in the future. This, along with an effort to expand our tree coverage in parks, whilst removing old and diseased trees, has resulted in hundreds of new tree plantings.

Swimming Facilities

Penola/Nangwarry Facilities

Patrons during public opening hours (excluding swim club, lessons, etc)



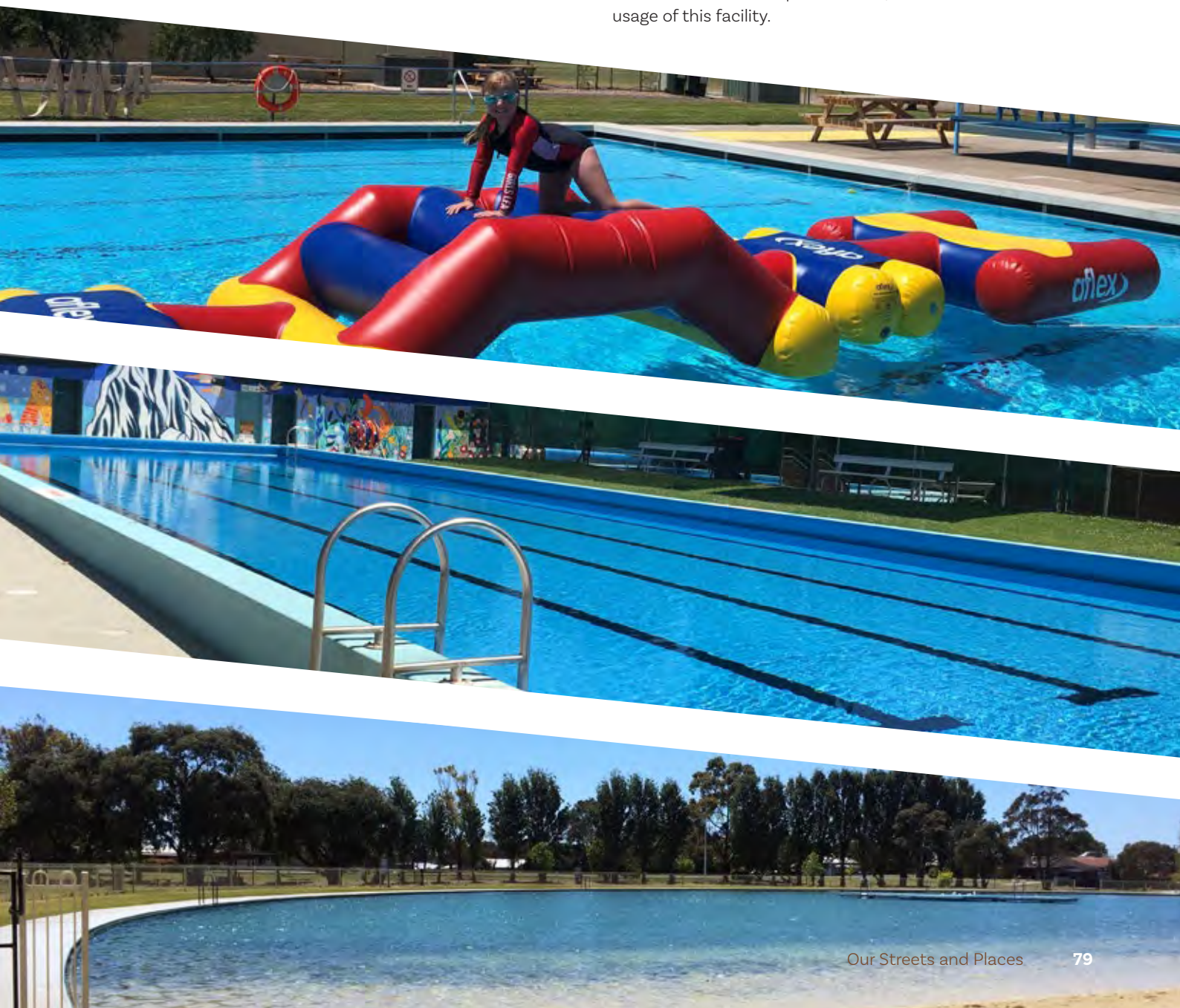
Facility	2019/2020	2020/21
Nangwarry	2,070	2,369
Penola	7,498	7,960

Swim Season Highlights

Innovative Leisure Management (ILM), Council's Pool Contractor continued to provide lifeguard services for Council's swim facilities. In addition to these services, Learn to Swim and Aquacise classes were offered at the Penola Pool.

The Inflatable Obstacle Course was available free of charge at Millicent, Penola and Nangwarry, however it was limited to one session per site due to COVID-19 restrictions.

Vacswim was available at all three swim facilities and was well supported. 3 swim clubs (Penola, Mount Gambier and Blue Lake Y) used the Penola Pool for training and hosted the only swim carnival in the Lower South East region. The closure of the Mount Gambier Aquatic Centre, has resulted in increased usage of this facility.



●● PROVIDE FUNCTIONAL,
SAFE, FIT FOR PURPOSE
ASSETS THAT MEET THE
CHANGING NEEDS OF
THE COMMUNITY.



Strategic Plan Achievements



Key Theme Infrastructure and Asset Sustainability






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

4.1 Create a sustainable stock of assets, with appropriate long term asset planning + optimal use.



Actions	Measure	Progress	% Complete
4.1.1a Biennially review and update the Plant and Equipment Management Plan.	Review completed.	COMPLETED - A 15 year renewal plan has been developed in preference to an Asset Management Plan given the relatively short useable lives of the plant items.	100%
4.1.1b Develop and biennially review the Kerb and Gutter Asset Management Plan.	Review completed.	Revaluation of the kerbs & gutter assets has been completed in preparation for an update to the Asset Management Plan in 2021/22.	85%
4.1.1c Develop and biennially review the Stormwater Management Plans for Penola, Millicent, Kalangadoo and Beachport.	Plan developed.	COMPLETED - A Stormwater Asset Management Plan was adopted by Council in 2019/2020.	100%
4.1.1d Develop and biennially review the Community Wastewater Management Schemes (CWMS) Asset Management Plan which includes Technical Management Plan for all four schemes.	Plan developed.	A draft Asset Management Plan has been prepared for adoption in 2021/22.	85%
4.1.1e Develop and review biennially the Building Asset Management Plan.	Plan developed.	COMPLETED - A Buildings Asset Management Plan was adopted by Council in 2019/2020.	100%
4.1.1f Develop and biennially review the Footpath Asset Management Plan taking into consideration footpath expansion plans for each of the district towns that is compliant with Disability and Discrimination Act requirements.	Plan developed.	A review of valuations for footpath assets has commenced in preparation for an update to the Asset Management Plan in 2021/22.	85%
4.1.1g Biennially review and update the Road Asset Management Plan.	Review completed.	A review of valuations for road assets has been completed in preparation for an update to the Asset Management Plan in 2021/22.	85%
4.1.2a Develop and biennially review a Swimming Facilities Asset Management Plan.	Plan developed.	A pool supervisors contract was agreed to and structured maintenance of the pools has commenced.	50%
4.1.2b Stage the implementation of the Cemetery Master Plan, considering the future cemetery requirements and scheduled expansion options as required.	Cemetery Master Plan implemented.	Completion of works Millicent Cemetery allowing for future expansion of the site.	75%
4.1.2c Review the Coonawarra and Millicent Airfields to maximise their ongoing financial sustainability.	Review completed.	COMPLETED - Review of the Millicent Airfield was completed in 2019/2020. Coonawarra airfield care and control has been handed back to the Coonawarra Grapegrowers Association.	100%
4.1.3a Biennially review and update the Airfield Emergency Management Plan.	Plan developed.	COMPLETED - Works were undertaken as part of development of Business Continuity Plan for Council.	100%
4.1.4a Review existing plant and equipment stock and investigate new technological opportunities to enhance efficiency and effectiveness.	Review completed.	COMPLETED - In 2020/21 Council reviewed the replacement of tip truck and it was recommended that aluminium bodies be installed that can carry greater weight which has improved efficiency of operations.	100%
4.1.5a Review and implement operation, irrigation and monitoring plans for all four Community Wastewater Management Schemes (CWMS).	Review completed.	A new Wastewater Irrigation Management Plan for Southend CWMS was approved by the EPA. In addition a revised Wastewater Irrigation Management and Environmental Monitoring Plan for Penola CWMS was submitted to EPA for approval.	45%

Key theme - Infrastructure and Asset Sustainability





4.2 Plan & provide for a safe local road network that meets the future and current needs of our community.

Actions	Measure	Progress	% Complete
4.2.1a Update the Regional Transport Plan to include local significant roads that currently have high or proposed high future traffic usage.	Update of the Regional Transport Plan is completed.	COMPLETED - Significant local roads were identified and included within the updated Regional Transport Plan.	100% 
4.2.2a Review and update the current Roadside Vegetation Plan to meet with changed conditions and native vegetation requirements.	Review of the Roadside Vegetation Plan is completed.	A draft Roadside Vegetation Plan has been presented to the Native Vegetation Council (NVC). Final adoption of the plan is expected in 2021/22.	90% 
4.2.3a Review resheeting techniques including the use of stabilising agents to improve unsealed road longevity and ongoing efficiency gains.	Various techniques explored to improve resheeting of roads.	COMPLETED - Trials of stabilising agents added to unsealed road construction has occurred. Monitoring of the performance of materials has commenced.	100% 
4.2.4a Prepare a quarries report that will evaluate material locations and types of materials for the use on local road maintenance.	Report prepared regarding quarries.	Assessments of quarry stock and materials has commenced. Council is seeking to secure future supply of quarry materials following analysis of the data.	60% 
4.2.5a Review and update the rolling program of dust mitigation works for rural road residences.	Review of dust mitigation on rural roads completed.	COMPLETED - Guidelines for assessing applications has been prepared and a 10 year rolling program is in place and annually updated.	100% 





4.3 Advocate for safe and trafficable network of State roads.

Actions	Measure	Progress	% Complete
4.3.1a Advocate for the completion of the Penola Bypass through State and Federal Government funding.	Advocacy for completion of Penola Bypass.	COMPLETED - Stage 2 of the Penola Bypass has been completed and officially opened.	100% 
4.3.2a Advocate for the upgrading of Mile Hill, Kangaroo Flat, Hatherleigh, Wattle Range, Kalangadoo Roads and the Princes and Southern Ports Highways.	Advocacy for the upgrade of State Government roads.	COMPLETED - Advocacy was undertaken through discussion with the Local MP, Transport Ministers, raising motions with the Local Government Association and listing the roads as a priority in the "Ask of Government" document.	100% 


4.4 Plan for and optimise Council's stock of building assets whilst meeting the future and current needs of our community.

Actions	Measure	Progress	% Complete
4.4.1a Conduct a comprehensive review of the ongoing maintenance requirements for the Library and Civic & Arts Centre.	Review completed for the Library and Civic & Arts Building.	A building condition assessment was conducted and the upgrade to the foyer and the stairs in the loft of the Civic & Arts Centre have been completed.	90% 
4.4.2a Review, improve, retrofit and/or rationalise Council's Halls to improve community patronage.	Review completed of halls.	COMPLETED - Council has developed a draft 10 year works program for all buildings which addresses all identified issues with halls. Roll out of works will be staged due to funding availability.	100% 
4.4.3a Review future expansion requirements and options for the main Council Office.	Review completed of expansion requirements for the main Council Offices.	COMPLETED - Review of options for future expansion requirements for the Council office was undertaken. Council has selected the Old Millicent Netball clubroom area located within the Domain precinct as a future site for the office.	100% 
4.4.4a Review the current public toilet facilities and identify opportunities for improvements, rationalisation and/or additions.	Review completed.	A building condition assessment has been conducted which has identified issues to be corrected. Further staged upgrades of other main public toilets to occur over the coming years.	80% 

Key theme - Infrastructure and Asset Sustainability

Actions	Measure	Progress	% Complete
4.4.5a Review and rationalise the requirement for multiple engineering depots across the district.	Review completed of depots across the district.	COMPLETED - Internal review of Council depots was completed and it was determined that all depots serve a purpose that assist service delivery and are to be retained.	100% 
4.4.5b Assess the future requirements for the Millicent Engineering Depot and investigate options to upgrade existing facilities to accommodate other depot staff and assets.	Options assessed for future upgrade of Millicent Depot.	COMPLETED - The review has been completed and building of a new mechanical shed is scheduled to commence in 2021/22. Future upgrades to be considered as part of the Buildings Asset Management Plan.	100% 
4.4.6a Schedule the staged removal of asbestos from all Council buildings.	Staged removal of asbestos from Council buildings completed.	COMPLETED - Staged removal of asbestos from Council buildings has commenced. To date these removals are undertaken in conjunction with renovations/upgrades to Council buildings.	100% 
4.4.6b Review the cleaning services contract giving consideration to the level of service required, use of buildings, frequency of cleans and options for delivery of service.	Review completed.	COMPLETED - Cleaning contract reviewed and new contract signed.	100% 

4.5 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	Measure	Progress	% Complete
4.5.1a In conjunction with South Australian Tourism Commission (SATC) and the Coonawarra Vignerons Association, pursue funding opportunities to construct a walking / cycling trail within the rail corridor between Penola and Coonawarra.	Options evaluated for the development of a walking/ cycling trail.	Planning and design of the Coonawarra Rail Trail walking path has commenced. The trail Stage 1 & Stage 2 have been funded in part by the Federal Local Roads and Community Infrastructure stimulus program.	75% 





KEEPING THINGS CLEAN & GREEN

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Section Highlights



346,621 Kerbside Bins collected



406 Loads of Mulch collected from Community Mulch Days



3,670 Animals Registered



22 Illegal Dumping Incidents



637 Fire Safety Compliance letters sent

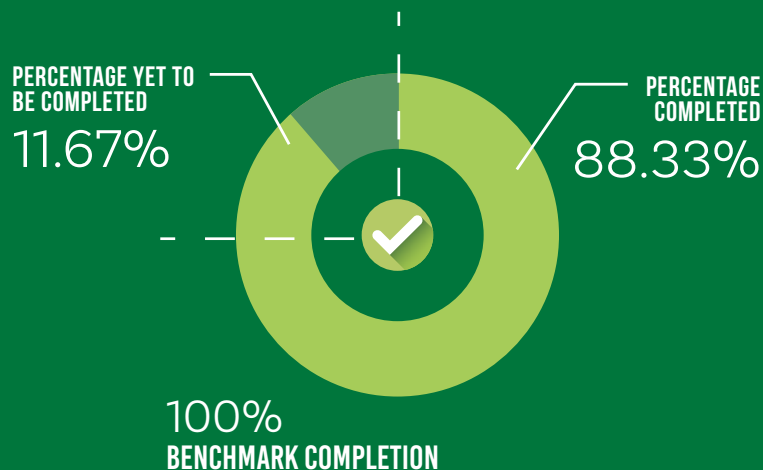
Strategic Plan Achievements



ENVIRONMENTALLY SUSTAINABLE

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

3 STRATEGIES 15 ACTIONS



Waste Management Services

Kerbside Collection

In 2020/21, there were 5,143 households covered by Council's general waste and recycling services. A total of 4,138 households are provided with the organics green bin service. These services are an additional charge to each property that is within a collection zone. It is not included in general rates.

HOW AN AVERAGE RESIDENT UTILISED THEIR KERBSIDE COLLECTION IN 2020/21 COMPARED TO LAST YEAR

An increase of **+0.8kg** of general rubbish went to landfill

An increase of **+0.3kg** of recyclable items collected

An increase of **+0.3kg** of garden and food waste diverted from landfill

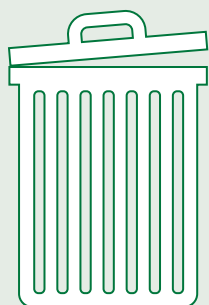


Waste Management AT A GLANCE

Kerbside Collection

TOTAL KERBSIDE BINS COLLECTED
346,621 bins

General Waste Bin



AVERAGE BIN WEIGHT

12 KG

(Compared to 11.2kg last year)

TOTAL ANNUAL WEIGHT COLLECTED

2,457 T

Participation Rate **77%**

Recycling Bin



AVERAGE BIN WEIGHT

8.1 KG

(Compared to 7.8kg last year)

TOTAL ANNUAL WEIGHT COLLECTED

707 T

Participation Rate **66%**

Green Organics Bin



AVERAGE BIN WEIGHT

22.3 KG

(Compared to 21.9kg last year)

Participation Rate **49%**

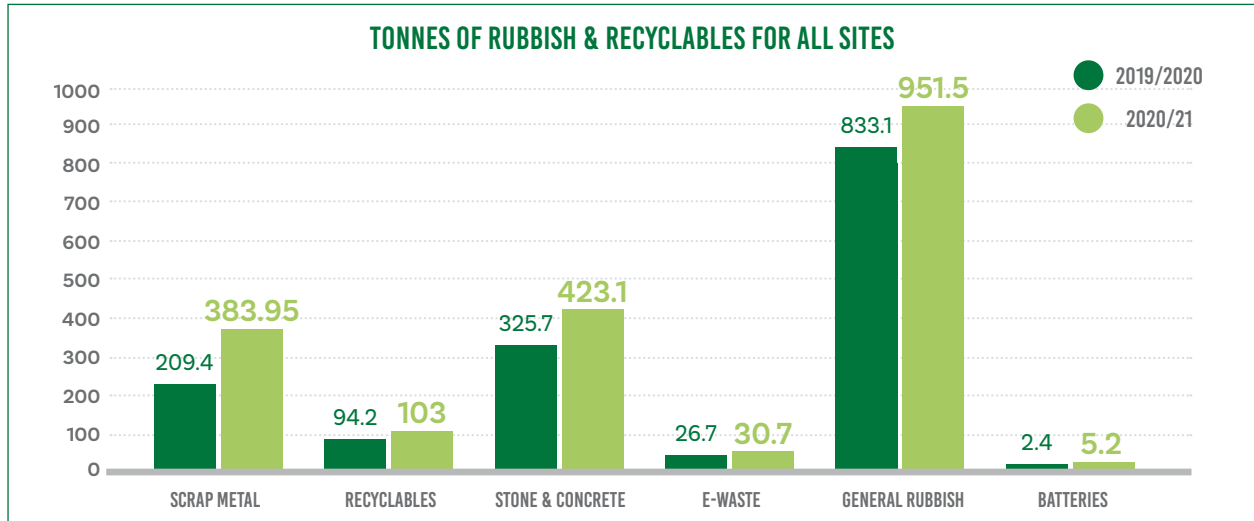
TOTAL ANNUAL WEIGHT COLLECTED

1,191 T

Resource Recovery Centres & Waste Transfer Stations

NUMBER OF VISITORS BY DISPOSAL SITE

MILLICENT	PENOLA	BEACHPORT	GLENCOE	FURNER
12,889	4,677	1,786	1,185	997



Waste Water Systems

Council operates 4 Community Wastewater Management Systems (CWMS). Penola, Kalangadoo and Southend use a septic tank at each property as the primary treatment and to collect sludge. However the Beachport CWMS is a full sewer system, meaning that the sludge is mixed with the water and is processed in our lagoons. There are no septic tanks involved.

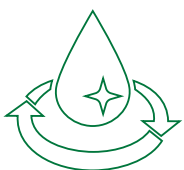
Systems AT A GLANCE

COMMUNITY WASTE WATER MANAGEMENT SYSTEM CONNECTIONS BY TOWNSHIP

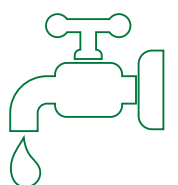
PENOLA	BEACHPORT	KALANGADOO	SOUTHEND
806	469	190	194

Waste Water Control

Summary of Waste Water Applications



76 Applications Approved



Aerobic System Applications	7
CWMS Connections	16
Sewer Connections	20
Septic Tank Installations	31
Holding Tank	1
Tradewaste Application	1



MULCH DAYS	7
PARTICIPANTS	204
LOADS	406

Environmental Initiatives

Community Mulch Days

Free community mulch days were scheduled in Penola and Millicent throughout the year for residents and ratepayers. The mulch days were developed to give back to the community and reduce the transport and disposal costs for green waste from Council's waste disposal facilities. Previously this material had been trucked to Mount Gambier for composting at Van Schaik's Bio Gro. Instead, the green waste is repurposed into garden mulch that residents can collect for free. In Penola and Millicent, Council provided a loader and Council staff to load trailers, while Beachport residents can access the mulch during public opening hours. In 2020/21, Council hosted seven (7) community mulch days, with a total of 204 residents taking advantage of the program. Many residents returned for multiple loads, with a total of 406 loads of mulch distributed.

This year for the first time, Council invited the collection of mulch in truck loads by appointment only. This resulted in shorter waiting times and supported residents in collecting larger quantities of the free mulch.

Free Green Waste Disposal - Fire Season Clean up

In 2020/21, Council continued to support residents in preparing their properties for the fire danger season. During the months of October and November, all Wattle Range residents and ratepayers were able to dispose of green waste at the Millicent and Penola Resource Recovery Centres and the Beachport Waste Transfer Station without needing to use a waste disposal voucher. This free green waste disposal encourages residents to clean up excess vegetation on their properties in preparation for the fire danger season.

drumMUSTER

Council continued to supply the drumMUSTER program at the Millicent and Penola RRC's to provide a recycling pathway for eligible empty agricultural or veterinary chemical (agvet) containers.



Climate Change Working Group

The Wattle Range Council Climate Change Working Group was formed to develop a climate change action plan for Wattle Range following a resolution made by Council in August 2020.

The Working Group is made up of 3 Community representatives, 3 Elected Members and 5 Council Officers and has identified 51 areas where Council could make a difference, including advocating for an emissions audit. A draft Climate Change Action Plan is expected to be completed and released for community consultation in 2021/22.

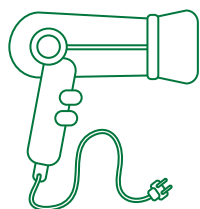


●● PROTECT THE NATURAL ASSETS AND INFRASTRUCTURE OF THE REGION BY LEVERAGING ADDITIONAL ENVIRONMENTAL PROGRAMS THAT WILL PROTECT THE ENVIRONMENT FOR FUTURE GENERATIONS.

