



Naracoorte Lucindale Council
Better by Nature

Annual Report 2020-2021



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MESSAGE FROM THE MAYOR

We have had a very productive year despite the challenges that we have continued to face due to the COVID-19 pandemic and ensuing restrictions.

Council has continued, through our annual business plan and budget, to implement its strategic plan which focuses on the themes Prosperous Community, Healthy Landscapes, Liveable Neighbourhoods, and Harmony & Culture.

Some highlights from the business plan have included:

A Prosperous Community:

- Council has continued with the operation of the Naracoorte Regional Livestock Exchange and upgrading of cattle selling pens
- Road infrastructure, that meets the needs of businesses, continues to be a key driver and Council has spent approximately \$3.5M upgrading road infrastructure with sealing, resealing, re-sheets, culverts and footpaths, and this does not include patrol grading and general maintenance
- Implementation of Wayfinding Projects including promotional banners on the Naracoorte southern entrance on Riddoch Highway.

Healthy Landscapes:

- A cold burn of Naracoorte's north parklands
- Design work undertaken to provide for implementation of the Naracoorte Creek and Creek Walk Masterplan.

Harmony & Culture:

- Implemented the Community Art Grant Program
- Continued planning to achieve the Naracoorte Library and Town Hall development at the new location 93 Smith Street
- Community events have been affected by COVID-19 restrictions and we were very fortunate to host the Adelaide Fringe on Tour Street Party in March which was very well received and enjoyed by many
- We have provided sponsorship and support to annual programs and community events including the Limestone Coast Multicultural Soccer Carnival, Harmony Day, Australia Day Celebrations, Anzac and Remembrance Day Ceremonies.

Liveable Neighbourhoods:

- Frances Masterplan Implementation - signage, development of a community space in the town centre
- Lucindale Masterplan Implementation - included signage, detailed design for the shared paths, vegetation guidelines, and the Centenary Park precinct upgrades.
- Market Square Playground - replacement of soft-fall, skate park and pump track development
- Development of the Naracoorte Town Centre Rejuvenation Plan with extensive community consultation and engagement.

Thank you to the Federal Government for stimulus funding provided through the Local Roads and Community Infrastructure program which has meant we have been able to bring forward implementation of elements of the Frances and Lucindale Masterplans and Market Square projects.

The Naracoorte Regional Sports Centre Plan has been developed with comprehensive engagement of the community and stakeholders. Council has engaged consultants to undertake initial concept design works, and provision of independent cost estimates for Council to further consider its options to progress the project.

I would like to thank the Elected Members, Council staff, volunteers, ratepayers and residents for your ongoing support to make the Naracoorte Lucindale district the best place in regional South Australia to live, work, do business, raise a family and retire.



A handwritten signature in black ink, consisting of a stylized 'E' followed by a horizontal line.

Mayor Erika Vickery OAM

COUNCIL PROFILE

The Naracoorte Lucindale Council is located at the heart of the Limestone Coast region, approximately 330 kilometres from Adelaide and 450 kilometres from Melbourne and encompasses an area of approximately 451,844 hectares.

Naracoorte is the main service centre for the Council district, which also contains the smaller communities of Lucindale, Hynam, Kybybolite and Frances.

The Council area contains prime agriculture land characterised by reliable rainfall and accessible underground water. The Council area is home to a thriving and vibrant rural economy and is central to some of Australia's most famous wine producing areas.

There is a strong tourism industry supported by the Naracoorte Visitor Information Centre. We are home to the World Heritage listed Naracoorte Caves, located 10 minutes' drive south of the Naracoorte Township.

Other attractions in the area include the Sheep's Back Museum, Mini Jumbuk, Bool Lagoon, Limestone Coast Cheese Company, Lucindale Country Club, Naracoorte Swimming Lake, Naracoorte Regional Art Gallery and the SA Volunteer Fire Fighting Museum.

The estimated resident population is 8,574 people (2020 ABS ERP). This is a growth of 19 from the previous year.

Of additional interest between 2011 and 2016, the number of people born overseas increased by 257 or 29.5%, an indication of changing demographics and the increasing influence of migration on our Council area.





POPULATION
8,574

POPULATION OF
WORKING AGE
(15-64)

62%

RESIDENTS
BORN
OVERSEAS



14%

LANGUAGE AT HOME
OTHER THAN ENGLISH

10%

AVERAGE PEOPLE
PER HOUSEHOLD

2.4

MEDIAN MORTGAGE
REPAYMENT (\$/MONTH)

1,083



INTERNET
CONNECTION

75%

MEDIAN
RENT
(\$/WEEK)

180



WORKING AGE
EMPLOYED

96%



HOUSING
TENURES

35.7%

FULLY OWNED

26.6%

RENTING



MEDIAN
HOUSEHOLD
INCOME (\$/WEEK)

1,203



NUMBER OF
PRIVATE
DWELLINGS

3,828

OCCUPIED
PRIVATE
DWELLINGS

86%

ECONOMIC PROFILE

Our Council has a diverse economic profile and this predisposes us towards ongoing growth and development. Key Industries include:

Primary Production industries of: beef and dairy cattle; sheep for both wool and meat; and cropping.