Environmental Health

Health AT A GLANCE

CASES REPORTED FROM COMMUNICABLE DISEASE CONTROL BRANCH	2019/2020	2020/21
Campylobacter	32	21
Influenza	72	1
Salmonella	12	3
Chicken Pox (Varicella Virus)	26	22
COVID-19	2	0



Hairdressing and Beauty Salons registered within Council area **11**
(No inspections undertaken due to COVID-19)

Food Samples taken and tested **0**
(No Food Sampling conducted due to COVID-19)

Registered High Risk Manufactured Water Systems **23**

Cooling Towers **17**



Warm Water Systems **6**

Public Rainwater Tanks Tested **35**



COVID-19

The COVID-19 global pandemic continued through 2020/21. Council's local priorities were to:

- minimise risk to the health and wellbeing of staff and the broader community;
- continue to operate business as usual for as long as circumstances permitted; and
- be guided by Australian and State government protocols and the advice of relevant health experts.

During this time, Council staff adapted to working within the Government guidelines, COVID-Safe practices and measures that remained in place.



Wattle Range
COUNCIL

TOP 5 *dog breeds*

- | | |
|------------------|-----|
| 1. KELPIE | 643 |
| 2. JACK RUSSELL | 354 |
| 3. LABRADOR | 281 |
| 4. BORDER COLLIE | 272 |
| 5. MALTESE | 248 |

General Inspectorate AT A GLANCE



EXPIATIONS

Dog Expiations (including 108 for unregistered)	124
Parking Expiations	8
Fire Expiations	3
Littering expiations	6



ABANDONED VEHICLES

Complaints	8
Vehicles Impounded	5



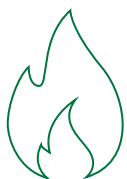
ILLEGAL DUMPING

Incidents Reported	22
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NUISANCE COMPLAINTS

Untidy Premises Complaints	45
Noise Complaints	5
Smoke Complaints	17



BUSHFIRE SAFETY

Fire Permits issued (50 more than the previous year)	227
Townships/residential areas inspected for fire hazards	14
Letters sent out (150 more than previous year)	637
105F Notices sent out	176
Non Compliances	23

Dog Statistics



3,670 animals registered

57% of dogs desexed
(down by 1%)

94.5% dogs microchipped
(up by .5%)

42 dogs impounded
(down by 21)

37 impounded dogs went
back home to owners

84 dogs returned to owner
before impounded

5 dogs rehomed to
new owners

8 reports of dog harassment
6 human / 2 other animals or dogs

7 reported dog attacks
0 human / 7 animals

26 barking
complaints

24 wandering dog
complaints

Strategic Plan Achievements



Key Theme 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.

3.1 Protect Council's natural assets, through proactive planning in climate adaptation and structured infrastructure replacement and enhancements.







Actions	Measure	Progress	% Complete
3.1.1a Develop and implement a Council specific climate adaptation plan considering protection of coastal infrastructure and energy efficiency in Council buildings / structures.	Climate Adaptation Plan developed.	Currently collecting wave data to inform development of Adaptation Strategy for Beachport in 2021/22.	50%
3.1.2a Implementation of action plan for renewal of coastal infrastructure including groynes and revestment works in Rivoli Bay.	Action plan for renewal of groynes undertaken.	Rivoli Bay wave data collection and modelling project is continuing for Southend and Beachport. The information collected will inform future investment in infrastructure.	75%
3.1.3a Investigate options for managing coastal erosion at the Salmon Hole / Post Office Rock and understand the likely impacts on the Pool of Siloam and the Beachport township.	Options evaluated for managing coastal erosion.	COMPLETED - Council advocated for further funding throughout 2019/20 and was successful in attracting further scientific investigations into the rapid erosion of the Post Office Rocks fore dune.	100%

3.2 Maintain strong and positive relationships with Federal and State Government departments, advocating for increased investment in coastal and environmental protection within the Council area.

Actions	Measure	Progress	% Complete
3.2.1a Lobby the Limestone Coast Regional Landscapes Board (LCRLB) for additional resources and funding towards environmental projects in Wattle Range.	Lobbying undertaken.	COMPLETED - Various environmental projects were discussed with the Limestone Coast Regional Landscapes Board (LCRLB). Further advocacy continued in 2020/21.	100%
3.2.1b Actively participate in environmental projects in the Wattle Range area including revegetation works, volunteering and coastal projects.	Environmental projects participated in.	COMPLETED - Various environmental projects were discussed with the Limestone Coast Regional Landscapes Board (LCRLB). Further advocacy continued in 2020/21.	100%
3.2.1c Lobby Department for Planning, Transport & Infrastructure (DPTI) to construct the proposed Groyne in the vicinity of the Beachport Jetty.	Lobbying undertaken.	COMPLETED - Annual lobbying of ministers of the State Government occurred through various meetings.	100%
3.2.1d Lobby the South Eastern Water Conservation and Drainage Board (SEWCDB), Department of Environment, Water and Natural Resources (DEWNR) and Limestone Coast Regional Landscapes Board (LCRLB) to minimise the impact of Coastal Erosion as a result of outflows from the Southend Drain.	Lobbying undertaken.	COMPLETED - Annual lobbying was undertaken as part of the development of the Southend Climate Adaptation Plan.	100%
3.2.1e Lobby Department of Environment, Water and Natural Resources (DEWNR), the South Eastern Water Conservation and Drainage Board (SEWCDB), and the Limestone Coast Regional Landscapes Board (LCRLB) to investigate and implement improvement strategies to the flows and health of Lake George.	Lobbying undertaken.	COMPLETED - Whilst Council no longer chairs the Lake George Management Committee, Council continues to lobby for appropriate flows to Lake George.	100%
3.2.1f In partnership with the Limestone Coast Local Government Association (LCLGA), contribute to the development of a Regional Climate Adaptation Plan.	Assisted in development of the Regional Climate Adaptation Plan.	COMPLETED - Contributed and assisted in the development of the Regional Climate Adaptation Plan.	100%

Key theme - Environmentally Sustainable

3.3 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	Measure	Progress	% Complete
3.3.1a Following completion of the trial period, review the waste disposal vouchers system at Council's waste facilities.	Review of waste disposal vouchers undertaken.	COMPLETED - As part of the review of the waste strategy the waste disposal voucher system was reviewed and the system was continued.	100% 
3.3.1b Undertake a review of properties with access to the kerbside collection, as outlined in Council's Waste Management Strategy.	Review completed of properties with access to the kerbside collection.	COMPLETED - A kerbside collection service boundary review was completed in May 2017. Changes to kerbside collection services were implemented from 1 July 2017 with all new services in place from 1 September 2017.	100% 
3.3.1c Investigate options for kerbside green waste disposal including composting	Options evaluated for green waste disposal.	Some preliminary investigation has been undertaken as to green waste disposal including investigating composting. In the interim green waste mulch days are continuing as a disposal alternative.	50% 
3.3.1d Investigate options for collaboration with other Councils for kerbside collection and other waste services.	Options evaluated for collaboration of kerbside waste collection.	COMPLETED - Waste collection services agreement signed with Cleanaway. Collaboration options were explored with other Councils but did not provide the same level of cost advantage as the new agreement.	100% 
3.3.2a Design and construct a new Waste Transfer Station at Beachport.	Design and construction completed.	Concept plans for the new site have been completed. Grant funds to be sought to finalise construction.	50% 
3.3.3a Lobby the State Government to limit the financial and resourcing impacts of proposed waste reforms including; increases to the solid waste levy, increased reporting, greater infrastructure requirements.	Lobbying undertaken.	COMPLETED - Council lobbied the South Australian Regional Organisation of Councils (SAROC) and the Local Government Association (LGA) to support the release of greater funds and investment from Greening Industries to undertake waste reducing initiatives.	100% 



GOVERNANCE COMPLIANCE



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Section Highlights



444 Resolutions made at
16 formal Council meetings



13 Freedom of Information Applications



8,509 Electors represented
by **11** Elected Members



48 Resolutions made
in confidence

Council Member Allowances and Benefits

Allowances and Benefits are paid to Council Members in accordance with the *Local Government Act 1999* and the Council Member Allowances and Benefits Policy.

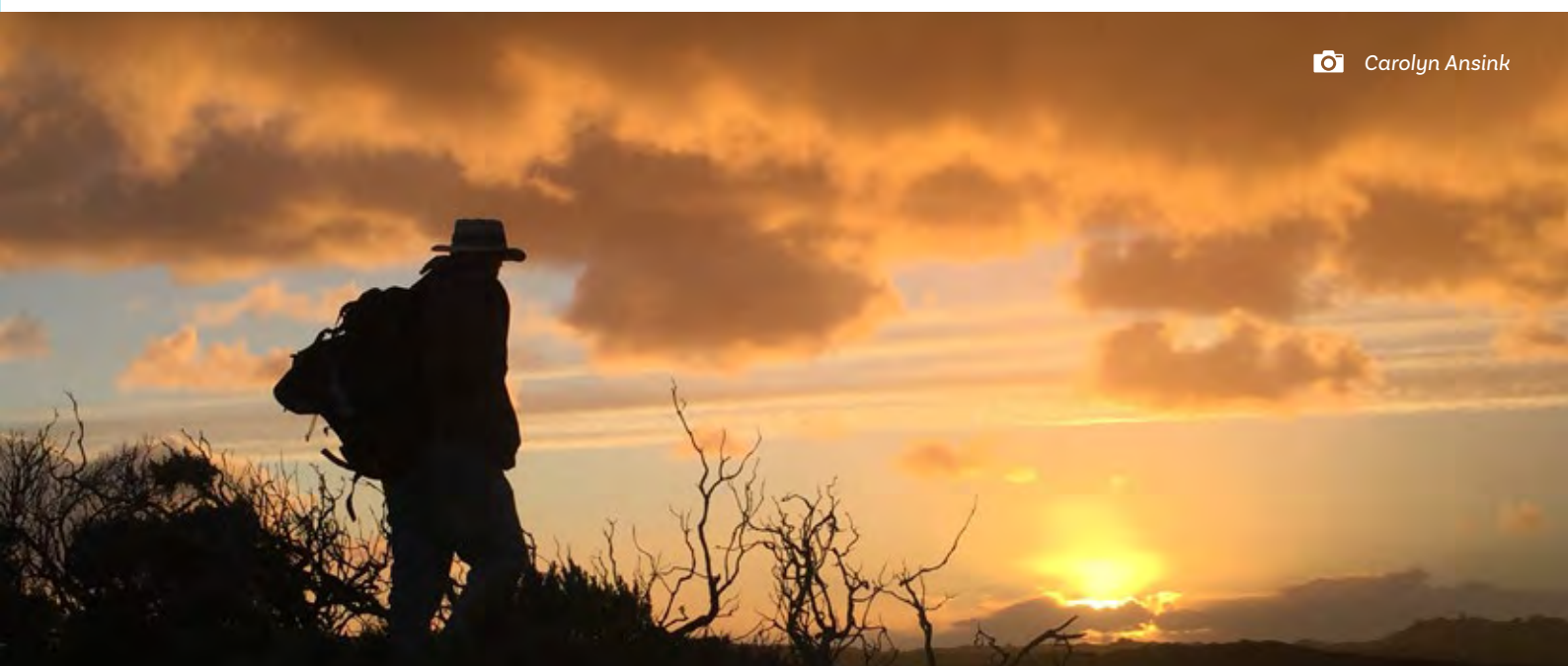
In addition to prescribed allowances and benefits all members are provided with a Surface Go device, a \$300/annum telecommunications reimbursement

and reimbursement of approved professional training and development expenses to assist members with the conduct of their duties.

The Mayor is also provided with a fully maintained motor vehicle, mobile phone contribution of \$100/month, furnished office space and limited administrative support.

The total allowances (including travel time) and re-imbursements of expenses paid to Council Members during 2020/21 are provided below:

Council Member	Allowance	Other	Internet/ Telephone Allowance	Telephone Allowance Mayor	Travel Time Allowance	Travel - Prescribed	Reimbursement of Expenses	Grand Total
Dale Price	\$14,533.12		\$300.00		\$426.00			\$15,259.12
Dean Burrow	\$14,533.12		\$300.00		\$726.00	\$1,179.12	\$590.40	\$16,157.52
Deb Agnew	\$14,533.12		\$300.00		\$426.00			\$15,263.12
Dennis Muhovics	\$14,533.12		\$300.00					\$14,833.12
Des Noll	\$58,132.62		\$1,500.00	\$1,200.00				\$59,632.62
Graham Slarks	\$14,533.12		\$300.00					\$14,833.12
John Drew	\$14,533.12		\$300.00					\$14,833.12
Kevin McGrath	\$14,533.12		\$300.00		\$426.00	\$1,332.80		\$15,263.12
Moira Neagle	\$18,166.45		\$300.00					\$18,466.45
Peter Dunicliff	\$14,533.12	\$600.00	\$300.00					\$15,433.12
Rick Paltridge	\$14,533.12		\$300.00		\$726.00	\$2,662.88	\$2,662.88	\$18,230.00
Sharon Cox	\$14,533.12		\$300.00		\$426.00			\$15,259.12



Council Member Training And Development

The following training courses and conferences were attended by Elected Members:

Date	Attendees	Course	Course Content	Provided By	Mandatory / Voluntary
2/7/2020	Mayor Des Noll Cr Rick Paltridge Cr Moira Neagle	GM Food Crop Cultivation Ban	Webinar to educate and assist Councils interested in applying to become an area free from genetically modified food crop cultivation.	Sam Telfer - LGASA	Voluntary
2/7/2020	Cr Dean Burrow Cr Dale Price Cr John Drew Cr Sharon Cox Cr Des Noll Cr Rick Paltridge Cr Moira Neagle	PlanSA ePlanning Demonstration and Briefing – Phase Two	Webinar - Overview of the ePlanning System and overview of the PDI Act 2016 and Planning and Design Code	PlanSA	Voluntary

Elector Representation

Section 12 of the *Local Government Act 1999* requires Councils to undertake a review of its Elector Representation as determined by the Minister. This review is conducted to ensure fair and equitable representation across all Wattle Range electors.

Council commenced the formal review process in March 2021 with the appointment of Consultant CL Rowe & Associates. An Options Paper was prepared for public consultation which addressed such issues as the appointment of the principal member of Council (Mayor), composition of Council (maintaining Ward Councillors or appointment of Area Councillors), number of elected members, Ward structure (increase or decrease the number of Wards), the level of representation and elector ratios.

Feedback received during the Options Paper consultation was reviewed and used to prepare a Representation Review Report, which will be subject to a second consultation phase in July 2021. Any changes being proposed to Council's structure would be subject to Council approval and further consent by the Electoral Commissioner.

Council's last Elector Representation Review was conducted in 2013/2014 where the following Council Structure was approved:-

- Mayor as the principal member of Council, elected at large by the community
- 4 wards with a total of 11 Councillors, consisting of
 - Corcoran Ward – 5 Councillors
 - Kintore Ward – 2 Councillors
 - Riddoch Ward – 2 Councillors
 - Sorby Adams Ward – 2 Councillors
- An alteration to the Ward boundaries between Kintore and Corcoran Wards resulting in the Kintore Ward absorbing portions (Rocky Camp area) of the Corcoran Ward to allow for all wards to be within the allowed elected ratios of +/- 10%.

Elector Representative Quota

Wattle Range Council has been categorised by the Local Government Grants Commission as a Rural Agriculture Very Large Council. The current representation quota (Electors per Councillor) in comparison to other Council's within this group are outlined as follows:

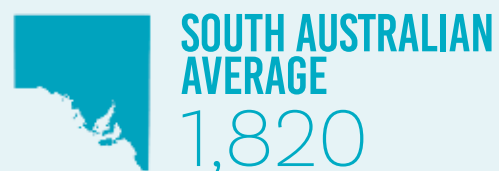
Council	Total Members (inc. Mayor)	Number of Electors	Representation Quota
Alexandrina	12	21,150	1,763
Barossa	12	18,118	1,510
Berri Barmera	9	7,296	811
Copper Coast	10	11,728	1,173
Light Regional	11	10,545	959
Loxton Waikerie	11	8,171	742
Murray Bridge	10	14,853	1,485
Port Pirie	10	12,927	1,293
Victor Harbor	10	12,844	1,284
Wattle Range	12	8,509	709
Yorke Peninsula	12	8,753	729

Derived from information provided by the Electoral Commission of SA, Wattle Range Council has 8,509 electors represented by 11 Elected Members plus the Mayor. The representation quota was 709.

The statewide average representation quota for the reporting period was 1763. The representation quota for a Council is the amount ascertained by dividing the number of electors for the area of the Council (as at the last closing date under the *Local Government (Elections) Act 1999*) by the number of members who constitute the Council (ignoring any fractions resulting from the division and expressed as a quota) *Local Government Act, 1999*, schedule 4.

Local Government authorities throughout the state are placed in groups of similar size and type. Wattle Range Council is grouped with ten other Councils in this category in South Australia.

Representation Quota Electors Per Quota



Meetings and Confidentiality Provisions

Council meetings are generally conducted in a public environment, however there are some circumstances where it may be necessary or appropriate for specific items to be considered in confidence. Section 90 of the *Local Government Act 1999* details the circumstances where this may occur.

Total resolutions	444
Number of resolutions made in confidence	48
Orders to exclude the public 2020/21 (s90(2))	23
Orders still in place at end of financial year	26
Number of items released 2020/21	26
Orders made to hold information in confidence (using s91(7))	29

Reasons used to exclude the public and enter into confidence (one or more reasons may apply per matter):

Personal Affairs (using s90(3)(a))	5
Commercial advantage (using s90(3)(b))	3
Commercial information of a confidential nature (using s90(3)(d))	4
Matters affecting security & safety (using s90(3)(e))	1
Legal Advice (using s90(3)(h))	1
Tenders (using s90(3)(k))	17

Meeting Date	Title	Orders Revoked / Expired / Ceased	Order still operational end of FY	Order to Exclude	Order to Retain
8/05/2012	Penola Bypass Road - Road Openings - Compensation	Yes			
29/05/2012	Penola Bypass Road - Road Openings - Compensation	Yes			
4/10/2016	Interim Audit Management Letter - Dean Newbery & Associates	Yes			
13/02/2018	Council Land Options - Mount Gambier Road Millicent	Yes			
14/08/2018	Remission of Rates Request	Yes			
11/12/2018	Motion on Notice - Millicent Community Club	Yes			
15/01/2019	Review of Eligible Section 184 - Sale of Properties for Unpaid Rates		Yes		Yes
12/02/2019	Millicent Community Club	Yes			
9/04/2019	Verbal Complaint Report		Yes		Yes
9/07/2019	Building Fire Safety Committee	Yes			
13/08/2019	Delivery of Pool and CWMS Services	Yes			
13/08/2019	Enterprise Software System		Yes		Yes
13/08/2019	Street Sweeper Replacement	Yes			
13/08/2019	Tipping Truck and Trailer Replacement	Yes			
10/09/2019	Annual Reseal Program 2019/20	Yes			
10/09/2019	Beachport Recreation Centre - Tenders for roof alterations and construction of new Entry Structure	Yes			

Meeting Date	Title	Orders Revoked / Expired / Ceased	Order still operational end of FY	Order to Exclude	Order to Retain
10/09/2019	Purchase of Replacement Front Deck Mower	Yes			
8/10/2019	Evaluation of Tenders and Approval of Contractors for Pools and CWMS	Yes			
12/11/2019	Enterprise Software System		Yes		Yes
12/11/2019	Southend Caravan Park Update		Yes		Yes
10/12/2019	Confidential - Engineering Services Restructure	Yes			
10/12/2019	Confidential - Review of Eligible Section 184 - Sale of Properties for Unpaid Rates		Yes		Yes
10/12/2019	Confidential - Rymill Hall Renovation - Tenders to Complete Works	Yes			
10/12/2019	Confidential - Tender for Scrap Metal Collection	Yes			
10/12/2019	Confidential - Unreasonable Customer Conduct		Yes		Yes
11/02/2020	Confidential - Penola Stormwater and Road Design	Yes			
11/02/2020	Confidential - Tenders - Arthur Street Penola - Stage 2 Drainage Construction	Yes			
9/06/2020	Confidential - Southend Caravan Park and Bush Camp EOI Response Summary		Yes		Yes
23/06/2020	Confidential - Tender Process Millicent Airfield Land - Investigation	Yes			
14/07/2020	Confidential - Wattle Range Council Food Precincts Study		Yes	Yes	Yes
11/08/2020	Millicent Service Station		Yes	Yes	Yes
08/09/2020	Confidential - Truck Procurement - Prime Mover		Yes	Yes	Yes
08/09/2020	Confidential - Southend Caravan Park and Bush Camp Project Update		Yes	Yes	Yes
13/10/2020	Confidential - Review of Eligible Section 184 - Sale of Properties for Unpaid Rates	Yes			
13/10/2020	Confidential - Southend Caravan Park - Amenities Block - Budget Update		Yes	Yes	Yes
13/10/2020	Confidential - Quarry Operations Contract		Yes	Yes	Yes
13/10/2020	Confidential - Bulk Fuel Supply		Yes	Yes	Yes
13/10/2020	Confidential - Plant Purchase - Wheeled Loader		Yes	Yes	Yes
10/11/2020	Confidential - Evaluation of Reseals and Line-marking Tenders		Yes	Yes	Yes
08/12/2020	Confidential - CEO Annual Performance Review	Yes			
19/01/2021	Confidential - Southern Ocean Tourist Park (SOTP) Tenders for Construction of Recreation Hall and Camp Kitchen		Yes	Yes	Yes
09/02/2021	Confidential - Burchard Quarry		Yes	Yes	Yes
09/03/2021	Confidential - Beachport Bowling Club Building Upgrades - Tender Evaluation Report		Yes	Yes	Yes
09/03/2021	Confidential - Mount Burr Service Roads Upgrades - Tender Evaluation Report		Yes	Yes	Yes
09/03/2021	Confidential - Intersections Upgrade Tender		Yes	Yes	Yes
23/03/2021	Confidential - Tender Assessment & Appointment - External Audit Services		Yes	Yes	Yes
13/04/2021	Confidential - 2021 Annual Review of Confidential Items	Yes			
13/04/2021	Confidential - Mount Burr Service Roads Upgrades - Tender Evaluation Report		Yes	Yes	Yes
11/05/2021	Confidential - Review of Eligible Section 184 - Sale of Properties for Unpaid Rates	Yes			
11/05/2021	Confidential - Tenders for Cleaning Services		Yes	Yes	Yes
11/05/2021	Confidential Burchard Quarry		Yes	Yes	Yes
17/05/2021	Confidential - 2021 Annual Review of Confidential Orders - Audit Committee	Yes			

Equal Opportunity

Equal Employment Opportunity Program – is defined as a program designed to ensure that all persons have equal opportunities with others in securing employment at Council and that these same opportunities are available to employees when a promotion, an advancement or a lateral movement opportunity arises.