Two large enterprises: Teys Australia beef processor and Mini Jumbuk wool manufacturing.

Grain storage facilities support the cereal growing industry, including T&E Logistics.

Viticulture - Naracoorte Lucindale Council is central to some of Australia's best wine producing areas with all of the Wrattenbully and parts of both the Padthaway and Coonawarra wine regions within the district.

There are several seed processors and distributors, as well as some horticultural production.

Naracoorte Regional Livestock Exchange - Improvements in services and competitive prices has made the Naracoorte Regional Livestock Exchange (NRLE) attractive to sellers and buyers, as one of the State's best facilities. The five-year average is approximately 80,000 cattle, and 465,000 sheep and lambs per year.

Retail - Naracoorte is an attractive shopping destination with a range of supermarkets, specialty food shops, cafes and restaurants, and other retail shops. A range of agri-businesses and support services are also available, assisting the town's agricultural based customers.

Government Services - The district hosts depots/offices for the Departments for Environment and Water, Infrastructure and Transport and Primary Industries and Regions.

Financial, Legal, and Banking Sector - an extensive range of financial and legal service providers are located in Naracoorte. Naracoorte is serviced by the major banks of ANZ, Commonwealth, NAB, Bank SA, Westpac Agri-Business and People's Choice Credit Union. Collectively, this sector is a significant employer.

Health Care - Naracoorte is a regional health service centre and provides an extensive range of public and private health services and allied health services.

Aged Care - this is a growing industry, there are excellent facilities (supported by good health services), as well as home care service providers.

Education Sector - High School, Area School, four Primary Schools and four kindergartens.

\$561M

GROSS REGIONAL PRODUCT

TOTAL OUTPUT
ALL INDUSTRIES
\$1.034M

 REGISTERED
BUSINESSES
1,345

TOTAL VALUE ADDED
ALL INDUSTRIES
\$454M

 TOTAL NUMBER JOBS
8,824

 TOTAL
EXPORTS
\$480M

LOCAL SALES BY
LOCAL INDUSTRIES
\$554M

TOP 3: INDUSTRIES BY OUTPUT

01	AGRICULTURE, FORESTRY AND FISHING \$401M
02	MANUFACTURING \$117M
03	CONSTRUCTION \$89M

TOP 3: VALUE ADDED BY INDUSTRY

01	AGRICULTURE, FORESTRY AND FISHING \$183M
02	HEALTH CARE AND SOCIAL ASSISTANCE \$38M
03	MANUFACTURING \$30M

TOP 3: LARGEST FULLTIME EQUIVALENT EMPLOYMENT BY INDUSTRY

01	AGRICULTURE, FORESTRY AND FISHING 1,027
02	MANUFACTURING 453
03	RETAIL TRADE 379

STRATEGIC MANAGEMENT PLAN

The Strategic Management Plans and Annual Business Plan and Budget is the framework against which Council sets its goals and monitors its performance.

By 2026 Naracoorte Lucindale Council will be:

The best place in regional South Australia to live, work, do business, raise a family and retire.

Created by having a Prosperous Community with Healthy Landscapes, Liveable Neighbourhoods and a focus on Harmony and Culture.

An organisation known for:

Progressive Leadership with strong community connections, efficiently managing our shared assets, services and natural resources.

ACHIEVEMENTS 2020-21 & PRIORITIES 2021-22

THEME 1 - Prosperous Community

Facilitating and supporting sustainable growth to achieve economic prosperity.

Outcomes

- A sought after visitor destination
- A vibrant and progressive business centre and townships
- Diverse range of thriving primary industries

Planned Projects 2020-21	Comment	Completed
<ul style="list-style-type: none"> • NLBTA - contribution to TV Commercial promoting the district 	Postponed due to COVID-19 travel restrictions	
<ul style="list-style-type: none"> • Continue upgrade of the NRLE cattle selling pens (Stage 1) 		✓
<ul style="list-style-type: none"> • Partner with Adelaide University to commence the ARC Linkage Project (3rd year) 	Ongoing research project "Naracoorte Caves: a critical window on faunal extinctions and past climates" (2018-2022)	✓
<ul style="list-style-type: none"> • Caves Connection Project 	Ongoing	
<ul style="list-style-type: none"> • Encourage new ideas & ways of doing business by continuing the Business Innovation Grants 	<p><u>Round 6 - Awarded in 2021-22</u> Haynes Engineering - received \$5,000 to design and manufacture a portable and joining shearing race module prototype.</p> <p>TE Storage & Logistics Pty Ltd - received \$10,000 to install an automated truck sampling system, which is a robotic grain sampler.</p>	✓

	Nurture Stay/Sanctuary/Retreat - received \$5,000 to create a collaborative space for current service providers in the wellness space.	
<ul style="list-style-type: none"> Naracoorte Aerodrome - complete the upgrading of lighting 		✓
<ul style="list-style-type: none"> Improved town entrances - continued improvements to the southern entrance to Naracoorte, including replacement planting, and sculpture at the intersection of Pinkerton Road and Wimmera Highway 	Completion of replacement planting on southern entrance and placement of sculpture at the intersection of Pinkerton Road and Wimmera Highway.	✓
<ul style="list-style-type: none"> Continue implementation of Wayfinding Project - directional signage (includes signage for the Old Caves Road route to the Naracoorte Caves) 	Improved directional signage installed at the Gordon Street / Deviation Road and MacDonnell Street / Stewart Terrace Intersection. Old Caves Road route signage included in the 2021-22 budget.	
<ul style="list-style-type: none"> Continue implementation of Wayfinding Project - Promotional banners on Riddoch Highway (southern entrance). The plan may accessed on Council's webpage - Naracoorte Caves Connection Wayfinding Plan. 		✓