Risk management/ work, health & Safety

Councils Risk Profile is monitored and reviewed closely by both ELT and the Audit and Risk Committee. Council's Risk Profile is linked into the Risk Register and Business Continuity Plan which continues to be developed and improved upon with input from all levels of staff and closely monitored by the Executive Leadership Team. Council continues to work closely with the LGAWCS & LGRS to support a safe environment for all workers.

Council's Work Health and Safety Committee meet quarterly to monitor Council's safety profile. Council continues to develop a strong safety culture throughout the organisation with training and development in WHS. Council have continued to use risk incentive funding from the LGRS to improve manual handling tasks such as battery-operated equipment and a tipper trailer for operations areas as well as safety cameras for the General Inspectors. Safety incidents and improvements are monitored and reported at ELT and Team meetings.

Information Statement

An Information Statement developed to meet the requirements of section 9 of the *Freedom of Information Act 1991* is published on Council's website in accordance with regulation 5 of the Freedom of Information (General) Regulations 2017. The Statement is reviewed on an annual basis.

Freedom of Information Applications

13 Freedom of Information applications were received by Council during the 2020/21 financial year under the *Freedom of Information Act, 1991*, summarised below.

0	Refused Access
0	Full Access
3	Partial Access
10	Unfinished applications to be completed in 2021/22 period
2	Finalised from the 2019/20 reporting period.

2 of the applications were carried over from 2019/20 and finalised in the current reporting period.

Competitive Purchasing of Goods & Services

Council delivers its services in a variety of ways including in-house provision, contract for service, competitive tendering and resource sharing, and has adopted a service provision policy to "provide quality services that meet customer needs by utilising resources (physical, financial and human) efficiently and effectively.

Council has a Procurement Policy which was developed to provide transparency and accountability in purchasing and acquisition of goods and services.

The underlying principle of the Policy is to ensure that Council purchases deliver best value for money; considering the efficiency of the process and an acceptable level of commercial risk.

Council utilises local providers of goods and services where practicable when offering equivalent value for money at an acceptable level of risk relative to other providers.

Review of Internal Decisions

No. of internal reviews **1**

Kinds of Matters to which internal reviews relate	Outcome
Review of Expiation	Decision upheld

National Competition Policy

Council has an obligation under Clause 7 of the National Competition Policy to include certain relevant information pertaining to the application of competition principles, in its Annual Report as follows:

- Council has determined that it has no “Significant Business Activities” as defined in the Clause 7 Statement.
- Council’s By-Laws were reviewed in 2019/20 having regard to the competition principles.
- Council has adopted a Complaints Process for the Principles of Competitive Neutrality.
- No complaints were received for 2020/21.

Community Land

Council is required to have in place Community Land Management Plans for all land that is classified as “Community Land” in accordance with the requirements of the Local Government Act.

Any land acquired or purchased by Council is automatically classified as community land unless excluded prior to acquisition. Typically any land purchased or held for operational purposes (eg carparking, depots) is excluded from the Community Land classification.

Council has commenced a full evaluation of all existing Community Land Management Plans following a review of its Community Land register. It is anticipated that this will be completed during the 2021/2022 reporting period. Prior to formally adopting any amendments or new community land management plans, Council is required to undertake public consultation in accordance with the Local Government Act.

Council also has an obligation to undertake public consultation prior to leasing any community land should the proposed use not be in line with the relevant Community Land Management Plan. During the 2020/21 Council consulted with the community in relation to the following proposals:-

- Lease of portion of Millicent Aerodrome
- Lease of Southend Caravan Park & Bushcamp area

During this period Council also resolved to formally revoke the community land classification over Crown Land which is held under Council’s care and control, being Section 1032 and Allotments 51 and 52, Academy Drive/Short Street, Millicent. Feedback was sought on the proposal from the community and as a result 3 submissions were received. After considering the matter further, it was resolved at the June Council meeting to make an application to the Minister for Planning and Local Government to formally revoke the community land classification over the subject land. The Council is currently waiting on the outcome of this application.

Policy & Administration Documents

There are a number of registers, codes, policies and procedural administrative documents used by Council in the conduct of its affairs, many of which are available by visiting Council’s website or for public inspection at Council Offices.

Registers

By-Laws Register

Community Land Register

Fees and Charges Schedule

Elected Members Allowances and Benefits

Register of Interests – Council Members

Register of Interests – Council Officers

Register of Public Land

Register of Salaries and Benefits

Roads Register

Register of Building Upgrade Agreements

Assessment Record

Delegations Register

Register of Campaign Donation Returns

Gifts and Benefits Register

Policies

Mandatory Policies, Guidelines & Procedures

Building Inspections Policy

Caretaker Policy

Caretaker Guidelines

Community Engagement Policy

Customer Experience Policy

Compliments and Complaints Handling Procedure

Request for Service Procedure

Internal Review of Decisions Procedure

Unreasonable Customer Conduct Procedure

Contracts and Tenders Sale of Assets Policy

Council Member Training & Development Policy

Council Member Training & Development Plan

ESCOSA Pricing Policy Statement

Informal Gatherings Policy

Internal Control Policy

Policies (cont.)

Internal Review of Council Decisions Policy

Mobile Food Vendors Policy

Mobile Food Vendors – Location Rules

Naming of Roads and Public Places Policy

Order Making Policy

Procurement Policy

Prudential Management Policy

Public Interest Disclosure Procedure

Other Policies

Access - Properties Policy

Applications to Council for Funding Assistance Policy

Approval of Street Stalls, Raffles & Badge Days Policy

Asset Policy

Australia Day Awards Policy

Budget Reporting and Amendment Policy

Cemeteries Policy

Child Safe Environment Policy

Contribution to the Provision of Roads Policy

Council Logo Policy

Customer Charter Sewerage Services

Deputations Procedure

Enforcement Policy – Unlawful Development

Fees - Development Applications Policy

Fencing - Council Contributions Policy

Fraud & Corruption Prevention Policy

General Environmental Policy

Gifts & Benefits Guideline

Guarantee of Community Loans Policy

Hall & Facilities Hire Policy

Hardship (for Residential Customers of Minor and Intermediate Retailers) Policy and Customer Charter Sewerage Services

Health - Temporary Habitation Policy

Kerbside Waste and Recycling Collection Service Procedure

Media and Online Communications Policy

Millicent Stock Saleyards Quality Policy

Naming of Roads Policy

Outdoor Dining Policy

Petitions Procedure

Provision of Information Policy

Rating Policy (Concessions and Rebates)

Records Management Policy

Recovery of Outstanding Debt Policy

Register of Interests Declaration

Risk Management Policy

Smokefree Workplace Policy

Sponsorship of Events Policy

Treasury Management Policy

Tree Management Policy

Vulnerable Groups Policy

Volunteer Policy

Wood Encouragement Policy

Other Documents

Other documents which can be accessed on Council's website include:

Animal Management Plan

Annual Business Plan and Budget

Annual Reports

Asset Management Plan – Footways

Asset Management Plan – Kerb

Asset Management Plan – Plant and Equipment

Asset Management Plan – Roads

Beachport Sand Management Plan

Millicent Nature Playspace Concept Plan

Council By-Laws

Council and Committee Agendas

Council and Committee Minutes

Council Committee Charters/ Terms of Reference

Development Plan

Fees and Charges Schedule

Long Term Financial Plan

Roadside Native Vegetation Management Plan

Strategic Plan

Codes

List of the codes of conduct or practice required under this Act or the *Local Government (Elections) Act 1999* (schedule 4, clause 1(c))

Code of Conduct – Council Members

Code of Conduct – Employees

Code of Practice – Public Access to Council and Committee Meetings and associated documents

Code of Practice Meeting Procedures

Code of Practice – Council Assessment Panel

●● WATTLE RANGE IS A GREAT
PLACE TO LIVE AND WORK







Appendix 1

ANNUAL FINANCIAL STATEMENTS 2020/2021



Wattle Range Council
Annual Financial Statements
2020 – 2021

General Purpose Financial Statementsfor the year ended 30 June 2021

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General Purpose Financial Statements

for the year ended 30 June 2021

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.



Ben Gower
Chief Executive Officer

16 December 2021



Des Noll
Mayor

16 December 2021

Statement of Comprehensive Income

for the year ended 30 June 2021

\$ '000	Notes	2021	2020
Income			
Rates	2a	19,133	18,788
Statutory Charges	2b	436	333
User Charges	2c	2,687	2,606
Grants, Subsidies and Contributions	2g	5,444	3,889
Investment Income	2d	95	141
Reimbursements	2e	112	209
Other income	2f	257	246
Total Income		<u>28,164</u>	<u>26,212</u>
Expenses			
Employee costs	3a	10,436	9,396
Materials, Contracts and Other Expenses	3b	10,448	10,667
Depreciation, Amortisation and Impairment	3c	6,460	5,108
Finance Costs	3d	261	298
Total Expenses		<u>27,605</u>	<u>25,469</u>
Operating Surplus / (Deficit)		<u>559</u>	<u>743</u>
Physical Resources Received Free of Charge	2i	–	41
Asset Disposal & Fair Value Adjustments	4	(2,483)	(1,519)
Amounts Received Specifically for New or Upgraded Assets	2g	697	553
Net Surplus / (Deficit)		<u>(1,227)</u>	<u>(182)</u>
Other Comprehensive Income			
Amounts which will not be reclassified subsequently to operating result			
Changes in Revaluation Surplus - I,PP&E	9a	6,419	(1,453)
Total Amounts which will not be reclassified subsequently to operating result		<u>6,419</u>	<u>(1,453)</u>
Total Other Comprehensive Income		<u>6,419</u>	<u>(1,453)</u>
Total Comprehensive Income		<u>5,192</u>	<u>(1,635)</u>

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	14,662	13,615
Trade & Other Receivables	5b	1,462	1,596
Inventories	5c	642	439
Total current assets		<u>16,766</u>	<u>15,650</u>
Non-current assets			
Financial Assets	6	131	138
Infrastructure, Property, Plant & Equipment	7a(i)	239,050	234,105
Total non-current assets		<u>239,181</u>	<u>234,243</u>
TOTAL ASSETS		<u>255,947</u>	<u>249,893</u>
LIABILITIES			
Current Liabilities			
Trade & Other Payables	8a	4,429	3,122
Borrowings	8b	473	705
Provisions	8c	2,207	1,981
Total Current Liabilities		<u>7,109</u>	<u>5,808</u>
Non-Current Liabilities			
Borrowings	8b	3,549	4,022
Provisions	8c	360	326
Total Non-Current Liabilities		<u>3,909</u>	<u>4,348</u>
TOTAL LIABILITIES		<u>11,018</u>	<u>10,156</u>
Net Assets		<u>244,929</u>	<u>239,737</u>
EQUITY			
Accumulated surplus		68,947	70,620
Asset revaluation reserves	9a	173,496	167,077
Other reserves	9b	2,486	2,040
Total Council Equity		<u>244,929</u>	<u>239,737</u>
Total Equity		<u>244,929</u>	<u>239,737</u>

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		70,620	167,077	2,040	239,737
Net Surplus / (Deficit) for Year		(1,227)	–	–	(1,227)
Other Comprehensive Income					
- Gain (Loss) on Revaluation of I,PP&E	7a	–	6,419	–	6,419
- Share of OCI - Equity Accounted Council Businesses		–	–	–	–
- Other Movements (enter details here)		–	–	–	–
Other comprehensive income		–	6,419	–	6,419
Total comprehensive income		(1,227)	6,419	–	5,192
Transfers between Reserves		(446)	–	446	–
Balance at the end of period		68,947	173,496	2,486	244,929
2020					
Balance at the end of previous reporting period		71,098	168,530	1,744	241,372
Net Surplus / (Deficit) for Year		(182)	–	–	(182)
Other Comprehensive Income					
- Gain (Loss) on Revaluation of I,PP&E	7a	–	(1,453)	–	(1,453)
- Share of OCI - Equity Accounted Council Businesses		–	–	–	–
- Other Movements (enter details here)		–	–	–	–
Other comprehensive income		–	(1,453)	–	(1,453)
Total comprehensive income		(182)	(1,453)	–	(1,635)
Transfers between Reserves		(296)	–	296	–
Balance at the end of period		70,620	167,077	2,040	239,737

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		19,253	18,785
Statutory Charges		436	333
User Charges		2,687	2,606
Grants, Subsidies and Contributions (operating purpose)		5,444	3,889
Investment Receipts		95	141
Reimbursements		112	209
Other Receipts		165	445
<u>Payments</u>			
Payments to Employees		(10,335)	(9,312)
Payments for Materials, Contracts & Other Expenses		(8,906)	(10,480)
Finance Payments		(261)	(298)
Net cash provided by (or used in) Operating Activities	10b	8,690	6,318
Cash flows from investing activities			
Amounts Received Specifically for New/Upgraded Assets		514	736
Sale of Replaced Assets		139	210
Sale of Surplus Assets		534	255
Repayments of Loans by Community Groups		7	196
<u>Payments</u>			
Expenditure on Renewal/Replacement of Assets		(4,459)	(3,945)
Expenditure on New/Upgraded Assets		(3,683)	(2,680)
Net cash provided (or used in) investing activities		(6,948)	(5,228)
Cash flows from financing activities			
<u>Receipts</u>			
Proceeds from Bonds & Deposits		10	16
<u>Payments</u>			
Repayments of Borrowings		(695)	(658)
Repayment of Lease Liabilities		(10)	(1)
Net Cash provided by (or used in) Financing Activities		(695)	(643)
Net Increase (Decrease) in Cash Held		1,047	447
plus: Cash & Cash Equivalents at beginning of period		13,615	13,168
Cash and cash equivalents held at end of period	10a	14,662	13,615

Additional Information:

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

Notes to and forming part of the Principal Financial Statements
for the year ended 30 June 2021

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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*.

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.

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. 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 (\$'000).

(2) The Local Government Reporting Entity

Wattle Range Council is incorporated under the South Australian Local Government Act 1999 and has its principal place of business at 1 George Street, Millicent. 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.

Notes to the Financial Statements

for the year ended 30 June 2021

Note 1. Summary of Significant Accounting Policies (continued)

(3) Income Recognition

Wattle Range 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
2018/19	\$4,666,900	\$3,787,571	+ \$879,329
2019/20	\$3,756,816	\$4,367,514	- \$610,725
2020/21	\$3,891,737	\$3,745,312	+ \$146,425

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 14 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 12.

Notes to the Financial Statements

for the year ended 30 June 2021

Note 1. Summary of Significant Accounting Policies (continued)

(5) Inventories

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

(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.

Capital works still in progress at balance date are recognised as other non-current assets in Note 7 and transferred to relevant infrastructure, property, plant & equipment asset categories when completed ready for use.

6.2 Materiality

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

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

6.3 Subsequent Recognition

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

6.4 Depreciation of Non-Current Assets

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

Depreciation methods, useful lives and residual values of classes of assets are reviewed annually.

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

6.5 Impairment

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

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

Notes to the Financial Statements

for the year ended 30 June 2021

Note 1. Summary of Significant Accounting Policies (continued)

(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 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 1.9% (2020, 1.90%)

Weighted avg. settlement period 10 years (2020, 10 years)

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

9.2 Superannuation

The Council makes employer superannuation contributions in respect of its employees to the Statewide Superannuation Scheme. The Scheme has two types of membership, each of which is funded differently. No changes in accounting policy have occurred during either the current or previous reporting periods. Details of the accounting policies applied and Council's involvement with the schemes are reported in Note 17.

(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

Notes to the Financial Statements

for the year ended 30 June 2021

Note 1. Summary of Significant Accounting Policies (continued)

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:

Buildings	100 to 200 years
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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) 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.

(12) 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.

(13) 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	15,496	15,432
Less: Mandatory Rebates	(194)	(191)
Less: Discretionary Rebates, Remissions & Write Offs	(59)	(91)
Total General Rates	15,243	15,150
Other Rates (Including Service Charges)		
Landscape Levy	1,000	985
Waste Collection & Disposal	1,621	1,408
Community Wastewater Management Systems (CWMS)	1,222	1,188
Total Other Rates (Including Service Charges)	3,843	3,581
Other Charges		
Penalties for Late Payment	47	57
Total Other Charges	47	57
Total Rates	19,133	18,788
(b) Statutory Charges		
Development Act Fees	265	169
Health & Septic Tank Inspection Fees	34	19
Animal Registration Fees & Fines	119	128
Other Licences, Fees & Fines	18	17
Total Statutory Charges	436	333
(c) User Charges		
Aerodrome Fees	38	24
Beachport Boatramp	24	23
Cemetery Fees	152	130
Childcare Fees	1,291	1,230
Caravan Park Fees	756	617
Hall Hire	13	10
Livestock Saleyards	159	198
Rental / Lease Fees	188	182
Sundry	66	192
Total User Charges	2,687	2,606

Notes to the Financial Statements

for the year ended 30 June 2021

Note 2. Income (continued)

\$ '000	2021	2020
(d) Investment Income		
Interest on Investments		
- Local Government Finance Authority	92	126
- Loans to Community Groups	3	15
<u>Total Investment Income</u>	<u>95</u>	<u>141</u>
(e) Reimbursements		
Private Works	25	46
Other	87	163
<u>Total Reimbursements</u>	<u>112</u>	<u>209</u>
(f) Other income		
Insurance & Other Recoupments	62	89
Sundry	195	157
<u>Total Other income</u>	<u>257</u>	<u>246</u>
(g) Grants, Subsidies, Contributions		
Amounts Received Specifically for New or Upgraded Assets	697	553
Total Amounts Received Specifically for New or Upgraded Assets	<u>697</u>	<u>553</u>
Local Roads & Community Infrastructure	934	-
Untied - Financial Assistance Grant	3,520	3,342
Roads to Recovery	708	386
Childcare	15	10
Library and Communications	30	28
Sundry	37	35
Coastal Protection	200	88
Total Other Grants, Subsidies and Contributions	<u>5,444</u>	<u>3,889</u>
<u>Total Grants, Subsidies, Contributions</u>	<u>6,141</u>	<u>4,442</u>
The functions to which these grants relate are shown in Note 12.		
(i) Sources of grants		
Commonwealth Government	21	200
State Government	6,120	4,142
Other	-	100
Total	<u>6,141</u>	<u>4,442</u>

Notes to the Financial Statements

for the year ended 30 June 2021

Note 2. Income (continued)

\$ '000	2021	2020
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(ii) Individually Significant Items

Grant Commission (FAG) Grant Recognised as Income	1,870	1,730
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On 9 June 2021, Council received payment of the first two instalments of the 2021/22 Grant Commission (FAG) grant. In 2016/17, 2017/18, 2018/19 and again in 2019/20 a prepayment of FAG grants was made. On 27 June 2019, Council received payment for 2019/20 & 2020/21 Supplementary Local Road Funding. This has materially increased Council's operating results in the 2018/2019, as this amount was recognised as income upon receipt. Similarly, material adverse effects will be experienced when grant payments are restored.

\$ '000	2021	2020
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(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	–	12
Plus:		
<i>Amounts recognised as revenues in this reporting period but not yet expended in accordance with the conditions</i>		
Childcare	–	(12)
Subtotal	–	(12)
Unexpended at the close of this reporting period	–	–
Net increase (decrease) in assets subject to conditions in the current reporting period	–	(12)

(i) Physical Resources Received Free of Charge

Roads, Bridges & Footpaths	–	41
Total Physical Resources Received Free of Charge	–	41

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		8,579	7,732
Employee Leave Expense		1,059	937
Superannuation - Defined Contribution Plan Contributions	17	669	617
Superannuation - Defined Benefit Plan Contributions	17	168	154
Workers' Compensation Insurance		255	264
Income Protection Insurance		165	128
Less: Capitalised and Distributed Costs		(459)	(436)
<u>Total Operating Employee Costs</u>		<u>10,436</u>	<u>9,396</u>
Total Number of Employees (full time equivalent at end of reporting period)		129	113
(b) Materials, Contracts and Other Expenses			
(i) Prescribed Expenses			
Auditor's Remuneration			
- Auditing the Financial Reports		19	25
Elected Members' Expenses		266	257
Election Expenses		3	22
<u>Subtotal - Prescribed Expenses</u>		<u>288</u>	<u>304</u>
(ii) Other Materials, Contracts and Expenses			
Contractors		4,837	4,723
Energy		483	501
Legal Expenses		132	145
Levies Paid to Government - Landcape levy		1,016	986
Sundry		320	544
Materials		1,177	1,317
Fuel		445	458
Insurance		520	488
Telephone		129	135
Water		126	148
Subscriptions		178	175
Financial Assistance		187	149
Licence Fees		411	353
Advertising		60	91
Postage		32	41
Registration		107	109
<u>Subtotal - Other Material, Contracts & Expenses</u>		<u>10,160</u>	<u>10,363</u>
<u>Total Materials, Contracts and Other Expenses</u>		<u>10,448</u>	<u>10,667</u>

Notes to the Financial Statements

for the year ended 30 June 2021

Note 3. Expenses (continued)

\$ '000	2021	2020
(c) Depreciation, Amortisation and Impairment		
(i) Depreciation and Amortisation		
Infrastructure		
- Sealed Roads	1,310	1,276
- Unsealed Roads	1,245	980
- Kerb & Gutter	328	262
- Stormwater	133	42
- CWMS	734	634
- Footpaths	347	162
Right-of-use Assets	10	2
Plant & Equipment	763	787
Furniture & Fittings	11	12
Buildings	1,053	548
Structures	526	403
Subtotal	6,460	5,108
Total Depreciation, Amortisation and Impairment	6,460	5,108

(d) Finance Costs

Interest on Loans	260	297
Interest on Leases	1	1
Total Finance Costs	261	298

Note 4. Asset Disposal & Fair Value Adjustments

\$ '000	2021	2020
Infrastructure, Property, Plant & Equipment		
(i) Assets Renewed or Directly Replaced		
Proceeds from Disposal	139	210
Less: Carrying Amount of Assets Sold & Disposed	(2,635)	(1,812)
Gain (Loss) on Disposal	(2,496)	(1,602)
(ii) Assets Surplus to Requirements		
Proceeds from Disposal	534	255
Less: Carrying Amount of Assets Sold & Disposed	(521)	(172)
Gain (Loss) on Disposal	13	83
Net Gain (Loss) on Disposal or Revaluation of Assets	(2,483)	(1,519)

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	255	499
Short Term Deposits & Bills, etc.	14,407	13,116
<u>Total Cash & Cash Equivalent Assets</u>	<u>14,662</u>	<u>13,615</u>
(b) Trade & Other Receivables		
Rates - General & Other	702	822
Accrued Revenues	3	5
Debtors - General	261	357
GST Recoupment	454	222
Prepayments	36	199
Loans to Community Organisations	7	7
Subtotal	<u>1,463</u>	<u>1,612</u>
Less: Allowance for Doubtful Debts	(1)	(16)
<u>Total Trade & Other Receivables</u>	<u>1,462</u>	<u>1,596</u>
(c) Inventories		
Stores & Materials	642	439
<u>Total Inventories</u>	<u>642</u>	<u>439</u>

Aggregate write-downs and other losses recognised as an expense, and reversals of these, were not material in amount in either year. All such reversals occurred principally as a result of clerical inaccuracies during stores operations.