Priorities 2021-22

- Introduction of Augmented Reality App
- Continue upgrade of the Naracoorte Regional Livestock Exchange
- Encourage new ideas & ways of doing business by continuing the Business Innovation Grant
- Lucindale Airstrip - contribution to upgrade (subject to grant funding)
- Improved town entrances with an avenue of trees along Stewart Terrace near the Sports Centre and installation of irrigation at the Deviation Road / Gordon Street intersection
- Continue implementation of Wayfinding Project - directional signage (includes signage for the Caves / Old Caves Road intersection)
- Continue implementation of Wayfinding Project - Promotional banners on Naracoorte's Northern Entrance. The plan may accessed on Council's webpage - [Naracoorte Caves Connection Wayfinding Plan](#).



NUMBER OF
CATTLE SOLD AT
THE NARACOORTE
REGIONAL LIVESTOCK
EXCHANGE

TOTAL VALUE OF
LIVESTOCK AT THE
NARACOORTE
REGIONAL LIVESTOCK
EXCHANGE 2020/2021
\$222,720,550



NUMBER OF SHEEP
AND LAMBS SOLD AT
THE NARACOORTE
REGIONAL LIVESTOCK
EXCHANGE



THEME 2 - Healthy Landscapes

Working together to protect and enhance our natural environment for the future.

Outcomes

- Contribute to sustainable land management practices
- Water resources and ecosystems are protected and Restored

Planned Projects 2020-21	Comment	Completed
<ul style="list-style-type: none"> • Investigate options for improved and innovative waste management 	Ongoing	
<ul style="list-style-type: none"> • Cold burn of Naracoorte's north and south parklands 	Stage 1 complete. Work has commenced for stage 2.	✓
<ul style="list-style-type: none"> • Gares Swamp Restoration 		✓
<ul style="list-style-type: none"> • Implementation of the Naracoorte Creek & Creek Walk Plan - includes a hydrological assessment and construction of a weir at the Park Terrace bridge, interpretive signage at 55 Ormerod Street and along the creek walk, resealing of the north parklands path from the cemetery to the swimming lake, heritage signage in the rail lands and permanent signage for the Parkrun. The plan may accessed on Council's webpage - Naracoorte Creek & Creek Walk Plan. 	<ul style="list-style-type: none"> • Sealed path North Parklands • Interpretive Signage 55 Ormerod Street • Hydrological Assessment commenced (weir construction included in 21-22 budget) 	Partial
<ul style="list-style-type: none"> • Improved stormwater management for Cedar Avenue & Jenkins Terrace (design only) 		✓

Priorities 2021-22

- Fire Mitigation
- Gares Swamp Restoration
- Implementation of the Naracoorte Creek & Creek Walk Plan - includes installation of weirs (staged project over 2 or 3 years). The plan may be accessed on Council's webpage - [Naracoorte Creek & Creek Walk Plan](#).
- Improved stormwater management for Foster Street, Naracoorte



KERBSIDE COLLECTION
(GREENWASTE) PER
ANNUM (TONNE)



KERBSIDE COLLECTION
(PUTRESCIBLE)
PER ANNUM (TONNE)

KERBSIDE COLLECTION
(RECYCLING) PER
ANNUM (TONNE)



KERBSIDE LANDFILL
DIVERSION **38%**

THEME 3 - Harmony and Culture

A safe, healthy and diverse community celebrating our similarities and differences.

Outcomes

- An inclusive community
- A creative and artistic community
- Learning community
- A healthy and resilient community

Planned Projects 2020-21	Comment	Completed
<ul style="list-style-type: none"> • Community Art Program - Grant Program 	Ongoing	
<ul style="list-style-type: none"> • Naracoorte Library development at new location 93 Smith Street, Naracoorte 	Project planning completed, with construction during 2021-22	
<ul style="list-style-type: none"> • Sponsorship and support provided to annual programs, community events, festivals and Community Facilities: - <ul style="list-style-type: none"> ○ Harmony Day ○ South East Field Days ○ TASTE the Limestone Coast ○ Christmas in the Square, Lucindale Christmas Party & Special Kids Christmas Party (Adelaide) ○ Continued support of Naracoorte Art Gallery (including provision for maintenance) ○ Senior Super Bowls Series (year 3 of a 3-year commitment) ○ Tour of the Great South Coast Bike Race ○ World Heritage Fun Run ○ Multicultural Soccer Carnival 	Unfortunately the following events were cancelled due to COVID-19: <ul style="list-style-type: none"> • South East Field Days • TASTE the Limestone Coast • Tour of the Great South Coast Bike Race • World Heritage Fun Run 	✓
<ul style="list-style-type: none"> • Development of a natural burial ground at the Naracoorte cemetery and improvements to the historic section 	Cemetery Working Group established to assist with developing plans for the beautification of the Cemetery, improved signage and future expansion.	

Priorities 2021-22

- Community Art Program - Grant Program
- Introduction of a Public Art Project
- Contribution to upgrading the Naracoorte Netball & Tennis Courts
- Sponsorship and support provided to annual programs, community events, festivals and Community Facilities: -
 - Christmas in the Square, Lucindale Christmas Party & Special Kids Christmas Party (Adelaide)

- Continued support of Naracoorte Art Gallery (including provision for maintenance)
 - Fringe Festival
 - Harmony Day
 - Multicultural Soccer Carnival
 - Naracoorte Horse Trials (3 day Event)
 - Short Film & Photo Competition
 - South East Field Days
 - TASTE the Limestone Coast
 - Tour of the Great South Coast Bike Race
 - World Heritage Run
-
- Naracoorte Library development at new location 93 Smith Street, Naracoorte
 - Implementation of the Disability Access Plan - permanent access ramp to the Sound Shell



THEME 4 - Liveable neighbourhoods

A range of well-planned neighbourhoods and public space, designed with a strong sense of identity and place.

Outcomes

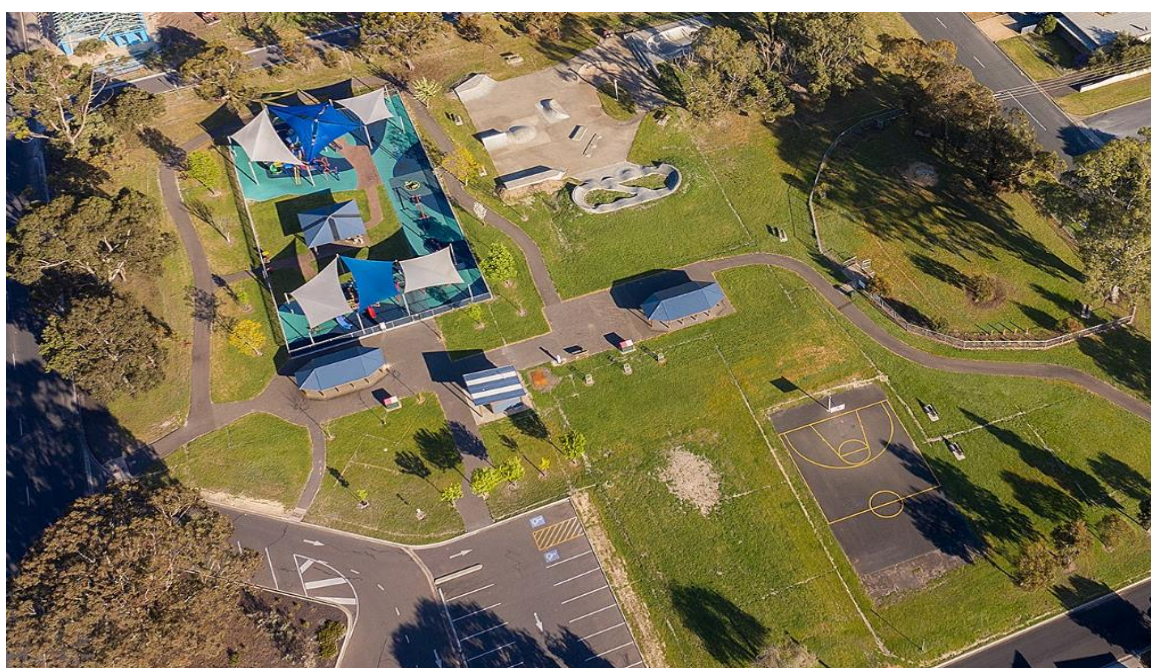
- A well planned district that meets the current and future needs of the community
- A safe and integrated transport network
- Preserve the built heritage and character of the district

Planned Projects 2020-21	Comment	Completed
<ul style="list-style-type: none"> • Frances Masterplan Implementation - includes linear trail from the town centre to the primary school, signage & marketing, identification as an RV friendly location (may include infrastructure), identification of a community space and establishment of recreation areas. The plan may be accessed on Council's webpage - Frances Master Plan. 	<ul style="list-style-type: none"> • Stage implementation, with the following projects completed: <ul style="list-style-type: none"> ○ Wayfinding ○ Focus point, including nature play area ○ Identified as an RV friendly location 	✓
<ul style="list-style-type: none"> • Lucindale Masterplan Implementation - includes signage, detailed design for the footpaths / shared paths, vegetation guidelines and the CBD precinct and vegetation planting. The plan may be accessed on Council's webpage - Lucindale Township Master Plan 	<ul style="list-style-type: none"> • Stage implementation, with the following projects completed: <ul style="list-style-type: none"> ○ Wayfinding 	Partial
<ul style="list-style-type: none"> • Naracoorte Town Centre Rejuvenation project The plan may be accessed on Council's webpage - Naracoorte Town Centre Rejuvenation Plan 	The Plan was endorsed by Council	✓
<ul style="list-style-type: none"> • Continuation of the Heritage Assistance Fund to assist with maintenance of sites listed on the 'Local Heritage Register' 	<ul style="list-style-type: none"> • \$5,000 to paint the external façade of the 'Rivoli Theatre' building • \$4,000 to restore the facias of St Paul's Anglican Church • \$2,000 to restore the verandah of the 'Sweet Espresso' building 	✓
<ul style="list-style-type: none"> • Cockatoo Lake 		