Notes to the Financial Statements

for the year ended 30 June 2021

Note 6. Non-Current Assets

\$ '000	2021	2020
Financial Assets		
Receivables		
Loans to Community Organisations	131	138
Subtotal	131	138
Total Receivables	131	138
Total Financial Assets	131	138

Notes to the Financial Statements
for the year ended 30 June 2021

Note 7. Infrastructure, Property, Plant & Equipment

(a(i)) Infrastructure, Property, Plant & Equipment

	as at 30/06/20				Asset movements during the reporting period									as at 30/06/21				
	Fair Value Level	At Fair Value	At Cost	Accumulated Depreciation	Carrying amount	Transition adjustment - AASB 16	Asset Additions New / Upgrade	Asset Additions Renewals	WDV of Asset Disposals	Depreciation Expense (Note 3c)	WIP Transfers	Adjustments & Transfers	Revaluation Decrements to Equity (ARR) (Note 9)	Revaluation Increments to Equity (ARR) (Note 9)	At Fair Value	At Cost	Accumulated Depreciation	Carrying amount
\$ '000																		
Capital Work in Progress		–	1,112	–	1,112	–	435	665	–	–	(1,112)	–	–	–	–	1,100	–	1,100
Land	3	10,853	–	–	10,853	–	–	–	(521)	–	–	–	–	–	10,332	–	–	10,332
Land - Other	2	6,954	–	–	6,954	–	–	–	–	–	–	–	–	–	6,954	–	–	6,954
Infrastructure																		
- Sealed Roads	3	130,448	1,347	(42,170)	89,625	–	1,145	1,524	(735)	(1,310)	355	–	–	–	128,601	4,371	(42,368)	90,604
- Unsealed Roads	3	29,177	908	(11,409)	18,676	–	35	894	(134)	(1,245)	–	–	–	–	28,691	1,837	(12,302)	18,226
- Kerb & Gutter	3	20,499	505	(6,037)	14,967	–	128	94	(82)	(328)	–	–	(1,224)	–	22,767	222	(9,434)	13,555
- Stormwater	3	4,200	835	(1,168)	3,867	–	570	190	(15)	(133)	102	–	–	4,304	12,203	862	(4,180)	8,885
- CWMS	3	47,145	28	(16,822)	30,351	–	–	–	–	(734)	–	–	–	1,316	41,330	–	(10,397)	30,933
- Footpaths	3	8,011	597	(2,024)	6,584	–	77	115	(57)	(347)	25	–	(298)	–	9,887	217	(4,005)	6,099
Right-of-Use Assets		30	–	(2)	28	–	–	–	–	(10)	–	–	–	–	30	–	(12)	18
Plant & Equipment		–	11,776	(6,254)	5,522	–	757	615	(112)	(763)	22	–	–	–	–	12,599	(6,558)	6,041
Furniture & Fittings		–	350	(249)	101	–	–	–	–	(11)	–	–	–	–	–	350	(260)	90
Buildings	2	1,190	–	(48)	1,142	–	–	–	(6)	(74)	–	143	–	84	1,363	–	(74)	1,289
Buildings	3	35,701	2,340	(7,991)	30,050	–	23	143	(364)	(979)	–	(143)	–	3,577	45,696	287	(13,676)	32,307
Structures	3	19,541	1,350	(6,618)	14,273	–	513	219	(1,130)	(526)	608	–	(1,340)	–	11,909	7,014	(6,306)	12,617
Total Infrastructure, Property, Plant & Equipment		313,749	21,148	(100,792)	234,105	–	3,683	4,459	(3,156)	(6,460)	–	–	(2,862)	9,281	319,763	28,859	(109,572)	239,050
Comparatives		306,058	20,136	(90,240)	235,954	30	2,680	3,945	(1,984)	(5,108)	–	41	(7,803)	6,350	313,749	21,148	(100,792)	234,105

Notes to the Financial Statements

for the year ended 30 June 2021

Note 7. Infrastructure, Property, Plant & Equipment (continued)

(b) Valuation of Infrastructure, Property, Plant & Equipment

Valuation of Assets

General Valuation Principles

Accounting procedure: 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, fair value is taken to be the current replacement cost.

Highest and best use: For land which Council has an unfettered right to sell, the "highest and best use" recognises the possibility of the demolition or substantial modification of some or all of the existing buildings and structures affixed to the land.

Much of the land under Council's care and control is Crown land or has been declared as community land under the provisions of the Local Government Act 1999. Other types of restrictions also exist.

For land subject to these restrictions, the highest and best use is taken to be the "highest and best use" available to Council, with a rebuttable presumption that the current use is the "highest and best use". The reason for the current use of a large proportion of Council's assets being other than the "highest and best use" relates to Council's principal role as the provider of services to the community, rather than the use of those assets for the generation of revenue.

For buildings and other structures on and in the land, including infrastructure, "highest and best use" is determined in accordance with the land on and in which they are situated.

Information on Valuations

Fair value hierarchy level 2 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.

Fair value hierarchy level 3 valuations of land - 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.

Fair value hierarchy level 3 valuations of buildings, infrastructure and other assets - 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.

Capitalisation Thresholds

	2021	2020
Buildings	\$5,000	\$5,000
Structures - Major	\$5,000	\$5,000
Other Community Assets - Minor	\$5,000 - \$85,000	\$5,000 - \$85,000
Road construction & reconstruction	\$5,000	\$5,000
Paving & Footpaths, Kerb & Gutter	\$1,000	\$1,000
Stormwater	\$1,000	\$1,000

Notes to the Financial Statements

for the year ended 30 June 2021

Note 7. Infrastructure, Property, Plant & Equipment (continued)

CWMS	\$5,000	\$5,000
Office Furniture & Equipment	\$1,000	\$1,000
Other Plant & Equipment	\$2,000	\$2,000
Other Assets	\$1,000	\$1,000

Estimated Lives

<i>Plant, Furniture & Equipment</i>	2021	2020
Office Equipment	5 to 10 years	5 to 10 years
Office Furniture	5 to 20 years	10 to 20 years
Vehicles and Road-making Equipment	5 to 8 years	5 to 8 years
Other Plant & Equipment	5 to 15 years	5 to 15 years

Building & Other Structures

Sub Structure	100 to 200 years	100 to 200 years
Super Structure	100 to 200 years	100 to 200 years
Roof	75 to 150 years	75 to 150 years
Services (Electrical)	30 to 60 years	30 to 60 years
Services (Fire)	20 to 40 years	20 to 40 years
Services (Hydraulics)	30 to 70 years	30 to 70 years
Services (Mechanical)	30 to 70 years	30 to 70 years
Services (Security)	20 to 40 years	20 to 40 years
Services (Transport)	25 to 50 years	25 to 50 years
Site Infrastructure	45 to 90 years	45 to 90 years
Site Services	30 to 60 years	30 to 60 years
Fitouts & Fittings	30 to 60 years	30 to 60 years
Fitouts (Floor Coverings)	25 to 60 years	25 to 60 years
Sheds/Shelters	40 to 120 years	40 to 120 years
Playground Equipment	20 to 40 years	20 to 40 years
Lighting	25 to 50 years	25 to 50 years
Effluent Disposal Point	30 to 60 years	30 to 60 years
Fencing	25 to 100 years	25 to 100 years

Infrastructure

Sealed Roads - Surface	25 to 150 years	25 to 150 years
Sealed Roads - Pavement /Sub Base	150 to 900 years	150 to 900 years
Unsealed Roads	35 to 175 years	35 to 175 years
Bridges - Concrete	80 to 100 years	80 to 100 years
Paving & Footpaths, Kerb & Gutter	15 to 100 years	15 to 80 years
Drains	80 to 100 years	80 to 100 years
Culverts	50 to 75 years	50 to 75 years
Bores	10 to 40 years	10 to 40 years
Stormwater - Pipes	60 to 80 years	60 to 80 years
Stormwater - Other	15 to 100 years	15 to 100 years
CWMS – Pipes	60 to 100 years	60 to 100 years
CWMS – Mechanical & Electrical	25 to 50 years	25 to 50 years
CWMS – Other	25 to 120 years	25 to 120 years

Other Assets

Various Other Assets	5 to 50 years	5 to 50 years
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Notes to the Financial Statements

for the year ended 30 June 2021

Note 7. Infrastructure, Property, Plant & Equipment (continued)

Land

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.

Freehold land and land over which Council has control, but does not have title, is recognised on the cost basis. No capitalisation threshold is applied to the acquisition of land or interests in land.

Land is recognised at Fair Value. The last revaluation was derived by utilising the valuations as at 30th June 2019 by the Valuer Generals Office. Additions are recognised on the cost basis.

Buildings & Other Structures

Building and other structures assets were valued by Australian Pacific Valuers (APV) at market and depreciated current replacement cost as at the 1st July 2020. All acquisitions made after the respective date of valuation are recorded at cost.

Infrastructure

Unsealed road and Sealed road assets were valued by Council officers & Tonkins Consulting Systems based on a condition assessment completed by Tonkins Consulting Systems. The condition assessment and assets were valued at depreciated current replacement cost as at the 1st July 2019. All acquisitions made after the respective dates of valuation are recorded at cost.

Kerb & Gutter assets were valued by HDS Australia at depreciated current replacement cost during the reporting period beginning 1st July 2020. All acquisitions made after the respective dates of valuation are recorded at cost.

Footpath assets were valued by HDS Australia at depreciated current replacement cost during the reporting beginning 1st July 2020. All acquisitions made after the respective dates of valuation are recorded at cost.

Stormwater Drainage assets were valued by Tonkins at depreciated current replacement cost during the reporting period beginning 1st July 2020. All acquisitions made after the respective dates of valuation are recorded at cost.

Community Wastewater Management Schemes (CWMS) were valued by Council Staff, and peer reviewed by HDS Australia, at depreciated current replacement cost as at the 1st July 2020. All acquisitions made after the respective dates of valuation are recorded at cost.

Plant, Furniture & Equipment

These assets are recognised on the cost basis.

All other assets

These assets are recognised on the cost basis.

Notes to the Financial Statements

for the year ended 30 June 2021

Note 8. Liabilities

\$ '000	2021 Current	2021 Non Current	2020 Current	2020 Non Current
(a) Trade and Other Payables				
Goods & Services	3,328	–	2,196	–
Payments Received in Advance	343	–	286	–
- Grants & Contributions - Capital	–	–	183	–
Accrued Expenses - Employee Entitlements	407	–	306	–
Accrued Expenses - Other	298	–	108	–
Deposits, Retentions & Bonds	53	–	43	–
<u>TOTAL Trade and Other Payables</u>	<u>4,429</u>	<u>–</u>	<u>3,122</u>	<u>–</u>

\$ '000	Notes	2021 Current	2021 Non Current	2020 Current	2020 Non Current
(b) Borrowings					
Loans		463	3,540	695	4,003
Lease Liabilities	16	10	9	10	19
<u>TOTAL Borrowings</u>		<u>473</u>	<u>3,549</u>	<u>705</u>	<u>4,022</u>

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

(c) Provisions

Annual Leave - (including on costs)	1,181	–	888	–
Long Service Leave - (including on costs)	1,026	360	1,093	326
<u>TOTAL Provisions</u>	<u>2,207</u>	<u>360</u>	<u>1,981</u>	<u>326</u>

Notes to the Financial Statements

for the year ended 30 June 2021

Note 9. Reserves

\$ '000	as at 30/06/20		Transfers	Impairments	as at 30/06/21	
	Opening Balance	Increments (Decrements)			Closing Balance	
(a) Asset Revaluation Reserve						
Land	8,300	-	-	-	-	8,300
Infrastructure						
- Sealed Roads	61,817	-	-	-	-	61,817
- Unsealed Roads	28,806	-	-	-	-	28,806
- Kerb & Gutter	4,690	(1,224)	-	-	-	3,466
- Stormwater	4,622	4,304	-	-	-	8,926
- CWMS	19,230	1,316	-	-	-	20,546
- Footpaths	6,087	(298)	-	-	-	5,789
Buildings	25,017	3,661	-	-	-	28,678
Structures	8,508	(1,340)	-	-	-	7,168
Total Asset Revaluation Reserve	167,077	6,419	-	-	-	173,496
Comparatives	168,530	(1,453)	-	-	-	167,077

\$ '000	as at 30/06/20		Tfrs to Reserve	Tfrs from Reserve	Other Movements	as at 30/06/21	
	Opening Balance					Closing Balance	
(b) Other Reserves							
Specific Fund	1,832	2,326	(1,876)	-	-	2,282	
Other Reserves	98	-	(9)	-	-	89	
Land Development	92	-	-	-	-	92	
Service Station	20	5	-	-	-	25	
Total Other Reserves	2,042	2,331	(1,885)	-	-	2,488	
Comparatives	1,746	2,100	(1,804)	-	-	2,042	

Notes to the Financial Statements

for the year ended 30 June 2021

Note 9. Reserves (continued)

PURPOSES OF RESERVES

Asset Revaluation Reserves

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

Specific Fund

The specific fund is used to record transactions related to rates for a specific purpose i.e. CWMS and waste collection/disposal. The funds in this reserve are available for future maintenance of CWMS and waste collection/disposal.

Other Reserve

Other Reserve consists of a number of miscellaneous reserves that have been in existence for a number of years for a multitude of activities. Over the next twelve months these reserves will be reviewed and the number of specific items reduced.

Land Development

This reserve holds the funds received (net of expenditure) following the sale of Mount Burr House.

Service Station Sinking Fund

As per the Lease with the Service Station a contribution can be charged which will be used for future works associated with the Service Station, Millicent.

Notes to the Financial Statements

for the year ended 30 June 2021

Note 10. 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	14,662	13,615
Balances per Statement of Cash Flows		14,662	13,615

(b) Reconciliation of Change in Net Assets to Cash from Operating Activities

Net Surplus/(Deficit)		(1,227)	(182)
Non-Cash Items in Income Statements			
Depreciation, Amortisation & Impairment		6,460	5,108
Non-Cash Asset Acquisitions		–	(41)
Grants for capital acquisitions treated as Investing Activity		(697)	(553)
Net (Gain) Loss on Disposals		2,483	1,519
		7,019	5,851
Add (Less): Changes in Net Current Assets			
Net (Increase)/Decrease in Receivables		149	48
Net (Increase)/Decrease in Inventories		(203)	–
Net (Increase)/Decrease in Other Assets		(15)	–
Net Increase/(Decrease) in Trade & Other Payables		1,480	274
Net Increase/(Decrease) in Other Provisions		260	145
Net Cash provided by (or used in) operations		8,690	6,318

\$ '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	–	41
Amounts recognised in Income Statement		–	41
Total Non-Cash Financing and Investing Activities		–	41

(d) Financing Arrangements

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

Corporate Credit Cards	14	14
LGFA Cash Advance Debenture Facility	9,010	9,010

Council has immediate access to a short-term draw-down facility, and variable interest rate borrowings under a cash advance facility, both from the Local Government Finance Authority of SA.

Notes to the Financial Statements

for the year ended 30 June 2021

Note 11(a). Functions

Income, Expenses and Assets have been directly attributed to the following Functions / Activities.
Details of these Functions/Activities are provided in Note 11(b).

\$ '000	INCOME		EXPENSES		OPERATING SURPLUS (DEFICIT)		GRANTS INCLUDED IN INCOME		TOTAL ASSETS HELD (CURRENT & NON-CURRENT)	
	2021	2020	2021	2020	2021	2020	2021	2020	2021	2020
Functions/Activities										
Business Undertakings	944	1,013	2,464	2,211	(1,520)	(1,198)	–	7	27,901	26,825
Community Services	1,581	1,390	2,764	2,234	(1,183)	(844)	36	12	13,594	13,297
Culture	24	22	148	101	(124)	(79)	–	5	183	179
Library Services	39	37	536	523	(497)	(486)	28	28	3,214	3,144
Economic Development	175	160	875	975	(700)	(815)	–	–	217	212
Environment	210	176	646	648	(436)	(472)	200	88	22,319	21,832
Recreation	97	59	2,583	2,188	(2,486)	(2,129)	–	–	29,475	28,832
Regulatory Services	480	379	1,916	985	(1,436)	(606)	–	–	834	816
Transport & Communication	1,363	1,050	7,374	6,045	(6,011)	(4,995)	1,338	1,032	118,902	116,306
Governance Services	23,036	21,659	8,159	9,287	14,877	12,372	3,842	2,717	35,921	35,137
Unclassified Activities	215	267	140	272	75	(5)	–	–	3,387	3,313
Total Functions/Activities	28,164	26,212	27,605	25,469	559	743	5,444	3,889	255,947	249,893

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.

Notes to the Financial Statements

for the year ended 30 June 2021

Note 11(b). Components of Functions

The activities relating to Council functions are as follows:

BUSINESS UNDERTAKINGS

Effluent Drainage, Caravan Parks, Council Housing, Saleyards, Land Development, Private Works.

COMMUNITY SERVICES

Childcare Centre, Community Halls, Public Toilets (Clean and Maintain), Community Grant Scheme, Community Event Support, Community and Youth Development, Civic and Arts Centre.

CULTURE

Local History and Galleries.

LIBRARY SERVICES

Millicent and Branch Libraries.

ECONOMIC DEVELOPMENT

Millicent, Beachport and Penola Visitor Centres Operation, Limestone Coast Regional and Promotional Marketing.

ENVIRONMENT

Storm Water Drainage (Construct and Maintain), Street Lighting, Street Cleaning, Coastal Protection, Operate and Maintain Domestic Waste Disposal and Collection Dumps and Transfer Stations.

RECREATION

Parks and Gardens Maintenance, Sport Facilities, Sport and Recreation Grant Scheme, Swimming Lake and Pools.

REGULATORY SERVICES

Development, Planning and Building Services, Dog Regulation and Control, Health Inspection, Fire Prevention and Parking Control.

TRANSPORT

Sealed and Unsealed Road Construction and Maintenance, Footpaths and Kerbing.

GOVERNANCE AND SUPPORT SERVICES

Elected Member Support, Council Offices, Legislative Compliance and Reporting, Risk Management, Corporate Services, Engineering Administration.

UNCLASSIFIED ACTIVITIES

Public Debt Transactions, Plant and Machinery Operations, Depot Expenses.

Notes to the Financial Statements

for the year ended 30 June 2021

Note 12. 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:

Short term deposits have an average maturity of 1 day (2020:1 day) and average interest rates between 0.25% and 0.45% (2020: 0.25% and 1.25%).

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 0.420% (2020: 0.520%). 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.

Notes to the Financial Statements

for the year ended 30 June 2021

Note 12. Financial Instruments (continued)

Liabilities - Creditors and Accruals

Accounting Policy:

Liabilities are recognised for amounts to be paid in the future for goods and services received, whether or not billed to the Council.

Terms & 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 (2 repayments per year with fixed terms between 7 and 20 years);; interest is charged at fixed (or variable - describe) rates between 4.75% and 7.00% (2020: 4.75% and 7.00%).

Carrying Amount:

Approximates fair value.

Liabilities - Leases

Accounting Policy:

Accounted for in accordance with AASB 16 as stated in Note 16.

Notes to the Financial Statements

for the year ended 30 June 2021

Note 12. Financial Instruments (continued)

\$ '000	Due < 1 year	Due > 1 year & ≤ 5 years	Due > 5 years	Total Contractual Cash Flows	Carrying Values
Financial Assets					
2021					
Cash & Cash Equivalents	14,662	–	–	14,662	14,662
Receivables	1,593	13	12	1,618	1,593
Total Financial Assets	16,255	13	12	16,280	16,255
Financial Liabilities					
Payables	3,724	–	–	3,724	3,724
Current Borrowings	694	–	–	694	473
Non-Current Borrowings	–	2,376	2,417	4,793	3,549
Total Financial Liabilities	4,418	2,376	2,417	9,211	7,746
2020					
Cash & Cash Equivalents	13,165	–	–	13,165	13,615
Receivables	1,737	13	14	1,764	1,734
Total Financial Assets	14,902	13	14	14,929	15,349
Financial Liabilities					
Payables	2,525	–	–	2,525	2,525
Current Borrowings	962	–	–	962	705
Non-Current Borrowings	–	2,725	2,762	5,487	4,022
Total Financial Liabilities	3,487	2,725	2,762	8,974	7,252

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
Other Variable Rates	2.00%	–	2.00%	–
Fixed Interest Rates	5.86%	4,022	5.84%	4,727
		4,022		4,727

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.

Notes to the Financial Statements

for the year ended 30 June 2021

Note 12. Financial Instruments (continued)

Risk Exposures

Credit Risk represents the loss that would be recognised if counterparties fail to perform as contracted. The maximum credit risk on financial assets of the Council is the carrying amount, net of any 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 13. Capital Expenditure and Investment Property Commitments

\$ '000	2021	2020
Other Expenditure Commitments		
Other non-capital expenditure commitments at the reporting date but not recognised in the financial statements as liabilities:		
Audit Services	125	–
Waste Management Services	8,304	9,030
Employee Remuneration Contracts	2,629	1,335
Cleaning Contract	2,188	312
	13,246	10,677
These expenditures are payable:		
Not later than one year	3,114	2,807
Later than one year and not later than 5 years	10,132	7,213
Later than 5 years	–	657
	13,246	10,677

Notes to the Financial Statements

for the year ended 30 June 2021

Note 14. 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	2.0%	2.8%	10.5%
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	(19)%	(20)%	(19)%
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	1.5%	4.1%	7.5%
Total Operating Income			
Adjusted Net Financial Liabilities Ratio			
Net Financial Liabilities	(12)%	(20)%	(16)%
Total Operating Income			
3. Asset Renewal Funding Ratio			
Net Asset Renewals	74%	75%	73%
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>			

Notes to the Financial Statements

for the year ended 30 June 2021

Note 15. Uniform Presentation of Finances

\$ '000	2021	2020
<p>The following is a high level summary of both operating and capital investment activities of the Council prepared on a simplified Uniform Presentation Framework basis.</p> <p>All Councils in South Australia have agreed to summarise annual budgets and long-term financial plans on the same basis.</p> <p>The arrangements ensure that all Councils provide a common 'core' of financial information, which enables meaningful comparisons of each Council's finances.</p>		
Income	28,164	26,212
less Expenses	(27,605)	(25,469)
Operating Surplus / (Deficit)	559	743
Net Outlays on Existing Assets		
Capital Expenditure on Renewal and Replacement of Existing Assets	(4,459)	(3,945)
add back Depreciation, Amortisation and Impairment	6,460	5,108
add back Proceeds from Sale of Replaced Assets	139	210
	2,140	1,373
Net Outlays on New and Upgraded Assets		
Capital Expenditure on New and Upgraded Assets (including Investment Property & Real Estate Developments)	(3,683)	(2,680)
add back Amounts Received Specifically for New and Upgraded Assets	514	736
add back Proceeds from Sale of Surplus Assets (including investment property, real estate developments & non-current assets held for resale)	534	255
	(2,635)	(1,689)
Net Lending / (Borrowing) for Financial Year	64	427

Notes to the Financial Statements

for the year ended 30 June 2021

Note 16. Leases

(i) Council as a lessee

Terms and conditions of leases

Asset Class Buildings

Council entered a contract as a lessee for the 12 Ridge Terrace, Millicent office.

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	Ridge Terrace Council Office	Total
2021		
Opening balance	28	28
Additions to right-of-use assets	–	–
Depreciation charge	(10)	(10)
Balance at 30 June	18	18
2020		
Opening balance	–	–
Additions to right-of-use assets	30	30
Depreciation charge	(2)	(2)
Balance at 30 June	28	28

(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
Additions	28	30
Accretion of interest	(1)	(1)
Payments	(9)	(1)
Balance at 30 June	18	28
Classified as:		
Current	10	10
Non Current	8	18

The maturity analysis of lease liabilities is included in Note 13.

The Group had total cash outflows for leases of \$6K.
The following are the amounts recognised in profit or loss:

Depreciation expense of Right-of-Use Assets	9	2
Interest expense on lease liabilities	1	1
Expense relating to short term leases	–	3
Total amount recognised in profit or loss	10	6

Notes to the Financial Statements

for the year ended 30 June 2021

Note 17. 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% of ordinary time earnings for Salarylink members to their Accumulation account. Employees also make member contributions to the Salarylink section of the Fund. As such, assets accumulate in the Salarylink section of the Fund to meet the member's benefits, as defined in the Trust Deed, as they accrue.

The Salarylink section is a multi-employer sponsored plan. As the Salarylink section's assets and liabilities are pooled and are not allocated by each employer, and employees may transfer to another employer within the local government sector and retain membership of the Fund, the Actuary is unable to allocate benefit liabilities, assets and costs between employers. As provided by AASB 119.32(b), Council does not use defined benefit accounting for these contributions.

The most recent actuarial investigation was conducted by the Fund's actuary, Louise Campbell, FIAA, of Willis Towers Watson as at 30 June 2020. 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.

Notes to the Financial Statements

for the year ended 30 June 2021

Note 18. Contingencies & Assets/Liabilities Not Recognised in the Balance Sheet

The following assets and liabilities do not qualify for recognition in the Balance Sheet, but knowledge is considered relevant to the users of the financial report in making and evaluating decisions about the allocation of scarce resources.

1. LAND UNDER ROADS

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

At reporting date, Council controlled **1,795 km** of road reserves of average width **20 metres**.

2. POTENTIAL INSURANCE LOSSES

Council is a multi-purpose organisation providing a large range of building, parks infrastructure, playgrounds and other facilities accessible to the public. At any time, it is likely that claims will have been made against Council that remain unsettled.

Council insures against all known insurable risks using a range of insurance policies, each of which is subject to deductible "insurance excesses", the amount of which varies according to the class of insurance.

Council has recognised the potential losses arising from claims known at reporting date based on average historical net cost (including insurance excess) of similar types of claims. Other potential claims not reported to Council may have existed at reporting date.

3. BANK GUARANTEES

Council has guaranteed certain loans and other banking facilities advanced to community organisations and sporting bodies, amounting to **\$192,024** (2020: **\$179,246**) at reporting date.

Council does not expect to incur any loss arising from these guarantees.

4. LEGAL EXPENSES

Council is the planning consent authority for its area under the Development Act 1993 (as amended). Pursuant to that Act, certain persons aggrieved by a planning decision of the Council may appeal. It is normal practice that parties bear their own legal costs. At the date of these reports, Council had notice of 2 appeals against planning decisions made prior to reporting date. All known costs have been recognised, but the amount of further costs cannot be known until the appeals are determined.

Notes to the Financial Statements

for the year ended 30 June 2021

Note 19. 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, 37 persons were paid the following total compensation:

\$ '000	2021	2020
The compensation paid to Key Management Personnel comprises:		
Salaries, allowances & other short-term benefits	3,096	2,893
Total	3,096	2,893

Receipts from Key Management Personnel comprise:

Other than amounts paid as ratepayers or residents (e.g. rates, swimming pool entry fees, etc.), Council received the following amounts in total:

Contributions for Fringe Benefits Tax purposes	56	66
Planning and Building Application Fees	1	1
Total	57	67

Key Management Personnel (KMP) and relatives of KMP's own a retail business from which various supplies were purchased as required either for cash or on 30-day account. Purchases from this one business was \$55,810.69 during the year on normal commercial terms.

One (1) close family members of key management personnel are employed by Council in accordance with the terms of the Award, and as recorded in the public Register of Salaries maintained in accordance with section 105 of the Local Government Act 1999.

One (1) key management personnel or close family members (including related parties) lodged planning and building applications during the year.

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www.deannewbery.com.auDean Newbery
ABN: 30 164 612 890**Independent Auditor's Report****To the members of the Wattle Range Council****Opinion**

We have audited the accompanying financial report of the Wattle Range Council (the Council), which comprises the statement of financial position as at 30 June 2021, statement of comprehensive income, statement of changes in equity, the statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies and other explanatory information, and the Certification of the Financial Statements.

In our opinion, the financial report presents fairly, in all material aspects, the financial position of the Council as at 30 June 2021, and its financial performance and its cash flows for the year then ended in accordance with the *Local Government Act 1999* and the *Local Government (Financial Management) Regulation 2011* and the Australian Accounting Standards.

Basis for Opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described as 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 auditor independence requirements of 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 believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Council's Responsibility for the Financial Report

The Council is responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards (including the Australian Accounting Interpretations), the *Local Government Act 1999* and the *Local Government (Financial Management) Regulations 2011* and for such internal control as Council determines is necessary to enable the preparation of the financial report to be free from material misstatement, whether due to fraud or error.

In preparing the financial report, Council is responsible for assessing the Council's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless Council either intends to liquidate the Council or to cease operations, or has no realistic alternative but to do so. Those charged with governance are responsible for overseeing the Council's financial reporting process.

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 the 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 financial report.

As part of an audit in accordance with the Australian Auditing Standards, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Council's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by Council.
- Conclude on the appropriateness of the Council's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Council's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Council to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

DEAN NEWBERY



Samantha Creten
Partner

Signed on the 16th day of December 2021,
at 214 Melbourne Street, North Adelaide

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INDEPENDENT ASSURANCE REPORT ON THE INTERNAL CONTROLS OF THE WATTLE RANGE COUNCIL

Opinion

In our opinion, the Council has complied, in all material respects, with Section 125 of the *Local Government Act 1999* in relation to the Internal Controls established by the Council relating to the receipt, expenditure and investment of money, acquisition and disposal of property and incurring of liabilities so as to provide reasonable assurance that the financial transactions of the Council have been conducted properly and in accordance with law for the period 1 July 2020 to 30 June 2021.

Basis for opinion

We have audited the Internal Controls of the Wattle Range Council (the Council) under the requirements of *Section 125 of the Local Government Act 1999* in relation only to the Internal Controls established by the Council to ensure that financial transactions relating to the receipt, expenditure and investment of money, acquisition and disposal of property and incurring of liabilities for the period 1 July 2020 to 30 June 2021 have been conducted properly and in accordance with law.

We conducted our engagement in accordance with Standard on Assurance Engagements *ASAE 3000 Assurance Engagements Other than Audits or Reviews of Historical Financial Information* and *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 Responsibility for the Internal Controls

The Council is responsible for implementing and maintaining an adequate system of internal controls, in accordance with *Section 125 of the Local Government Act 1999* to ensure that the receipt, expenditure and investment of money, the acquisition and disposal of property, and incurring of liabilities have been conducted properly and in accordance with law.

Our Independence and Quality Control

We have complied with the independence and other relevant ethical requirements relating to assurance engagements, and applying Auditing Standard *ASQC 1 Quality Control for Firms that Perform Audits and Review of Financial Reports and Other Financial Information, and Other Assurance Engagements* in undertaking the assurance engagement.

Assurance Practitioner's Responsibilities

Our responsibility is to express an opinion on the Council's compliance with *Section 125 of the Local Government Act 1999* in relation only to the Internal Controls established by the Council to ensure that financial transactions relating to the receipt, expenditure and investment of money, acquisition and disposal of property and incurring of liabilities, based on our procedures have been conducted properly and in accordance with law.

ASAE 3150 requires that we plan and performed 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 operating effectively through the period. ASAE 3000 also requires us to comply with the relevant ethical requirements for the Australian professional accounting bodies.

An assurance engagement to report on the designed and operating effectiveness of controls involves performing procedures to obtain evidence about the suitability of the design of the controls to achieve the control objectives and the operating effectiveness of the 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 to the 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.

Limitation on Use

This report has been prepared for the members of the Council in accordance with *Section 129(1)(b) of the Local Government Act 1999* in relation to the Internal Controls specified above. We disclaim any assumption of responsibility for any reliance on this report to any persons or users other than the members of the Council, or for any purpose other than that for which it was prepared.

Limitations of Controls

Because of the inherent limitations of any internal control structure it is possible that, even if the controls are suitably designed and operating effectively, the control objectives may not be achieved so that fraud, error, or non-compliance with laws and regulations may occur and not be detected.

An assurance engagement on 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.

DEAN NEWBERY



SAMANTHA CRETEN
PARTNER

Signed on the 16th day of December 2021
at 214 Melbourne Street, North Adelaide, South Australia, 5006

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 Wattle Range Council for the year ended 30 June 2020, the Council's Auditor, Dean Newbery & Partners 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*.



Ben Gower
Chief Executive Officer



Michael Schultz
Presiding Member, Audit Committee

Date: 16 December 2021

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Certification of Auditor's Independence

I confirm that, for the audit of the financial statements of the Wattle Range Council 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, Section 290, published by the Accounting Professional and Ethical Standards Board, in accordance with the *Local Government Act 1999 and the Local Government (Financial Management) Regulations 2011* made under that Act.

This statement is prepared in accordance with the requirements of Regulation 22 (5) *Local Government (Financial Management) Regulations 2011*.



SAMANTHA CRETEN

Partner

DEAN NEWBERY

Dated this 16th day of December 2021

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Appendix 2

Limestone Coast Local
Government Association

ANNUAL REPORT 2020/21

LIMESTONE COAST LOCAL GOVERNMENT ASSOCIATION



ANNUAL REPORT 2020-21



WELCOME

2020/21 was a year that tested every aspect of our society as we responded to the challenge from the Covid-19 Pandemic. The pandemic is far from over and will continue to be a challenge for the world as we adapt to a new Covid-19 world norm.

For LCLGA the Pandemic meant flexibility in everything we did and innovation and agility in our program delivery during 2020/21.

I note that in 2020/21, there were over 400 South Australian, Victorian and Federal Government announcements on Covid-19. This demonstrates how rapidly our operating environment was changing and as a cross border community keeping track of these changes has been incredibly challenging.

Despite this challenge, LCLGA has successfully delivered the business plan.

We would like to extend a special thank you to those agencies that have partnered with us throughout 2020/21. Without your valuable contribution, advice, time and support, many of our projects would not go ahead, especially in the dynamic environment of the last twelve months. The South Australian Tourism Commission, Office for Recreation Sport and Racing, RDA Limestone Coast, Local Government Association of South Australia, Coastal Marine Board, State Government, the Victorian Cross Border Commissioner, the University of South Australia and the Australian Federal Government and finally our member Councils – your continued support is very much appreciated.

We acknowledge the tremendous efforts of Federal Member of Parliament Mr Tony Pasin MP and State Members Mr Troy Bell MP and Mr Nick McBride MP. Your assistance and support are not only valued but greatly appreciated.

On behalf of the Board, I would like to acknowledge the efforts of our dedicated staff over the past 12 months: Tony Wright, Michaela Bell, Tony Elletson, Biddie Shearing, Ali Auld, Sophie Bouchier, Mae Steele & Paul Manfrin.

The Annual Report includes an overview of the LCLGA's performance and what has been achieved in 2020/21.

I commend this years' Report to you and would like to acknowledge the continued support of the constituent council Mayors, elected members, Chief Executive Officers and Council staff.

Mayor Erika Vickery (OAM)

President LCLGA



INTRODUCTION

This document is the Annual Report of the Limestone Coast Local Government Association (LCLGA) Inc. for the period 1st July 2020 to 30th June 2021. It has been prepared pursuant to the Local Government Act 1999 as a report to our Constituent Councils on the work and operations of the Association for the preceding financial year.

This Report details the activities of the Association to represent and serve our seven Constituent Councils and to advance the Limestone Coast communities through effective advocacy, facilitation and innovation.

Our Association

LCLGA was established as a regional body on 6th October 1885. We are a regional subsidiary representing our Constituent Councils in the Limestone Coast and is established under Section 43 of the Local Government Act 1999.

The Association is owned by the following Constituent Councils:

- › District Council of Grant
- › Naracoorte Lucindale Council
- › Wattle Range Council
- › Kingston District Council
- › District Council of Robe
- › City of Mount Gambier
- › Tatiara District Council

Under its Charter, LCLGA's objectives are to:

- › Work in association with both the Local Government Association of South Australia (LGASA) and the Australian Local Government Association to assist in the achievement of their aims and objectives.
- › Undertake co-coordinating, advocacy and representational roles on behalf of its Constituent Councils at a regional level.
- › Facilitate and coordinate activities of local government at a regional level related to social, environmental and community development with the object of achieving improvement for the benefit of the communities of its Constituent Councils.
- › Develop, encourage, promote, foster and maintain consultation and co-operation and to strengthen the representation and status of local government when dealing with other governments, private enterprise and the community.
- › Develop further co-operation between its Constituent Councils for the benefit of the communities of its region.
- › Develop and manage policies which guide the conduct of programs and projects in its region with the objective of securing the best outcomes for the communities of the region.
- › Undertake projects and activities that benefit its region and its communities.
- › Associate, collaborate and work in conjunction with other regional local government bodies for the advancement of matters of common interest.
- › Implement programs that seek to deliver local government services on a regional basis.

THE LCLGA BOARD

The LCLGA Board comprises nominated representatives from each of the Constituent Councils and is chaired by the LCLGA President. Each Constituent Council can nominate up to two Deputy Board Members.

LCLGA Board Members 2020-21

COUNCIL	DELEGATE	DEPUTY BOARD MEMBER/S
City of Mount Gambier	Mayor Lynette Martin (OAM)	Deputy Mayor Sonia Meziniec
District Council of Grant	Mayor Richard Sage	Cr Gillian Clayfield
Wattle Range Council	Mayor Des Noll	Deputy Mayor Moira Neagle Cr Dale Price
District Council of Robe	Mayor Alison Nunan	Cr David Laurie
Kingston District Council	Mayor Kay Rasheed	Cr Jodie Gluyas Cr Chris England
Naracoorte Lucindale Council	Mayor Erika Vickery (OAM)	Cr Scott McLachlan Cr Craig McGuire
Tatiara District Council	Mayor Graham Excell	Cr Robert Mock

The Board held six ordinary bi-monthly General Meetings, and The Annual General Meeting during 2020-2021. Meetings are hosted by Constituent Councils on a rotational basis.

Office Bearers 2020-2021

In accordance with the LCLGA Charter, the positions of LCLGA President and Vice President are appointed at the Annual General Meeting, held in February.

At the Annual General Meeting in February 2021, Mayor Erika Vickery was again elected as LCLGA President, to serve in the position for a period of 12 months. Mayor Lynette Martin was elected as LCLGA Vice President and Major Richard Sage served as LCLGA Vice President from 2015 to February 2021.

During 2020-2021, the Executive Officer role was filled by Tony Wright.

Dean Newbery and Partners are the appointed Auditor.

During 2020-2021, LCLGA engaged the following staff to deliver regional programs:

STAFF MEMBER	ROLE
Tony Wright	Executive Officer
Michaela Bell	Program and Policy Coordinator
Tony Elletson	STARCLUB Field Officer - Limestone Coast Regional Sporting Academy Coordinator
Biddie Shearing	Destination Development Manager
Ali Auld	Leadership Program
Sophie Bourchier	Substance Misuse Limestone Coast
Mae Steele (Until April 2021)	Executive Support Officer
Paul Manfrin (commenced June 28, 2021)	Corporate Services Officer

LCLGA WORKING PARTIES & COMMITTEES

Delegates to the Local Government Association of South Australia

Under the Constitution of the LGASA, regions are represented via appointed members to serve on the LGA Board and the South Australian Regional Organisation of Councils (SAROC).

	LC LGA REPRESENTATIVE
LGA Board	Mayor Erika Vickery
SAROC	Mayor Erika Vickery Mayor Richard Sage

SAROC is an important LGA committee for non-metropolitan Councils. Membership is drawn from each of the six non-metropolitan Regional Local Government Associations, with members meeting bi-monthly to discuss the key issues affecting non-metropolitan Councils.

Association Committees and Working Parties

To undertake specific projects programs or fulfil areas of operational responsibility, LCLGA convenes a number of committees and working groups. LCLGA acknowledges the work of all who have contributed to the following committees and working groups throughout 2020-2021. *(The current appointments are listed, as of February 8, 2021)*

COMMITTEE / WORKING PARTY	REPRESENTATIVE	COUNCIL
LCLGA Roads and Transport Management Group	Cr Jamie Jackson (Presiding Member) Mr Aaron Hillier	Tatiara District Council
	Cr Paul Jenner CEO or delegated staff member	City of Mount Gambier
	Mr Daniel Willsmore	Naracoorte Lucindale Council
	Mr Dave Worthley	Kingston District Council
	Mr Peter Halton Ms Lauren Oxlade (Proxy)	Wattle Range Council
	Mr Adrian Schutz	District Council of Grant
	Mr Robert Noir Cr Bob Bates (Proxy)	Robe District Council
	Mr Tony Wright Mrs Michaela Bell	LCLGA
Limestone Coast Economic Development Reference Group	Mr Trevor Smart Mayor Erika Vickery	Naracoorte Lucindale Council
	Mayor Richard Sage CEO or delegated staff member (Proxy)	District Council of Grant
	Ms Emma Clay Mr Roger Balbolka	Wattle Range Council
	Cr Frank Morello CEO or delegated staff member	City of Mount Gambier
	Mr James Holyman	District Council of Robe
	Ms Nat Traeger	Kingston District Council
	Mayor Graham Excell Ms Anne Champness	Tatiara District Council
	Mr Tony Wright Mrs Michaela Bell Mrs Biddie Shearing	LCLGA

LCLGA WORKING PARTIES & COMMITTEES

COMMITTEE / WORKING PARTY	REPRESENTATIVE	COUNCIL
LCLGA Regional Waste Management Steering Committee	Mr Peter Halton (Chair) Ms Lauren Oxlade (Proxy)	Wattle Range Council
	Mr Dave Worthley	Kingston District Council
	Cr Paul Jenner CEO or delegated staff member	City of Mount Gambier
	Mr Leith McEvoy Mr Aaron Price	District Council of Grant
	Mr Robert Moir	Robe District Council
	Mr Aaron Hillier	Tatiara District Council
	Mr Tony Wright Mrs Michaela Bell	LCLGA
Tourism Management Group	Mr Mike Ryan (Proxy)	District Council of Grant
	Ms Camille Lehmann	District Council of Robe
	Ms Jayne Miller	Naracoorte Lucindale Council
	Ms Nat Traeger	Kingston District Council
	Ms Emma Clay Mr Roger Balbolka	Wattle Range Council
	CEO or delegate	City of Mount Gambier
	Mr Kingsley Green Ms Anne Champness	Tatiara District Council
	Mr Tony Wright Mrs Biddie Shearing	LCLGA
Regional Sport and Rec Advisory Group	Vacant - to be filled before next meeting	District Council of Grant
	Ms Heather Schinkel	Kingston District Council
	Mrs Jayne Miller	Naracoorte Lucindale Council
	Cr David Laurie Mayor Alison Nunan (Proxy)	District Council of Robe
	Ms Naomi Fallon	Tatiara District Council
	Ms Emma Clay	Wattle Range Council
	Cr Kate Amoroso	City Mount Gambier
	Mr Tony Wright Mr Tony Elletson	LCLGA
LCLGA Audit & Risk Committee	Mayor Richard Sage	District Council of Grant
	Mayor Erika Vickery	Naracoorte Lucindale Council
	Mr James Holyman	District Council of Robe
	Mr Paul Duka	Wattle Range Council
	Mr Tony Wright	LCLGA

LCLGA WORKING PARTIES & COMMITTEES

Association Representation - Outside Organisations

LCLGA has numerous representatives on working parties, boards and committees including State Government boards, cross border bodies and regional boards and committees. This representation allows LC LGA to keep in touch with communities and have input to new and existing initiatives.