• Market Square Playground - replacement of softfall (stage 2)		✓
• Rotary Park (Swimming Lake) - upgrade of BBQs	BBQs upgraded and new cover installed	✓
• Caves Trail Plan Implementation - includes signage, protection of Beekeeper Cave and establishment of the caves linear trail from Michaels Road to Pitts Lane shelter.	<ul style="list-style-type: none"> • Trail completed from Michael's Road to Pitts Lane shelter • Interpretative signage project commenced • Beekeeper Cave project withdrawn 	Partial
• Naracoorte Swimming Lake - shade structure for the northern end		✓
• Disability Inclusion Plan Implementation - concept for walkways at the Naracoorte Swimming Lake.	Masterplan for Naracoorte Swimming Lake to be development in 2021-22; project deferred until completion of this project	

Priorities 2021-22

- Frances Masterplan Implementation - - includes artwork (red tailed black cockatoo), entrance statements, completion of the town centre focal point, marketing as an alternative route and promotion. The plan may be accessed on Council's webpage - [Frances Master Plan](#).
- Lucindale Masterplan Implementation - includes a skate park upgrade & pump track, centennial park upgrade, town entrance and wayfinding signage. The plan may be accessed on Council's webpage - [Lucindale Master Plan](#).
- Cockatoo Lake - replace shelter shed
- Caves Trail Plan Implementation - completion of trail through Forestry SA land.
- Naracoorte Swimming Lake - development of Master Plan, painting of the lake walls and pontoon replacement
- McTernan Park - upgrade aged infrastructure



Market Square, Naracoorte

THEME 5 - Progressive leadership

A well led and managed district supported by a professional approach to managing infrastructure, and the delivery of projects and services to the community.

Outcomes

- Progressive and representative Elected Member leadership

- Organisational excellence
- Sustainable community finances and assets
- Effective delivery of projects and services
- Effective community communication and engagement
- Engage external stakeholders to leverage local opportunities
- Council is a preferred employer

Planned Projects 2020-21	Comment	Completed
<ul style="list-style-type: none"> • Continued renewal, replacement and upgrade of infrastructure 		
<ul style="list-style-type: none"> • Lucindale Cemetery - extend burial area 	<ul style="list-style-type: none"> • Extension to lawn cemetery 	✓
<ul style="list-style-type: none"> • Sealed road construction 	<ul style="list-style-type: none"> • Reconstruct McRae Street • Old Caves Road (Stage 3) • Frances Carpark • Design - Moore Street 	✓
<ul style="list-style-type: none"> • Unsealed road reconstruction 	<ul style="list-style-type: none"> • Design - Boddingtons West Road • Crooked Lane Corner • Repeater Station Road 	✓
<ul style="list-style-type: none"> • Resheeting 	<ul style="list-style-type: none"> • 83% of the planned program completed 	✓
<ul style="list-style-type: none"> • Reseals 	<ul style="list-style-type: none"> • 90% of the planned program completed 	
<ul style="list-style-type: none"> • Footpath construction 	<ul style="list-style-type: none"> • Foster Street • Jenkins Terrace • Old Caves Road • Robertson Street • Smith Street 	✓
<ul style="list-style-type: none"> • Intersection 	<ul style="list-style-type: none"> • Cooe Road Intersection 	✓
<ul style="list-style-type: none"> • Kerb & Watertable 	<ul style="list-style-type: none"> • Merino Street • Needwood Drive • Valley View 	✓
<ul style="list-style-type: none"> • Stormwater 	<ul style="list-style-type: none"> • Design - Cedar Avenue / Jenkins Terrace 	✓
<ul style="list-style-type: none"> • Bridges & Culverts 	<ul style="list-style-type: none"> • Cadgee / Mahoneys Bridge • Jessie Road • Design - Laurie Park Road • Old Coach Road 	✓
<ul style="list-style-type: none"> • Continued renewal & replacement of buildings & structure including: 		
<ul style="list-style-type: none"> • Lucindale Works Depot - Fire Safety Improvements 	<ul style="list-style-type: none"> • Fire Wall installed 	✓

<ul style="list-style-type: none"> Naracoorte Works Depot - rebuild termite damage and fire safety improvements 	<ul style="list-style-type: none"> Refurbish men's amenities 	✓
<ul style="list-style-type: none"> Naracoorte Works Depot - fire safety improvements 	<ul style="list-style-type: none"> Generator, bollards & fire hose 	✓
<ul style="list-style-type: none"> Naracoorte Town Hall - improvement to ensure safe access to the roof 		✓

Priorities 2021-22

- Cloud Migration
- Livestreaming of Council Meetings
- Introduction of Roadbotics Technology (or similar)
- Continued renewal & replacement of infrastructure (refer budget and major projects for full details) including:
 - Sealed road construction
 - Footpath construction
 - Kerb & watertable
 - Unsealed road reconstruction
 - Reseals
 - Resheeting
 - Fleet, Plant & Machinery
- Continued renewal & replacement of buildings & structures including:
 - Lucindale CBD Amenities - upgrade flooring, replace fitout & install water softener
 - Market Square Amenities - install privacy screen, replace fitout & install water softener
 - Memorial Oval Amenities - upgrade
 - Naracoorte CBD Amenities - install front entrance shelter, security cameras and time locks
 - Naracoorte Depot - solar power
 - Lucindale Hall - upgrade switchboard, install emergency exit door, install rainwater tanks
 - Naracoorte Hall - replace carpet & kitchen tiles

**COUNCIL EXPENDITURE
ON ROADS &
STORMWATER 5.9M**



1,528
LENGTH OF
FOOTPATHS ADDED
TO NETWORK
(METRES)

16,094
METRES

DISTANCE OF
ROAD RESEALS

24,346
METRES

DISTANCE OF
ROAD RE-SHEETS





FINANCIAL PERFORMANCE

The targets identified below have been adopted by Council following recommendation by Council’s Audit Committee.

Indicator 1: Operating Surplus Ratio

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

Target

To achieve an operating surplus ratio of between 0% and 15% over any five-year period.

Target	2018-19 Actual	2019-20 Actual	2020-21 Actual
0-15%	19.2%	13.5%	12.7%

Indicator 2: Net Financial Liabilities Ratio

Net Financial Liabilities are defined as total liabilities less financial assets. These are expressed as a percentage of total operating revenue.

Target

Net financial liabilities ratio is greater than zero but less than 100% of total operating revenue.

Target	2018-19 Actual	2019-20 Actual	2019-20 Actual
>0 < 100%	-28%	-19%	-37%

This result indicates that Council has more assets than liabilities. Council is in a position where it could increase its borrowings to ensure assets are renewed at a sustainable level.

Indicator 3: Asset Renewal Funding Ratio

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

The asset renewal funding ratio has been calculated on the sum of the proposed expenditure as indicated in the Infrastructure and Asset Management Plan plus annual depreciation for those classes currently excluded from the Plan. Excluded classes: furniture & fittings; site improvements, plant & equipment and library books.

Target

Capital outlays on renewing/replacing assets net of proceeds from sale of replaced assets is greater than 90% but less than 110% of depreciation over a rolling three-year period.

Target	2018-18 Actual	2019-20 Actual	2020-21 Actual
>90 < 110%	81%	96%	100%

Council is currently meeting its target in renewing/replacing assets, with an average ratio over three (3) years of 92%.

PERFORMANCE MEASURES



**SPEND BY COUNCIL
ON LOCAL GOODS &
SERVICES**

\$5.576M



**RATEABLE
PROPERTIES
6,209**

**NUMBER
OF DOGS
REGISTERED
2,159**



**MEDIA
RELEASES
DISTRIBUTED 46**



\$28,901,292

**TOTAL VALUE OF
DEVELOPMENT
APPROVALS**



**COST TO DISPOSE OF
RECYCLING
(\$/TONNE) 267**



**COST TO DISPOSE OF
PUTRESCIBLE
WASTE
(\$/TONNE) 261**

**NUMBER OF GARAGE
SALE REGISTRATIONS 26**



35

**NUMBER OF
DWELLINGS
APPROVED**

237

**NUMBER OF
DEVELOPMENT
APPLICATIONS**



**NUMBER OF
PEOPLE WHO
FOLLOW
COUNCIL ON
FACEBOOK**



3,126

COMMUNITY EVENTS

Anzac Day

Naracoorte Lucindale Council assisted the Naracoorte RSL Sub Branch to host a dawn service in the Naracoorte Town Square. Council lay a wreath at both the Naracoorte and Lucindale Services.



Australia Day

A free breakfast was provided by Council for the community at the Town Squares in Naracoorte to celebrate Australia Day. A luncheon at Lucindale is held each year in collaboration with LINC (Lucindale Community Economic Development Board). Both events are well supported by the community.

Harmony Day

Council coordinated and hosted a Harmony Day event in March. Numerous activities were undertaken including a Children's Festival at the Town Square. Held in the morning, local schools perform a song of their choice related to Harmony. An evening Wish Festival is held at the swimming lake. Participants were able to watch entertainment, enjoy tasting plates or a BBQ and were able to float a 'Wish' lantern on the swimming lake.

Naracoorte Fringe Street Party

Adelaide Fringe is the biggest arts festival in the Southern Hemisphere and Naracoorte was pleased to be included in the Fringe on Tour Party. Held in March in the Naracoorte Town Squares, this event was an afternoon of free entertainment and music, featuring local and professional fringe artists and performers, food and market stalls.

Limestone Coast Multicultural Soccer Carnival

A co-ordinated event with Naracoorte Lucindale Council, Naracoorte United Soccer Club, Football South Australia, Naracoorte Migrant Resource Centre, Teys Australia and the Limestone Coast Multicultural Network and STTARS (Survivors of Torture and Trauma Assistance and Rehabilitation Service). Held in November at the Naracoorte and District Sports Centre, the carnival hosted 19 men's, women's and junior teams over one day. The aim of the event is to communicate a message of 'Shared Value - Respect, Equality and Freedom' and this event brings together the migrant and refugee communities through sport





GRANTS RECEIVED

Each year Council receives an annual general purpose grant from the State Government Grants Commission.