During 2020-2021, LCLGA made or continued the following appointments to other organisations.

(The current appointments are listed, as of February 8, 2021)

LCLGA APPOINTMENTS TO OUTSIDE ORGANISATIONS	CURRENT APPOINTMENTS	COUNCIL
South East Zone Emergency Management Committee (ZEMC)	Ms Barbara Cernovskis	City of Mount Gambier
	Mr Daryl Whicker	District Council of Grant
Limestone Coast Zone Emergency Centre Committee (ZEST)	Mr Tony Wright (Local Government Controller)	LCLGA
	Mr Ben Hood (Local Government Deputy Controller)	City of Mount Gambier
Green Triangle Freight Action Plan - Implementation Management Group	Ms Barbara Cernovskis	City Mount Gambier
	Mr Tony Wright	LCLGA
Limestone Coast Community Services Roundtable	Mayor Erika Vickery	Naracoorte Lucindale Council
	Cr Moira Neagle	Wattle Range Council
Regional Development Australia Limestone Coast	Mayor Erika Vickery	Naracoorte Lucindale Council
Limestone Coast Bush Fire Management Committee	Mr David Hood	Naracoorte Lucindale Council
	Mr Roger Balbolka (Deputy)	Wattle Range Council
Southern Border Fire Coordination Association	Mr Roger Balbolka	Wattle Range Council
Local Government Association of SA - LGA Board	Mayor Erika Vickery (SAROC Chair)	Naracoorte Lucindale Council
	Mayor Richard Sage Proxy)	District Council of Grant
South Australian Regional Organisation of Councils (SAROC)	Mayor Erika Vickery (SAROC Chair) Mayor Richard Sage LCLGA EO (Observer)	Naracoorte Lucindale Council District Council of Grant LCLGA
Group Training Employment	Cr Paul Jenner	City of Mount Gambier
AC Care	Mr Tony Wright	LCLGA

KEY RESULT AREAS

The Strategic Plan identifies three key result areas to focus and support our why of collectively building stronger communities. They are building:

1. Sustainable Communities 2. Stronger Economy 3. Member Capability

1. Building Sustainable Communities

A sustainable community has resilience, leadership, a healthy environment, optimistic mindset, community well-being, connected and inclusive with built environments where we want to live and those others want to join.

Over the 2020/21 year, building sustainable communities in a rapidly changing COVID-19 environment within a local government environment was the focus.

OBJECTIVE	STRATEGY	OVERVIEW	KEY OUTCOMES
Our networks, members and stakeholders are connected and engaged	Engage with stakeholders	LGASA & SAROC	President of the LCLGA Mayor Erika Vickery and the LCLGA Executive Officer continue to attend SAROC meetings and have input into the many regional issues that are elevated to the LGASA Board for consideration.
		Regional Executive Officers	The Regional Executive Officers meet throughout the year to share information, coordinate regional activities and to support SAROC and LGASA.
		Green Triangle Freight Strategy	The GTFS is a reference group for the Vic and SA State Governments on the key freight issues that face the green triangle area. We are one of several stakeholders in this reference group.
		Local Members	As the peak Local Government body in the region, LCLGA continues to work closely with our local Members of Parliament, Federal Member for Barker Mr Tony Pasin, Member for Mount Gambier Mr Troy Bell, and Member for Mackillop Mr Nick McBride, and commends the work they do on behalf of our region. In addition to maintaining these close working relationships, we also maintain close contact with both the State and Federal Government and regularly meets with Ministers and senior agency staff on issues relevant to the Region.
		Key Stakeholders (SA Gov & Industry)	LCLGA continued to work with our key stakeholders on issues relevant to our members. Of note, due to the pandemic was an increased engagement with the Victorian Cross Border Commissioner with the Victorian State Government and Councils.
		Create a social media presence to share stories	The formation of the Limestone Coast Tourism Industry Network was invaluable in sharing information with one of the most impacted sectors from Covid-19 during 2020/21.

KEY RESULT AREAS

OBJECTIVE	STRATEGY	OVERVIEW	KEY OUTCOMES
The governance, effective management and capabilities of sporting clubs continues to improve	Star Club Program	Deliver the program to over 300 clubs in the Limestone Coast	The Star Club Program promotes involvement in recreation and sport by supporting all sporting and recreation clubs in the Limestone Coast in the areas of leadership, financial sustainability, compliance, planning and volunteer management. LCLGA hosts the Starclub Field Officer, who serves as an on-ground resource and a conduit between clubs, councils, associations and the Office of Recreation and Sport.
Incubator project outcomes are successful	Deliver incubator projects (Sports Academy, Leadership & SMLC)	<p>An incubator project is essentially an experiment to see if there is value in a project.</p> <p>The intent with incubator projects is they have a limited duration before transitioning to a more sustainable delivery model.</p>	<p>The LCLGA sponsors the delivery of the South Australian Coastal Councils Alliance</p> <p>The LCLGA continues to support the Substance Misuse Limestone Coast (SMLC) project, Sports Academy & LC Leadership Program. (Separate reports included)</p>
Regional Health Plan is approved	Develop a Regional Health Plan.	<p>Working with six of our members, we developed a new Regional Health Plan for the Limestone Coast (LCLGA & SA Health).</p> <p>This followed extensive consultation with the community and stakeholders.</p>	At the LCLGA General Meeting, 9 th April 2021, the Board adopted the 2021-2026 Limestone Coast Regional Public Health & Wellbeing Plan.
Our members and stakeholders are supported to access stimulus packages	Access funding for our region & members	We work with partners to develop proposals to access funding, particularly in Sports and Destination areas.	<p>A funding & grant database was developed detailing available state, federal & local funding opportunities.</p> <p>Throughout the year our staff continually monitor the grants environment to assess opportunities as they arrive. In this past year we have been able to attract additional funding via ad-hoc grant programs and supported many businesses and sporting organisations in their endeavours to develop funding applications and seek grant funding.</p>

KEY RESULT AREAS

2. Building Stronger Economy

A strong economy relies on human capital (skills, knowledge, and innovation), financial capital (investment), productivity (more from less), realising local competitive advantages, entrepreneurialism, value clusters, increased supply chain value capture from exports, capturing local value (buy local); and attracting spend from outside our area (investment and visitation).

OBJECTIVE	STRATEGY	OVERVIEW	KEY OUTCOMES
The Limestone Coast economy recovery plan is delivered	Implement and develop the Economic Growth Strategy (Covid 19)	<p>A Recovery & Rebuilding Action Plan was created as a response to support our region during the initial impact from Covid-19</p> <p>We continued to support the sharing of information under the economic growth strategy. The strategy will need to be reviewed as we progress into a more certain covid-19 environment.</p>	<p>The Recovery & Rebuilding Action Plan outlined 34 actions under 5 key themes of Economic Sustainability, Advocacy & Leadership, Communication, Events and Planning.</p> <p>We convened the Limestone Coast Economic Development Group and maintain the Limestone Coast Regional Growth Strategy.</p> <p>The LCLGA partners with RDA Limestone Coast as opportunities arise to assist economic development projects for the Region.</p>
Destination marketing strategy is approved, and implementation commences	Destination Marketing Strategy	Develop a new Destination strategy. The plan was developed as Covid-19 emerged which means the final plan includes the impact of the pandemic in its strategies.	The new strategy was endorsed, ready to begin implementation in 2021/22. However, due to the pandemic, an interim plan was developed to support the Tourism industry,
Regional Roads Strategy is updated and approved	Review and update the Regional Transport Strategy and database	The Regional Transport Strategy and Database are critical to support regional priorities for grant funding for significant roads.	<p>We completed the review and update of the Regional Routes, Road Action Plan and Regional Roads Database, with the support of HDS Australia.</p> <p>There has been an increase in the overall cost to implement all high priority upgrades from 19.8 million to 27.3 million.</p>

KEY RESULT AREAS

OBJECTIVE	STRATEGY	OVERVIEW	KEY OUTCOMES
A preferred regional waste solution is identified		<p>Several studies have assessed the opportunity to develop an economically feasible regional Materials Recycling Facility in the Limestone Coast.</p> <p>All of them indicate it is only sustainable if the volumes of waste include waste from Western Victoria to achieve economies of scale.</p>	<p>The LCLGA Regional Waste Management Steering Committee was successful in securing funding from the LGASA research fund to undertake a study in partnership with the University of SA into the risks and feasibility of a regional MRF.</p> <p>The analysis shows that a low tech MRF is financially viable with the optimal solution providing a positive net present value of \$11.8m, assuming a capital cost of \$5.4m over 15 years of operations.</p> <p>The optimal option assumes the plant has access to waste volumes from the Limestone Coast and West Wimmera and Glenelg Council regions.</p> <p>An independent study by the Barwon South West Waste and Resource Recycling Group concluded that the most efficient resource recovery strategy for Western Victoria was for MRF to be developed in Geelong, Ballarat and Mount Gambier.</p> <p>The Board has provided resources in the 2021/22 budget to test the governance and risk allocation of a regional MRF.</p>
Collaboration opportunities on cross border projects are agreed	Cross Border Partnerships	Whilst significantly impacted by Covid-19 we have continued to work to develop cross border projects and partnership	<p>Joint projects and agreements have been developed in Tourism with cross border Councils.</p> <p>Cross border engagement between Sports Academies progressed to cross border competition (when travel permitted).</p> <p>Very frequent (almost weekly) engagement with the Victorian Cross Border Commissioner.</p> <p>Engagement on cross border waste opportunities and emergency management (including trials).</p>
Joint Planning Board is approved by the Minister and established	Establish the Joint Planning Board (JPB)	<p>Under the PDI Act a region can establish a JPB with agreement from the Minister.</p> <p>Where there is no JPB the State Government develops the Regional Plan.</p>	<p>Discussions with State Government and other regional Councils have highlighted a number of challenges to establishing a limited tenure (10 years) JPB.</p> <p>These issues and understanding the value proposition of forming a JPB are continuing to be worked through with our members and the State Government.</p>

KEY RESULT AREAS

OBJECTIVE	STRATEGY	OVERVIEW	KEY OUTCOMES
	RDALC Deliverables	The RDALC and LCLGA are important organisations for the Limestone Coast, and we work together to create opportunities for our community.	<p>The RDALC receive \$90k in funding from our members for the provision of Small Business Support services which they report on to Councils and to the LCLGA Board.</p> <p>These reports are included in our Board agendas.</p>
	Red Meat Cluster	The Red Meat industry is an important sector of the Limestone Coast Economy. We provide administrative support to help this group meet.	The LCLGA continues to provide support to the Red Meat Cluster by organising meetings on behalf of the Group.

KEY RESULT AREAS

3. Building Member Capability

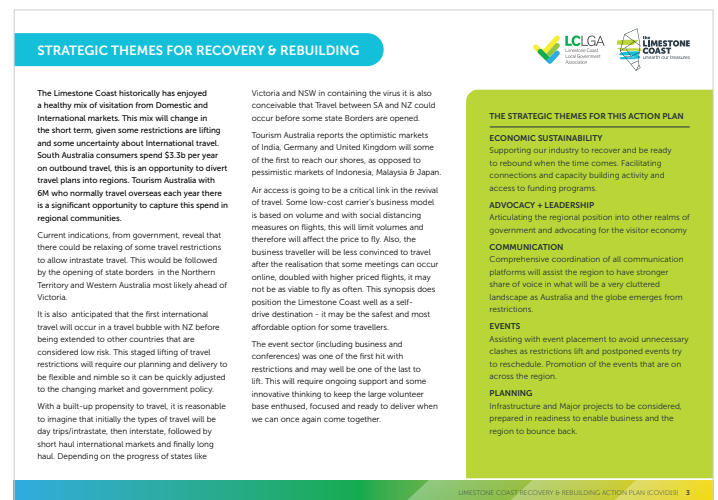
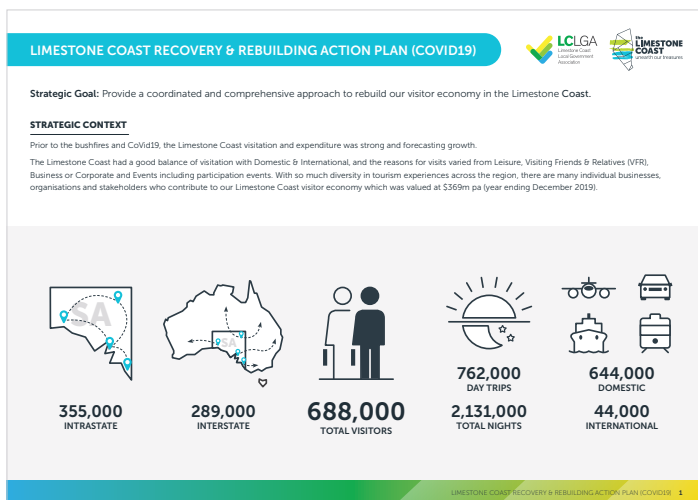
Building our capability focuses on increasing the availability and access to resources, reducing costs, improving performance, developing new skills and knowledge, leveraging our member's abilities for collective benefits; and developing and growing our employee's capabilities across our region.

OBJECTIVE	STRATEGY	OVERVIEW	KEY OUTCOMES
Priority skills and resource sharing and funding arrangements (including grants) commenced and Shared procurement delivers improved value	Coordinate and implement models for shared and hard to source resources	Working together to sustain our local contact with our community whilst also leveraging economies of scale for our region is the balance sought under resource sharing.	<p>Whilst there is still more to be done to share our resources the following shared services were in place:</p> <ul style="list-style-type: none"> > Developing the Regional Health & Wellbeing Plan. > Regional Roads Strategy > Joint Grant for Coastal Projects (auspiced by Wattle Range) > Regional Heritage Advisory Services > Joint activities in Destination marketing (including attending Camping Expo's) <p>Contract databases for waste have been developed to enable an assessment of opportunities as contracts expire.</p> <p>A review of a shared procurement on road sealing showed little gain due to requirements for local contractors and differing specifications.</p>
Elected members knowledge and engagement with each other is improved, and Members collaborate effectively through LCLGA forums, committees and working groups	Member's communications and dashboards; and member meetings and forums.	<p>A key part of the LCLGA value proposition is keeping our members informed and connected. This was even more pronounced in 2020/21 due to the pandemic.</p> <p>Our working groups are the engine room for the delivery of outcomes in our program areas</p>	<p>Engagement with members has continued, with a new initiative of weekly CEO and Mayor meetings which provided significant value in keeping our members connected during Covid-19.</p> <p>The dashboard is due for completion in December 2021.</p> <p>Our working groups in health, roads and waste continue to meet to implement their work plans and strategies.</p>
Our members are prepared for the impacts (if any) from the SA Productivity Commission review into local government	<p>We are keeping in contact with the required changes from the review.</p> <p>Provide analysis, advice & advocacy positions</p>	We are keeping engaged and aware of issues that impact our members, including developing submissions and position papers.	This continues to be a watching brief and, in particular, the impact from moving to economic, regulatory review of rates.

Destination Development Program

The Limestone Coast Local Government Association (LCLGA) reshaped the regional tourism program into a broader Destination Development program to bring together regional branding and activities to grow the visitor economy and regional prosperity.

To assist in the delivery of this program, the LCLGA members increased their investment in the program to leverage our strategic partnership with the South Australian Tourism Commission (SATC) to securing additional funds. These funds were important as they helped deliver the Limestone Coast Recovery & Rebuilding Action Plan in response to the impact of Covid to support our regions tourism sector.



The Recovery & Rebuilding Action Plan outlined 34 actions under 5 key themes of Economic Sustainability, Advocacy & Leadership, Communication, Events and Planning.

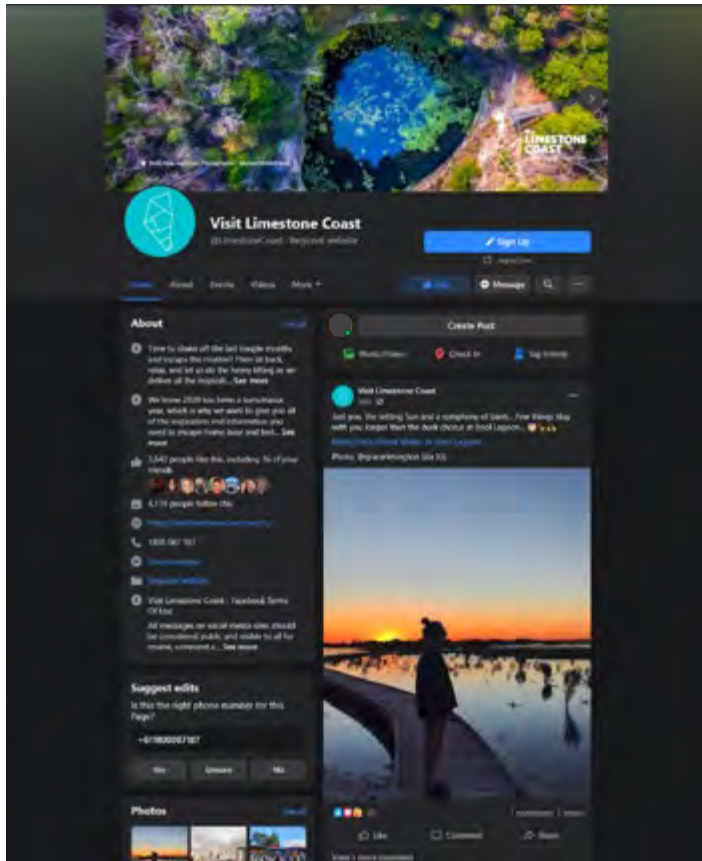
One of the critical actions was supporting the tourism industry to recover, be ready to rebound from Covid-19 restrictions and improve access to funding programs.

We also established a Closed Facebook Group called Limestone Coast Tourism Industry Network as a 2-way communication platform, with 432 businesses engaged as of 30th June 2021.

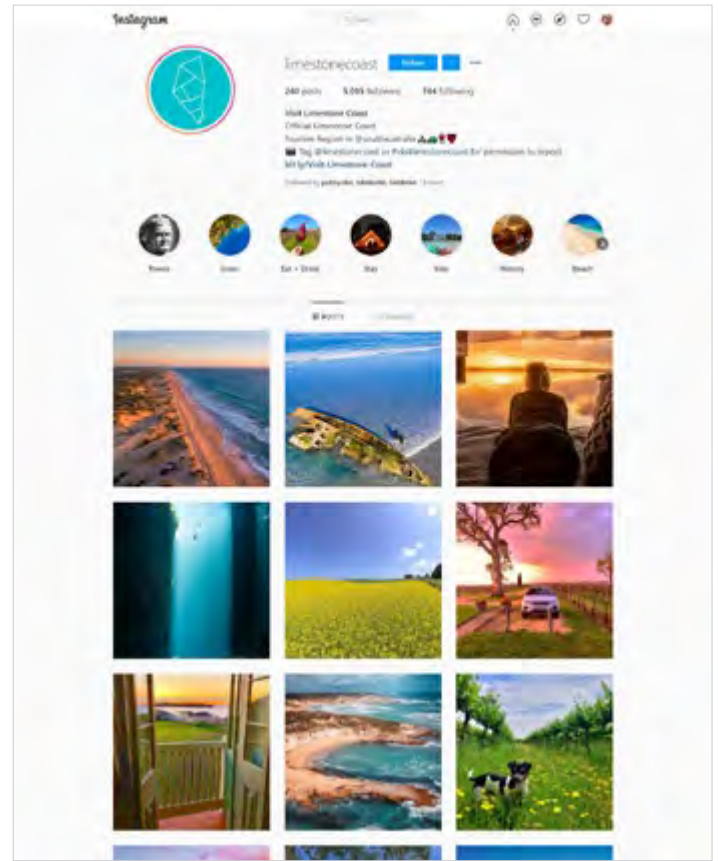
The Recovery & Rebuilding Action Plan was a bridging plan while the region developed a Destination Development Strategy. The new strategy was endorsed, ready to begin implementation in the FY 2021/22. However, due to the depth of the pandemic some actions were accelerated into 2020/21. These actions included improving our digital presence and storytelling.

DESTINATION DEVELOPMENT PROGRAM

Digital Storytelling commenced October 2020 with the establishment and optimization of our social media platforms on Facebook & Instagram, plus officially registered the hashtag #visitlimestonecoast which is now universally used. See below table for our online community growth + engagement, noting the Industry Standard for engagement for Instagram 4.35% and Facebook 0.45%



www.facebook.com/LimestoneCoast



www.instagram.com/limestonecoast

	Instagram Reach	Instagram Engagement	Facebook Reach	Facebook Engagement	TOTAL Reach	Total Community
Nov 2020	36,145	16.92%	57,732	45%	93,877	2,665
Dec 2020	37,867	47.2%	57,902	17%	95,769	3,465
Jan 2021	40,889	25.16%	71,875	19%	112,764	4,230
Feb 2021	71,381	7.30%	103,705	4.29%	175,086	5,791
Mar 2021	80,365	7.40%	39,006	6.55%	119,371	6,433
Apr 2021	69,849	7.66%	100,700	6.85%	170,549	7,212
May 2021	79,240	8.92%	76,097	6.94%	155,337	7,739
Jun 2021	79,646	6.29%	48,060	5.3%	127,706	8,196
YTD TOTAL	495,382		555,077		1,050,057	8,196

DESTINATION DEVELOPMENT PROGRAM

The centrepiece to our digital infrastructure www.visitlimestonecoast.com.au was designed and built with a soft launch in June 2021. This included blogs, itineraries, and for the first time, the ability for consumers to 'sign-up' to our monthly e-newsletter - set to commence September 2021.

www.visitlimestonecoast.com.au

DESTINATION DEVELOPMENT PROGRAM

With the uplift in domestic tourism, specifically self-drive, the Limestone Coast welcomed an official Regional Visitors Guide for the first time since 2016 with 55,000 copies produced. This has been placed in over 100 Adelaide Metropolitan Hotels and car hire locations.

The Guide was a useful resource when the region attended the Adelaide Caravan & Camping Show in February 2021 to engage with potential visitors to visit. This presence was well supported by the Limestone Coast councils by providing members from their visitor servicing teams to help on the site. Attendance at the event was higher than previous years with 31,244 people.

The Limestone Coast continued to work with the Adelaide Convention Bureau to attract and secure business events to the region. We participated in a trade event called Connect SAFE which saw a higher level of enquiry due to our regional location and proximity to both Adelaide & Melbourne, along with our open spaces and natural attractions.

limestonecoastvisitorsguide.partica.online/limestone-coast-visitor-guide/limestone-coast-vg-2021/flipbook/FC/



As part of our strategic partnership with the SATC, the Destination Development Manager supported 8 applications in the Regional Events Fund. All 8 events received a level of funding to contribute towards their marketing efforts that could lead to increased visitation and expenditure in the region. This is the highest number of events that have been funded through this program since its inception.

While the international borders are closed, the region remained in contact with offshore agents (Wholesalers & Inbound Tour Operators) in a virtual capacity. This deliberate approach has positioned the region strongly for when the borders re-open. We also participated in virtual and face to face training for domestic travel agents. Events were facilitated by SATC or Tourism Australia (or both) including –

- › South Korea Agents – 166 agents
- › Australia Marketplace China, United Kingdom, Europe, North America – total of 160 appointments
- › Australia Tourism Exchange Live & Online – 211 appointments
- › Ocean to Outback – German Speaking Agents – 24 appointments
- › SATC Trade Webinars – 82 agents
- › Destination Australia – international market briefings.

DESTINATION DEVELOPMENT PROGRAM

The Limestone Coast continues to be a financial member of the Australian Tourism Export Council (ATEC) which enables the region to be viewed credibly when being represented internationally and domestically in the trade distribution system. The region also holds a position on the South Australian Branch Committee of ATEC, the Destination Development Manager, remains Chairperson which involves contributing to the national voice concerning inbound business and its sustainability.

Through this Association, the Limestone Coast participated in exclusive ATEC trade events that bring together the Inbound Tour Operators (ITO's), arguably the heart of the tourism supply chain and destinations and tourism operators. Events attended included -

- › South Australia B2B Event – 27 appointments
- › Virtual Australia Meeting Place – 26 appointments



The SATC's Tourism Industry Development Fund was embraced by Limestone Coast businesses, with over 60 businesses considering a submission with a known total investment in the pipeline of \$145m. While this created important stimulus for the region it also provided further opportunity for the destination development manager to engage and support industry. As 30th June 2021 the region has 8 successful applicants with an injection of \$744,865 into our economy.

The Destination Development Manager assisted with the acquittal for the \$450k Mixed Dozen Project which collaborated with 12 Funding Partners with a range of key outcomes and achievements included, but not limited to:

- › Itinerary planning website developed and launched www.limestonecoast.org.au
- › 6 new wine tourism itineraries.
- › 10 Experience Development Mentoring Program participants.
- › A wide range of Marketing collateral produced – print and digital.
- › Industry Toolkit developed and shared with stakeholders – 7 Fact Sheets on Wine Tourism Experience Development.
- › Overall NPS score improvement of 12 points from 63 to 75 over the project.
- › Increase in ATDW Listings by 9.6% for the Limestone Coast Region from October 2018 to April 2020.
- › Increase in Wine Tourism Experiences in the region from below 5 to over 65,

The pandemic and various internal domestic border closures have heightened the Limestone Coasts importance of cross-border collaboration. The LCLGA has broadened its cross-border formality with a Memorandum of Understanding in place with the Glenelg Shire Council in addition to the existing MoU with Wimmera Mallee Tourism. Extensive communication continues with Great Ocean Road Tourism & Southern Grampians Shire to complete the cross-border framework.

The work of SMLC is focused on research and evidence.

SMLC's origins are inspired by the work of the Western Region Alcohol and Drug Service and research by the Victorian Parliament's inquiry into the Supply and Use of Methamphetamines, and in their subsequent Ice Action Plan. While the issues and responses are complex, SMLC have focused on our objectives which match key elements of the Victorian Ice Action Plan and National and State Alcohol and Other Drug Strategies.

With 3-years funding from the Federal Department of Health, SMLC is progressing elements of these stages which are included in our objectives.



Objective: Supporting Limestone Coast schools embed evidence based AOD education into curriculum.

1. Climate Schools

Multiple school visits to 13 secondary schools in the Limestone Coast including non-government schools to promote Climate Schools as current best practice for secondary school Alcohol and other drug (AOD) education was undertaken during the onset of the COVID-19 pandemic. Climate Schools is a sustainable, evidence based, on-line learning program, with research showing delayed uptake for alcohol and cannabis making it suitable for all secondary students from years 7-10.

SMLC negotiated with the Matilda Centre for Research in Mental Health and Substance Use, University of Sydney, to reduce the cost of Climate Schools from \$900 to \$250 per annum to make the program accessible and potentially more appealing for smaller Limestone Coast Schools. In recognition of homeschooling during the Covid-19 Pandemic, Climate Schools is free for all secondary schools. This was widely promoted to all schools as the program is also suitable for teachers to manage via distance and at-home learning.

Eight secondary schools are registered to access Climate Schools, and the Mount Gambier Community Library has a current registration to enable Agencies who house, and case manage young people who are not attending schools, access to the program.

Approximately 426 Limestone Coast students have accessed Climate Schools.

SUBSTANCE MISUSE LIMESTONE COAST

Substance use and mental health issues are the leading cause of burden of disease for young people, causing incredible morbidity, behavioural problems, mental illness, loss of income to self and global economy. Mental illness and substance use disorders begin in adolescence & early adulthood 15-24 years and the delays to seek treatment is incredibly long with the median delay to seek treatment being 18 years for alcohol treatment (Gore et.al. 2011).

Climate Schools aims to change and strengthen the school climate around AOD education, and the modules provide curriculum-consistent health education courses proved to reduce harm and improve student well-being.

www.climateschools.com.au



2. Planet Youth

The Australian Planet Youth trial in the Limestone Coast:

Aligned with SMLC's proactive stance on school education, the Alcohol and Drug Foundation (ADF) asked SMLC to coordinate the Planet Youth trial in the Limestone Coast starting with two Councils and four secondary schools. In 2019, the Limestone Coast became one of 5 Australian sites asked to be part of the Planet Youth trial. Planet Youth is an international evidence-based model to reduce risk factors and increase protective factors to reduce the incidence of AOD use in young people.



Data about local AOD use was collected during the Planet Youth school survey and used to promote Climate Schools as best practice for evidence based AOD school education.

SMLC has successfully advocated that every Government secondary school (12), in the Limestone Coast be included in the second round of the Planet Youth school survey and data collection in 2021.



ALCOHOL

The Planet Youth survey showed us that **29% of our children have tried alcohol by the time they turn thirteen.**

As your child gets older, they will become more and more curious about alcohol as well as other drugs. The evidence is clear that the best thing we can do as parents is to delay and deter any alcohol use for as long as possible. Use of alcohol during adolescence can impair brain development and will increase the chances of developing a dependence later in life.

Nearly a third of young people reported that they drink alcohol at the home of others, and 23% stated they drink alcohol at home. **There is no evidence to support the view that parental supply of alcohol protects our children from adverse drinking outcomes.**

By agreeing as parents collectively, to not give any alcohol to adolescents in our homes we can make a positive difference to the long-term health and wellbeing of our young people.

11% drunk in the last month

29% drunk in their lifetime

GO TO SLEEP GUIDELINES

The Planet Youth survey showed that about half of our young people are not getting enough sleep.

Sleep is just as important to your child's development and well-being as nutrition and physical activity. It is recommended that teenagers get a minimum of 9-11 hours of undisturbed sleep per night.

For example, a year 7 that gets out of bed at 7:00am should be asleep by 9:00pm in order to get their 10 hours of sleep. Visit www.sleephealthfoundation.org.au

The suggested guidelines for sleep times are:

YEAR 7	09:00 ^{PM}
YEAR 8	09:30 ^{PM}
YEAR 9	09:45 ^{PM}
YEAR 10	10:00 ^{PM}
YEAR 11	10:15 ^{PM}
YEAR 12	10:45 ^{PM}

Examples of Parent Guidelines inclusions.



Objective: To Build community awareness of addiction issues / Website / LinkedIn.

1. Agency Survey

The pandemic has significantly changed the landscape for access and service provision in the AOD and all other sectors with SMLC recognising the need for region specific evidence to inform future actions.

With input from the Limestone Coast Drug Action Team, SMLC designed a survey that was sent to government, non-government and private agencies across the Limestone Coast region gave us targeted insight to gain an informed understanding of where the current issues lie and what the future needs are for our community. SMLC is using the information from the 26 responding agencies to ensure drug and alcohol related issues in the region are accurately represented and is informing SMLC’s planning for education, prevention, and harm reduction strategies.



SUBSTANCE MISUSE LIMESTONE COAST

The Impact of COVID-19 survey final report has been disseminated to all agencies in Limestone Coast Network meetings, LCLGA President Erika Vickery and Executive Officer Tony Wright, and a media release with the key findings was sent to all major media outlets.

Community education and awareness

Covid-19 limited SMLC's ability for community education forums and we adapted our strategies to educate and inform. SMLC has focussed on the rise of alcohol use at home during the pandemic. With more people working from home and reduced social gatherings, the "Time for Change" campaign focussed on how small increases in alcohol use at home can quickly become a new habit.

SMLC digital platforms for education and awareness

The importance of online resources was underscored during the pandemic and SMLC created a website to increase community awareness and provide information on alcohol and other drug issues.

The SMLC website www.smlc.org.au includes:

- > Services page Links to Limestone Coast & National services.
- > About Us Detailed information on Staff and Advisory Board.
- > Program page Highlights current programs SMLC is coordinating.
- > Campaign page Highlights community education, past and current.
- > Media page All media releases since 2019.

SMLC's LinkedIn page is at the following link:

www.linkedin.com/company/substance-misuse-limestone-coast/

Objective: Establish Community Partnerships

SMLC is a member of and regularly meets with the following National, State and Local networks:

- > Alcohol and Drug Foundation - Community Advisory Council (Chair)
- > Millicent Social Issues Team
- > Naracoorte Community Services Round Table
- > Limestone Coast Family Violence Action Group
- > Limestone Coast Community Services Round Table
- > Limestone Coast Drug Action Team
- > Aboriginal Community Connect – Advisory Reference Group
- > Planet Youth South Australia
- > South Australia Network of Drug & Alcohol Services
- > Australian Professional Society on Alcohol and other Drugs
- > Mount Gambier Suicide Prevention Network

SMLC has positioned itself as an advocacy and point of focus for AOD issues across the region providing a strategic longer term evidence based perspective to action. We have a growing national and international presence and will continue to advocate for the region at regional, state and national forums.

Additionally, the Alcohol & Drug Foundation have highlighted SMLC's Project Officer, Sophie Bouchier in their story for International Women's Day, which they featured on their Website and LinkedIn posts;

community.adf.org.au/run-activities/stories/celebrate-women-ldat/

Objective: To establish a Board representing diverse community interests to build and champion the development of substance misuse infrastructure and a community-based collaborative model.

SMLC has become an Incorporated body with Charitable Status pending. SMLC has seven Advisory Board members, all experienced and professional people with a range of skills encompassing health, law, medicine, social work, financial management and governance. The Board has been instrumental in developing SMLC's Strategic Plan for 2021 and beyond, with an ongoing vision to reduce the impact and harm of alcohol and other drug use in the Limestone Coast.



STARCLUB PROGRAM

StarClub Program

Local Government recognises the importance of sporting and recreation clubs to regional communities, and is pleased to partner with the Office for Recreation and Sport to deliver the Star Club Program in the Limestone Coast.

The StarClub Program promotes involvement in recreation and sport by supporting all sporting and recreation clubs in the Limestone Coast in the areas of leadership, financial sustainability, compliance, planning and volunteer management. LCLGA hosts the Starclub Field Officer, who serves as an on-ground resource and a conduit between clubs, councils, associations and the Office of Recreation and Sport.

The long term goals of this program are:

- › To ensure clubs in the region are compliant with State and Federal Legislation,
- › Clubs are financially stable through prudent self-management and have access to appropriate funding
- › Maintain and build on membership, players and volunteers within the club.

The STARCLUB Field Officer provides support to clubs and associations in a number of areas:

Funding and Financial Stability

Awareness of grant availability and application support, increased eligibility through Starclub membership, and education and training regarding financial stability.

Volunteer Management

Sourcing and retaining volunteer support, running nationally-accredited training and education locally, information on education and training courses, providing templates for job descriptions for volunteers, Volunteer Management Policy assistance, ideas to involve, recognise and reward volunteers, and providing information on Succession Plans and complaints / conflict procedure.

Compliance

Occupational Work, Health and Safety for club staff and volunteers, Child Protection, constitutions - update, review or start from scratch, incorporation, affiliation with State or national bodies, compliance with the Discrimination Act, risk management and information on licensing requirements for clubs selling alcohol.

Planning

Long term maintenance of facilities, Strategic Planning, job descriptions, Codes of Conduct, Good Sports Program and Play by the Rules program.

The Starclub Field Officer is guided by the Regional Sport and Recreation Advisory Group, established with membership from all Constituent Councils. This Group provides direction and feedback for the Starclub Field Officer as well as determining issues for clubs and associations that can be dealt with on a regional level.

Limestone Coast Regional Sporting Academy



In partnership with the Office for Recreation, Sport and Racing and the LCLGA, the Limestone Coast Regional Sporting Academy (LCRSA) inducted its first Inductees in October 2017 and commenced working with these Athletes in November, as part of a Pilot Program.

In June 2020 the LCLGA were successful in meeting certain requirements from the ORSR and obtained another \$70,000 to run the program for another 12 months. Once again the LCLGA partnered with the ORSR and the fourth year of the LCRSA was launched in October 2020. We were pleased to welcome back Hockey SA, Tennis SA, SASI Cycling and Athletics SA as official partners of the Academy, and were able to offer skill-based sessions for athletes in these sports and coaching development for local coaches as well. We were also excited to welcome two new sports to the program, Swimming and Basketball thanks to new partnerships formed with Swimming SA and the Mount Gambier Pioneers. We also continued to offer a Lonestar program for athletes from any sporting background.

We inducted 91 athletes into the Academy for the 2020/21 iteration. This was a rise of 19 from 2019/20

These athletes are provided with a 12-month Gym membership, a 12-month Elite Athlete Strength and Conditioning Program (2 sessions a week at the gym and an at home program), Coaching, Educational Sessions (Sports Psychology, Media Training, Coping with Pressure, Sporting Routines and Sports Nutrition), and High level testing at the University of SA's High Performance Centre in Adelaide. We are also able to live stream our Education sessions to athletes across the region who are unable to attend due to travel.

The program has given the athletes the chance to understand the training and preparation requirements to become an elite athlete, as well as improve their performances at school as well as on the field or track.

We also continued our partnership with Uni SA, who provide us with the venue for our Education sessions and Testing. The LCRSA is extremely pleased to also be supported by the M & G Hotel Group, who have provided us with 30 nights of free accommodation for athletes and families, as well as a reduced rate for athletes and families on an ongoing basis. We also welcomed the Commodore on the Park as a partner this year. The Commodore on the Park provide our visiting coaches and Educators with accommodation when they visit the region.





The LCRSA has four main objectives:

- To identify regional sporting talent
- To educate and develop youth in the region
- To provide pathways to State and national representation
- To develop the skills of regional coaches

Outside of these four main sporting objectives, our key goal is to help young people become leaders in our communities.

The LCRSA athletes have done the Academy and our region extremely proud, competing at State and National levels in the past year. We have had two past Academy Alumni play for Glenelg in the SANFLW League Premiership side. One of these athletes was successful in being drafted by the Adelaide Crows and will begin training with them for the 2022 season soon.

We had an athlete win the 200m race at the Stawell Gift. Also one of our cyclists finished 3rd at the State titles after taking up the sport only 12 months ago. Our swimming athletes swam 88 personal best times in one event, (State Shortcourse Championships), with only 8 swimmers in the program this is a remarkable effort and comes about thanks to the international standard of coaching we have been able to bring into the program.

There are plenty more success stories that can be seen on our Facebook page. All of our athletes have been great ambassadors for the program. We look forward to continue supporting our current and future LCRSA athletes in the coming years.



LIMESTONE COAST LEADERSHIP PROGRAM

Limestone Coast Regional Sporting Academy

In its third year, the community capacity building program aims to develop people for Boards, Council, Community Leadership, Project Development and Governance, Industry and Business Associations and Sport, Recreation and Service Clubs. To stimulate and foster a diverse range of leaders in our region to support regional opportunities and address our challenges.



The program is delivered by the Leaders Institute of SA and includes the following topics:

- > Adaptive Leadership
- > Leadership Frameworks and Tools
- > Leading Change
- > Governance and Finance
- > Presentations and Public Speaking
- > Developing Teams and Motivating Others
- > Reactive v Creative Leadership



2021 Participants

Through the program participants are placed into working groups to undertake Community Action Projects, these projects address real regional issues.

Participants benefit through the journey, learning deeply about collaborative working and gaining valuable hands-on experience in complex fields and issues, while exploring the social and economic dynamics and issues across our region.

The projects being undertaken in 2021:

- > Future land use in the Limestone Coast
- > Adopt a Grandparent or Grand Friend
- > Can community leadership support Plant Youth trail?
- > Leadership Programs - how do you measure success for our communities?

LIMESTONE COAST LEADERSHIP PROGRAM



Nick McBride, Member for MacKillop, Mayor Erika Vickery OAM together with LCLP partners Landscape Board Limestone Coasts, Kerry DeGaris and EML, General Manager Jessica Lyon took the opportunity to present to the 2021 group on Induction Day.

With the program delivered in each council area. Mayors were invited to present to the participants to share their unique or similar council areas issues, opportunities, and challenges together with their own leadership journey if desired.



Limestone Coast Leadership Program 2021 Partners



Limestone Coast Council areas provide in-kind venue and catering support to the program.

Participants for 2021

- > 15 (10 Female and 5 Male)
- > Representatives from migrant, disability, and from five of the seven Limestone Coast council areas

Participants are expected to: attend induction session, overnight workshops, monthly full day sessions and graduation event, in addition to out of session community action project work, substantial pre reading and research and written reflections.

Participants present an overview of their CAP reports at the Graduation Event. CAP reports are made available on the Limestone Coast Leadership program page of www.lclga.sa.gov.au

Alumni of the Limestone Coast Leadership Program are actively involved within the Limestone Coast region including but not limited to:

- > Gaining positions and/or joining boards and committees
- > Leading campaigns for additional services and/or advocating for change
- > Grant application to deliver community 'governance training'
- > Advocating in disability awareness and for disability services
- > Gaining employment in Limestone Coast councils

ACKNOWLEDGEMENTS

LCLGA acknowledges the Constituent Council Mayors, Elected Members, Chief Executive Officers, Council staff and LCLGA staff for their support of the regional role of the Association.

During 2020-2021, the LCLGA Board engaged a small team to implement a diverse and comprehensive regional work plan: Tony Wright (Executive Officer), Michaela Bell (Program & Policy Coordinator), Tony Elletson (LCLGA Star Club Field Officer & Limestone Coast Regional Sporting Academy), Biddie Shearing (Destination Development Manager Manager), Ali Auld (Leadership Program), Sophie Bouchier (Substance Misuse Program). The Team farewelled Mae Steele (Executive Support Officer) and welcomed Paul Manfrin (Corporate Services Officer).

The Local Government Association SA has continued to provide strong support to LCLGA and its members throughout the year. LCLGA acknowledges the contributions of SAROC members, Chief Executive Officer Matt Pinnegar and the many LGA SA staff that have supported LCLGA throughout the year.

LCLGA continues to enjoy a close working relationship with RDALC Board members and staff.

Tony Wright
Executive Officer



LIMESTONE COAST LOCAL GOVERNMENT ASSOCIATION

FINANCIAL REPORTS

30 JUNE 2021



**Limestone Coast Local Government Association
Annual Financial Statements
for the year ended 30 June 2021**

CERTIFICATION OF FINANCIAL STATEMENTS

We have been authorised by the Association 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 Association'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 Association provide a reasonable assurance that the Association's financial records are complete, accurate and reliable and were effective throughout the financial year.
- the financial statements accurately reflect the Association's accounting and other records.