In 2019-2020, \$3.4 million was received in general purpose grants which is expended at Council's discretion.

Council also applies to the State and Federal Government for additional funding to support its planned projects.

These are competitive grant rounds and are tied to particular projects.

Successful grant applications allow Council to maintain a high level of services, facilities and amenity across our district while ensuring sustainable finances.

Additional specific purpose grant money expended during 2020-2021 is listed below.

• Volunteer Management Program	\$62,910
• Library - Grant - Maintenance (Lucindale) .	\$558
• Library - Grant - Maintenance (Naracoorte) .	\$23,945
• Library - Grant - Materials .	\$27,298
• Library - Grant Income .	\$3,720
• Country Arts SA Creative Communities Partnership Program	\$10,368
• Community Wellbeing Program	\$132,895
• Roads to Recovery - Repeater Station Road	\$491,623
• Australia Day Grant	\$5,450
• Limestone Coast Red Meat Cluster	\$1,364
• Naracoorte Caves Trail	\$60,000
• Regional Local Community Infrastructure Program (RLCIP)	\$286,859
• Old Caves Road (SLRP)	\$300,000
Total	\$1,406,990



NARACOORTE LUCINDALE WELLBEING PROGRAM

ELECTED MEMBERS



Mayor Erika Vickery OAM



Councillor Craig McGuire,
Deputy Mayor



Councillor Monique Crossling



Councillor Tom Dennis



Councillor Julie Earl



Councillor Cameron Grundy



Councillor Derek James



Councillor Scott McLachlan



Councillor Trevor Rayner

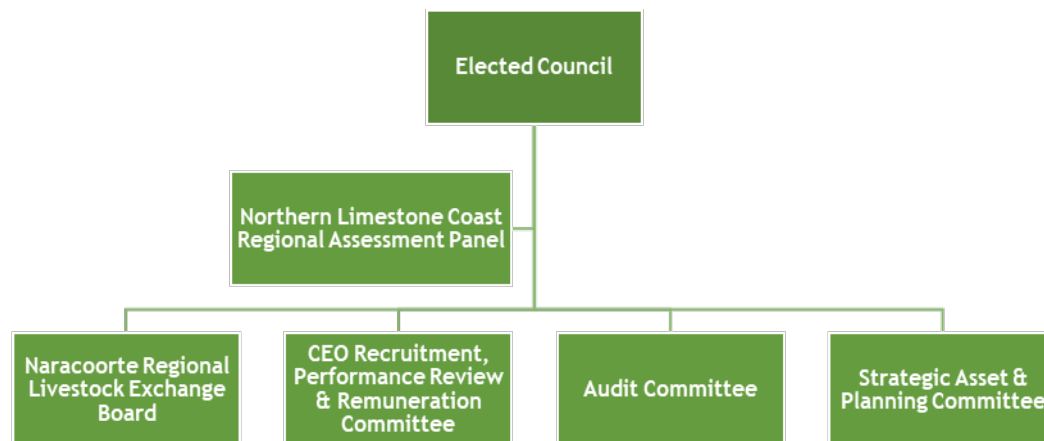


Councillor Damien Ross



Councillor Ken Schultz

DECISION MAKING STRUCTURE OF COUNCIL



Decisions of Council are made through Council meetings, Committee meetings or by staff through delegated authority. Informed decision making is critical to ensuring that decisions are made in the best interests of the wider community.

Council Committees are formed under section 41 of the Local Government Act 1999.

Committees can be created to assist in the performance of Council’s functions, to inquire into and report to Council on matters within the ambit of Council’s responsibilities, to provide advice to the Council, or to exercise delegated powers, functions or duties. Committees created under section 41 of the Act are:

- CEO Recruitment, Performance Review & Remuneration
- Naracoorte Regional Livestock Exchange
- Strategic Asset & Planning

The Audit Committee is established in accordance with section 126 of the Act.

Each committee has its own terms of reference and meets as required.

The membership of the committee is determined by Council and may consist of Elected Members and people from the broader community with special interests or skills. Council appoints a presiding member for each committee.

Council has not delegated the power to make decisions or to undertake actions to these Committees. The Committees advise and make recommendations to Council.

Council also has a Regional Assessment Panel established in accordance with sections 82 and 83 of the Planning, Development and Infrastructure Act 2016.

All Council and Committee meetings are generally open to the public and Council encourages the public to attend meetings . Notice of meetings, agendas and minutes are available from Council’s offices and on council’s website. More information on each committee is listed below.

COUNCIL MEETINGS

Council Meetings

During the financial year, Council held the following Council meetings:

- 12 Ordinary meetings of Council
- 3 Special meetings of Council.

316 resolutions were carried, including 24 confidential resolutions.

COUNCIL COMMITTEES

Audit Committee

The Audit Committee is both independent and objective and provides recommendations to Council.