Tony Wright
EXECUTIVE OFFICER


Mayor Erika Vickery
President

Date: 15/10/2021

LIMESTONE COAST LOCAL GOVERNMENT ASSOCIATION

STATEMENT OF COMPREHENSIVE INCOME
for the year ended 30 June 2021

	Notes	2021 \$	2020 \$
INCOME			
Local Government Council Contributions	2	647,288	721,402
Other Contributions	2	73,091	314,020
Other Income	2	164,937	113,046
Project Income	2	496,762	340,137
Unbudgeted Project Income	2	12,864	1,761
Total Income		<u>1,394,944</u>	<u>1,490,367</u>
EXPENSES			
Operating Expenses	3	175,496	229,201
Employee Costs	3	619,225	768,221
Project Expenditure	3	734,196	632,151
Unbudgeted Project Expenditure	3	12,864	1,761
Total Expenses		<u>1,541,781</u>	<u>1,631,334</u>
NET SURPLUS / (DEFICIT)			
transferred to Equity Statement		(146,837)	(140,967)
Other Comprehensive Income			
<i>Amounts which will not be reclassified subsequently to operating result</i>			
Changes in revaluation surplus - infrastructure, property, plant & equipment		-	-
Total Other Comprehensive Income		-	-
TOTAL COMPREHENSIVE INCOME		<u>(146,837)</u>	<u>(140,967)</u>

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

LIMESTONE COAST LOCAL GOVERNMENT ASSOCIATION

STATEMENT OF FINANCIAL POSITION

as at 30 June 2021

	Notes	2021 \$	2020 \$
ASSETS			
Current Assets			
Cash and cash equivalents	4	771,577	938,643
Trade and Other Receivables	4	81,556	64,550
Total Assets		<u>853,133</u>	<u>1,003,193</u>
LIABILITIES			
Current Liabilities			
Trade & other payables	5	53,935	58,448
Provisions	5	60,313	48,883
Other Liabilities	5	253,467	244,694
Total Current Liabilities		<u>367,715</u>	<u>352,025</u>
Non-current Liabilities			
Provisions	5	13,734	32,647
Total Non-current Liabilities		<u>13,734</u>	<u>32,647</u>
Total Liabilities		<u>381,449</u>	<u>384,672</u>
NET ASSETS		<u>471,684</u>	<u>618,521</u>
EQUITY			
Accumulated Surplus		471,684	618,521
TOTAL EQUITY		<u>471,684</u>	<u>618,521</u>

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

LIMESTONE COAST LOCAL GOVERNMENT ASSOCIATION

STATEMENT OF CHANGES IN EQUITY

for the year ended 30 June 2021

2021	Notes	Accumulated Surplus \$	TOTAL EQUITY \$
Balance at end of previous reporting period		618,521	618,521
Net Surplus / (Deficit) for Year		(146,837)	(146,837)
Other Comprehensive Income		-	-
Balance at end of period		471,684	471,684
2020			
Balance at end of previous reporting period		759,488	759,488
Net Surplus / (Deficit) for Year		(140,967)	(140,967)
Other Comprehensive Income		-	-
Balance at end of period		618,521	618,521

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

LIMESTONE COAST LOCAL GOVERNMENT ASSOCIATION

STATEMENT OF CASHFLOWS
for the year ended 30 June 2021

	Notes	2021 \$	2020 \$
CASH FLOWS FROM OPERATING ACTIVITIES			
Receipts from Members		647,288	721,402
Other Receipts		733,954	975,487
Payments		<u>(1,548,308)</u>	<u>(1,627,401)</u>
Net Cash provided by (or used in) Operating Activities	6	(167,066)	69,488
 CASH FLOWS FROM INVESTING ACTIVITIES			
Net Cash provided by (or used in) Investing Activities		<u>-</u>	<u>-</u>
 CASH FLOWS FROM FINANCING ACTIVITIES			
Net Cash provided by (or used in) Financing Activities		<u>-</u>	<u>-</u>
 Net Increase (Decrease) in cash held		<u>(167,066)</u>	<u>69,488</u>
 Cash & cash equivalents at beginning of period		938,643	869,155
Cash & cash equivalents at end of period	4	<u><u>771,577</u></u>	<u><u>938,643</u></u>

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

Limestone Coast Local Government Association

Notes to and forming part of the Financial Statements

for the year ended 30 June 2021

Note 1 - SIGNIFICANT ACCOUNTING POLICIES

The principal accounting policies adopted in the preparation of the financial report are set out below. These policies have been consistently applied to all the years presented, unless otherwise stated.

1 Basis of Preparation

1.1 Compliance with Australian Accounting Standards

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

1.2 Historical Cost Convention

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

1.3 Critical Accounting Estimates

The preparation of financial statements in conformity with Australian Accounting Standards requires the use of certain critical accounting estimates, and requires management to exercise its judgement in applying Limestone Coast LGA's accounting policies. The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the financial statements are specifically referred to in the relevant sections of this Note.

1.4 Rounding

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

2 The Local Government Reporting Entity

Limestone Coast Local Government Association is incorporated under the SA Local Government Act 1999 and has its principal place of business at Level 1, 9 Bay Road, Mount Gambier, SA, 5290. These financial statements include Limestone Coast Local Government Association's direct operations and all entities through which Limestone Coast Local Government Association controls resources to carry on its functions. In the process of reporting on Limestone Coast Local Government Association as a single unit, all transactions and balances between activity areas and controlled entities have been eliminated.

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.

4 Cash, Cash Equivalents and other Financial Instruments

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

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.

Limestone Coast Local Government Association

Notes to and forming part of the Financial Statements
for the year ended 30 June 2021

Note 1 - SIGNIFICANT ACCOUNTING POLICIES (con't)

5 Payables

5.1 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.

5.2 Payments Received in Advance & Deposits

Amounts received from external parties in advance of service delivery, are recognised as liabilities until the service is delivered or damage reinstated, or the amount is refunded as the case may be.

6 Employee Benefits

6.1 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 on costs) 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 on costs) 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 average discount rate	0.36% (2020 0.34%)
Weighted average settlement period	1 year (2020, 1 year)

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

7 GST Implications

In accordance with IIG 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.

8 Leases

At the inception of a contract, the Association assesses if the contract is a lease. If there is a lease present, a right of use assets and a corresponding lease liability is recognised by the Association where the Association is a lessee. However, all contracts that are classified as short-term leases (lease with remaining lease term of 12 months or less) and leases of low value assets are recognised as an operating expense on a straight-line basis over the term of the lease.

LIMESTONE COAST LOCAL GOVERNMENT ASSOCIATION

**Notes to and forming part of the Financial Statements
for the year ended 30 June 2021**

	Notes	2021 \$	2020 \$
NOTE 2: INCOME			
Local Government Council Contributions			
City of Mount Gambier		181,118	217,695
District Council of Grant		80,329	86,159
Wattle Range Council		134,499	135,999
Naracoorte Lucindale Council		91,666	110,772
District Council of Robe		43,468	44,968
Tatiara District Council		75,874	83,874
Kingston District Council		40,436	41,936
Total		<u>647,288</u>	<u>721,402</u>
Other Contributions			
SA Tourism Commission		30,500	77,708
LGA SA		42,591	130,142
Other		-	106,170
Total		<u>73,091</u>	<u>314,020</u>
Other Income			
Interest		3,648	17,989
Sponsorship		64,364	37,388
Participant Contribution		87,127	10,468
Other		28,799	47,201
Total		<u>184,937</u>	<u>113,046</u>
Project Income			
Tourism		73,697	-
Leadership Program		38,276	14,614
Sports Academy		70,000	50,000
SACCA		104,806	54,530
SMLC		153,986	99,894
Star Club		56,000	56,000
Other		-	65,000
Total		<u>498,762</u>	<u>340,137</u>
Unbudgeted Project Income			
Unbudgeted Project Income		12,864	1,761
Total		<u>12,864</u>	<u>1,761</u>

LIMESTONE COAST LOCAL GOVERNMENT ASSOCIATION

**Notes to and forming part of the Financial Statements
for the year ended 30 June 2021**

	Notes	2021 \$	2020 \$
NOTE 3: Expenditure			
Operating Expenses			
Accounting and Audit Fees		16,800	11,378
Computing and IT		18,302	16,197
Rent		20,824	22,797
Insurance		11,629	9,972
Vehicles		53,760	57,899
Chairperson Allowance		13,591	13,105
Trade Shows		-	15,131
Travel, Accomodation and Meals		10,763	23,726
Other		30,917	58,997
Total		<u>176,496</u>	<u>229,201</u>
Employee Costs			
Salaries and Wages		552,613	670,560
Workcover		7,720	6,399
Superannuation		52,821	63,327
Leave Provision Movement		(7,483)	25,042
FBT		13,554	2,893
Total		<u>619,226</u>	<u>768,221</u>
Project Expenditure			
Tounsm		140,342	110,926
Leadership Program		128,802	65,482
Sports Academy		131,463	87,417
SACCA		98,936	67,587
SMLC		44,776	27,361
Star Club		1,912	3,072
Other		187,968	270,306
Total		<u>734,196</u>	<u>632,151</u>
Unbudgeted Project Expense			
Unbudgeted Project Expense		12,864	1,761
Total		<u>12,864</u>	<u>1,761</u>

LIMESTONE COAST LOCAL GOVERNMENT ASSOCIATION

**Notes to and forming part of the Financial Statements
for the year ended 30 June 2021**

	Notes	2021 \$	2020 \$
NOTE 4: Assets			
Cash and Cash Equivalents			
Petty Cash		-	250
Cash at Bank		318,664	228,917
Term Deposits		453,013	709,476
Total		<u>771,677</u>	<u>938,642</u>
Trade and Other Receivables			
Trade Debtors		78,193	64,550
Prepaid Wages		3,306	-
Accrued Interest		58	-
Total		<u>81,556</u>	<u>64,550</u>
NOTE 5: Liabilities			
Trade and Other Payables			
Goods and Services		49,867	48,022
Accrued Expenses		2,747	8,831
Other		1,321	1,595
Total		<u>53,935</u>	<u>58,448</u>
Provisions - Current			
Employee Entitlements including On-Costs		60,313	48,883
Total		<u>60,313</u>	<u>48,883</u>
Provisions - Non-Current			
Employee Entitlements including On-Costs		13,734	32,647
Total		<u>13,734</u>	<u>32,647</u>
Other Liabilities			
Tourism		-	23,952
LC Regional Sport Academy		70,000	-
Limestone Coast Leadership Program		-	38,275
Substance Misuse LC		114,737	83,932
SA Coastal Councils Alliance		68,730	98,535
Total		<u>253,467</u>	<u>244,694</u>

LIMESTONE COAST LOCAL GOVERNMENT ASSOCIATION

**Notes to and forming part of the Financial Statements
for the year ended 30 June 2021**

	Notes	2021 \$	2020 \$
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NOTE 6: Reconciliation of Cash Flow Statement

(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 Cash Flow Statement is reconciled to the related items in the Balance Sheet as follows.

	Notes	2021 \$	2020 \$
Total cash & equivalent assets	4	<u>771,577</u>	<u>938,643</u>
Balances per Cash Flow Statement		<u>771,577</u>	<u>938,643</u>

(b) Reconciliation of Change in Net Assets to Cash from Operating Activities

Net Surplus (Deficit)		(146,837)	(140,967)
Non-cash items in Income Statement			
Net increase (decrease) in unpaid employee benefits		<u>(7,483)</u>	<u>25,042</u>
		(154,320)	(115,925)
Add (Less): Changes in Net Current Assets			
Net (increase) decrease in receivables		(17,006)	44,773
Net increase (decrease) in trade & other payables		(4,513)	(6,599)
Net increase (decrease) in other liabilities		<u>8,773</u>	<u>147,239</u>
Net Cash provided by (or used in) operations		<u>(167,066)</u>	<u>69,488</u>

(c) Financing Arrangements

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

Corporate Credit Cards		12,263	15,000
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LIMESTONE COAST LOCAL GOVERNMENT ASSOCIATION

**Notes to and forming part of the Financial Statements
for the year ended 30 June 2021**

NOTE 7: Financial Instruments

All financial instruments are categorised as *loans and receivables*.

Accounting Policies - Recognised Financial Instruments

Bank, Deposits at Call, Short Term Deposits	<p>Accounting Policy: initially recognised at fair value and subsequently measured at amortised cost, interest is recognised when earned</p> <p>Terms & conditions: Deposits are returning fixed interest rates between 0.05% and 1.30% (2020 1.3% and 2.3%).</p> <p>Carrying amount: approximates fair value due to the short term to maturity.</p>
Receivables - Fees & other charges	<p>Accounting Policy: initially recognised at fair value and subsequently measured at amortised cost. An impairment provision is recognised using the expected credit loss method</p> <p>Terms & conditions: Unsecured, and do not bear interest. Although the association is not materially exposed to any individual debtor, credit risk exposure</p> <p>Carrying amount: approximates fair value (after deduction of any allowance).</p>
Receivables - other levels of government	<p>Accounting Policy: initially recognised at fair value and subsequently measured at amortised cost. An impairment provision is recognised using the expected credit loss method.</p> <p>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.</p> <p>Carrying amount: approximates fair value.</p>
Liabilities - Creditors and Accruals	<p>Accounting Policy: Liabilities are recognised for amounts to be paid in the future for goods and services received, whether or not billed to the Association.</p> <p>Terms & conditions: Liabilities are normally settled on 30 day terms.</p> <p>Carrying amount: approximates fair value.</p>

LIMESTONE COAST LOCAL GOVERNMENT ASSOCIATION
Notes to and forming part of the Financial Statements
for the year ended 30 June 2021

Note 7: Financial Instruments (Cont.)

Liquidity Analysis

2021	Due < 1 year	Due > 1 year ≤ 5 years	Due > 5 years	Total Contractual Cash Flows	Carrying Values
Financial Assets					
Cash & Equivalents	\$ 771,577	-	-	\$ 771,577	\$ 771,577
Receivables	78,261	-	-	78,261	78,261
Total	849,828	-	-	849,828	849,828
Financial Liabilities					
Payables	50,630	-	-	50,630	50,630
Total	50,630	-	-	50,630	50,630
2020	Due < 1 year	Due > 1 year ≤ 5 years	Due > 5 years	Total Contractual Cash Flows	Carrying Values
Financial Assets					
Cash & Equivalents	\$ 938,643	-	-	\$ 938,643	\$ 938,643
Receivables	64,550	-	-	64,550	64,550
Total	1,003,193	-	-	1,003,193	1,003,193
Financial Liabilities					
Payables	58,448	-	-	58,448	58,448
Total	58,448	-	-	58,448	58,448

The following interest rates were applicable to Limestone Coast LGA at balance date:

	30 June 2021		30 June 2020	
	Weighted Average Interest Rate	Carrying Value	Weighted Average Interest Rate	Carrying Value
	%	\$	%	\$
Term Deposits	0.1%	453,013	1.3%	709,476
		<u>453,013</u>		<u>709,476</u>

Net Fair Value

All carrying values approximate fair value for all recognised financial instruments. There is no recognised market for the financial assets of Limestone Coast Local Government Association.

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 Association is the carrying amount, net of any impairment. Except as detailed in Note 4 in relation to individual classes of receivables, exposure is concentrated within the Limestone Coast LGA 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 the Associations financial assets are denominated in Australian dollars and are not traded on any market, and hence neither market risk nor currency risk apply.

Liquidity Risk is the risk that the Association 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.

Interest Rate Risk is the risk that future cash flows will fluctuate because of changes in market interest rates. The Association has a balance of both fixed and variable interest rate investments.

LIMESTONE COAST LOCAL GOVERNMENT ASSOCIATION

**Notes to and forming part of the Financial Statements
for the year ended 30 June 2021**

NOTE 8: Uniform Presentation of Financial Statements

	Notes	2021 \$	2020 \$
Operating Revenues		1,394,944	1,490,367
Operating Expenses		<u>(1,541,781)</u>	<u>(1,631,334)</u>
Operating Surplus/(Deficit) before Capital Amounts		(146,837)	(140,967)
Less Net Outlays in Existing Assets			
Capital Expenditure on renewal and replacement of Existing Assets		-	-
Add Back Depreciation Amortisation and Impairment		-	-
Proceeds from Sale of Replaced Assets		<u>-</u>	<u>-</u>
		-	-
Less Net Outlays on New and Upgraded Assets			
Capital Expenditure on New and Upgraded Assets		-	-
Amounts received specifically for New and Upgraded Assets		-	-
Proceeds from Sale of Surplus Assets		<u>-</u>	<u>-</u>
		-	-
Net Lending / (Borrowing) for Financial Year		<u>(146,837)</u>	<u>(140,967)</u>

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

Limestone Coast Local Government Association

Notes to and forming part of the Financial Statements

for the year ended 30 June 2021

Note 9 – Contingent Liabilities and Contingent Assets

At 30 June 2021, the Association is unaware of any liability, contingent or otherwise, which has not already been recorded elsewhere in the this financial report.

Note 10 – Capital Commitments

At 30 June 2021, the Association is unaware of any capital or leasing commitments which have not already been recorded elsewhere in the this financial report.

Note 11 – Events after the end of the reporting period

The entity has and continues to be affected by the current COVID-19 pandemic which has seen some impact on the ability to deliver programs and projects.

Subject to the impact from COVID-19 pandemic, the Board is not aware of any other events which have occurred subsequent to balance date which would materially affect the financial statements prepared for the year ended 30 June 2021.

Note 12 – Economic Dependence

Limestone Coast Local Government Association is dependent on the Local Councils within its jurisdiction and other funding bodies for the majority of its revenue used to operate the business. At the date of this report, the Board believe that the Local Councils and other bodies will continue to fund the Association.

Note 13 – Capital Management

The Board controls the capital of the entity to ensure that adequate cash flows are generated to fund its programs and that returns from investments are maximised within tolerable risk parameters. The Board ensure that the overall risk management strategy is in line with this objective. The Board operates under policies approved by the board. Risk management policies are approved and reviewed by the Board on a regular basis. These include credit risk policies and future cash flow requirements. The entity's capital consists of financial liabilities supported by financial assets. There has been no changes to the strategy adopted by the Board to control the capital of the entity since the previous financial year.

Note 14 – Related Party Disclosure

The total remuneration paid to key management personnel of Limestone Coast Local Government Association Incorporated during the year was as follows:

	2021	2020
	\$	\$
Short Term employee benefits inc allowances	170,656	174,801
Post Employment Benefits	14,921	15,361

Key management personnel above includes the executive and Board of Management.

The specific banding of key management personnel and Board of management from the Limestone Coast Local Government Association Incorporated during the year was as follows;

\$	2021	2020
Under \$50,000	1	1
\$50,000 to \$100,000	0	0
\$100,001 to \$150,000	0	0
\$150,001 to \$200,000	1	1

Other related parties includes close family members of key management personnel and entities that are controlled or jointly controlled by those key management personnel individually or collectively with their close family members.

Limestone Coast Local Government Association

Notes to and forming part of the Financial Statements
for the year ended 30 June 2021

Note 14 -- Related Party Disclosure (Cont.)

There were no transactions with other related parties apart from:

- A relative of a KMP owns a business who contract's their services as required to Kingston District Council.

Related Party Entity	Amounts received from Related Party during the Financial Year	Amounts outstanding from Related Party at the end of the financial year
	2021	2021
	\$	\$
City of Mount Gambier	174,118	7,000
District Council of Grant	80,329	-
Wattle Range Council	134,499	-
Naracoorte Lucindale Council	91,565	-
District Council of Robe	43,468	-
Tatiara District Council	75,874	-
Kingston District Council	40,435	-
TOTAL	640,288	7,000

**INDEPENDENT AUDITOR'S REPORT
TO THE MEMBERS OF THE LIMESTONE COAST LOCAL GOVERNMENT ASSOCIATION**

Opinion

We have audited the accompanying financial report of the Limestone Coast Local Government Association (the Authority), which comprises the Statement of Financial Position as at 30 June 2021, the Statement of Comprehensive Income, the Statements of Changes in Equity, the Statement of Cash Flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies, and other explanatory information and the Certification of the Financial Statements.

In our opinion, the accompanying financial report presents fairly, in all material aspects, the financial position of the Authority as at 30 June 2021, and its financial performance and its cash flows for the year then ended in accordance with the Local Government Act 1999, Local Government (Financial Management) Regulations 2011 and the Australian Accounting Standards.

Basis for Opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described as in the Auditor's Responsibilities for the Audit of the Financial Report section of our report. We are independent of the Authority in accordance with the auditor independence requirements of the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 Code of Ethics for Professional Accountants (the Code) that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

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

Responsibility of Management and Those Charged with Governance for the Financial Report

Management is responsible for the preparation of the Authority's financial report in accordance with Australian Accounting Standards, the Local Government Act 1999 and the Local Government (Financial Management) Regulations 2011, and for such controls as Management determines is necessary to enable the preparation of the financial report is free from material misstatement, whether due to fraud or error.

In preparing the financial report, Management is responsible for assessing the Authority's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless management either intends to liquidate the Authority or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Authority's financial reporting process.

Auditor's 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 the 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 financial report.

As part of an audit in accordance with the Australian Auditing Standards, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by those charged with governance.
- Conclude on the appropriateness of the Authority's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Authority to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

DEAN NEWBERY



JIM KEOGH

Partner

Signed on the 26th day of October 2021,
at 214 Melbourne Street, North Adelaide, South Australia 5006

**Limestone Coast Local Government Association
Annual 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 Limestone Coast Local Government Association for the year ended 30 June 2021, the Association's Auditor, Dean Newberry & Partners, 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*.



.....
President
LC Local Government Association



.....
Chief Executive Officer
District Council of Grant



.....
Chief Executive Officer
City of Mount Gambier



.....
Chief Executive Officer
Kingston District Council



.....
Chief Executive Officer
Naracoorte Lucindale Council



.....
Chief Executive Officer
District Council of Robe



.....
Chief Executive Officer
Tatara District Council



.....
Chief Executive Officer
Wattle Range Council

Date: 15/10/21

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Dean Newbery
ABN: 30 164 612 890

Auditor's Independence Declaration under Section 22 of the Local Government (Financial Management) Regulations 2011 to the Limestone Coast Local Government Association

I confirm that, for the audit of the financial statements of the Limestone Coast Local Government Association 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, Section 290, published by the Accounting Professional and Ethical Standards Board, in accordance with the *Local Government Act 1999 and the Local Government (Financial Management) Regulations 2011* made under that Act.

This statement is prepared in accordance with the requirements of Regulation 22 (5) *Local Government (Financial Management) Regulations 2011*.



JIM KEOGH
PARTNER

Signed on the 26th day of October 2021,
at 214 Melbourne Street, North Adelaide, South Australia 5006





Wattle Range
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