The main functions of the Committee include:

- Reviewing annual financial statements to ensure that they present fairly state the affairs of Council
- Proposing and providing information relevant to, a review of Council's Strategic Management Plans (includes Annual Business Plan)
- Liaise with Council's auditors in regards to Council's financial affairs and the management of audits
- Review the adequacy of Council's accounting, internal control, reporting and other financial management systems and practices of Council on a regular basis
- To propose and review, the exercise of powers under section

130A of the *Local Government Act 1999*.

Additionally, the Audit Committee will review other internal systems like risk management, compliance and whistle-blowing and oversee audits both internally and externally of Council.

The Committee comprises the following members:

- Independent Member - Mr Jim Ker (Presiding Member)
- Independent Member - Ms Sonia Winter
- Cr Julie Earl
- Cr Cameron Grundy
- Cr Damien Ross

The independent members are selected based on their experience in financial, audit, legal and business related disciplines. The appointment of independent members to the Audit Committee provides additional assurance to Council and the community that risks are being appropriately managed.

During 2020-2021, the Committee met nine times.

Strategic Asset & Planning Committee

The Strategic Asset and Planning Committee provides advice and recommendations to Council that align to outcomes in Council's Strategic Plan, including:

- The extent to which Council's strategic planning and development policies accord with the Planning Development and Infrastructure Act, and consideration of any amendments to the Planning Codes and

Guidelines as they may impact on Council's district

- Development and review of Council's Asset Management Plans and associated matters
- Assessment and advice on Council's Expenditure programs for annual budget purposes
- Overview of Council's Open Space and community projects and strategies (masterplans, precinct plans, etc).

All Elected Members are members of the Committee.

During 2020-2021, the Committee met six times.

CEO Recruitment, Performance Review & Remuneration Committee

The purpose of the CEO Committee is to ensure that sound principles of human resource management are applied to the employment of the Chief Executive Officer.

The Committee comprises the following members:

- Mayor Vickery
- Cr Tom Dennis (Presiding Member)
- Cr Damien Ross

An independent member with relevant experience may be appointed by Council.

During 2020-2021 the Committee met four times.

Naracoorte Regional Livestock Exchange Board

The purpose of this Board is:

- To oversees the development, construction and general operations of the Naracoorte Regional Livestock Exchange
- To monitors the financial performance of the Naracoorte Regional Livestock Exchange

The Board comprises the following members:

- Community Representative - Mr Ian O'Loan
- Community Representative - Mr Jonathan England
- Cr Cameron Grundy (Presiding Member)
- Cr Scott McLachlan
- Cr Ken Schultz
- Cr Derek James

Community Representatives are selected for their business acumen and working knowledge of the livestock industry.

During 2020-2021, the Board met six times.

Northern Limestone Coast Regional Assessment Panel (RAP)

This Assessment Panel has been established under the *Planning, Development and Infrastructure Act 2016 (PID)*, the *Planning, Development and Infrastructure (General) Regulations 2017* and the Planning and Design Code in regional South Australia.

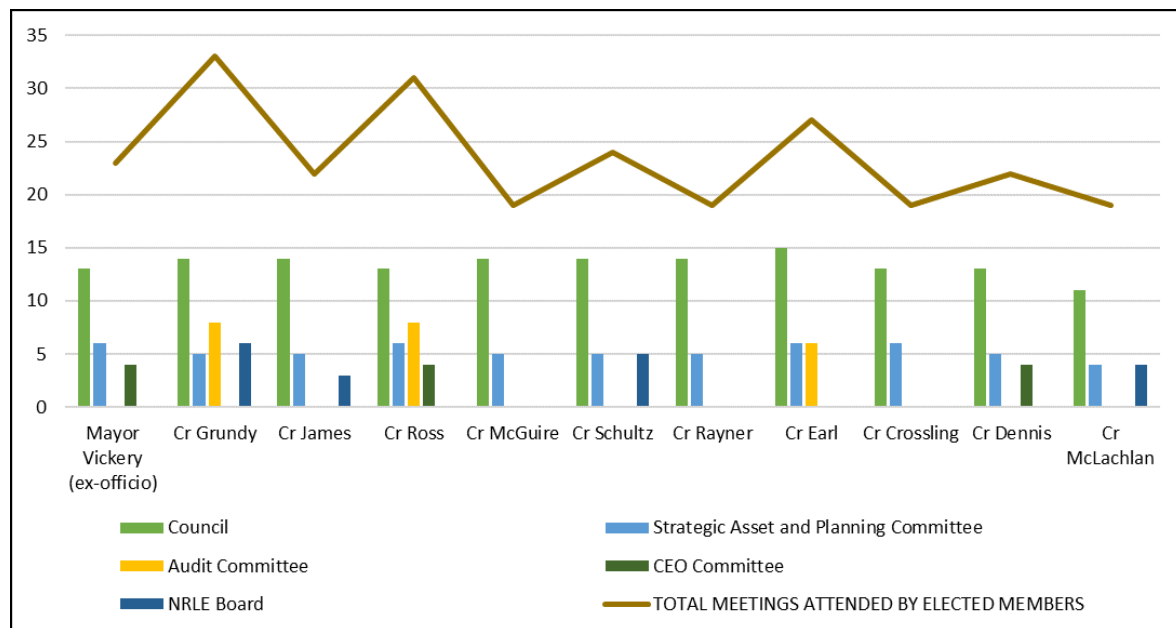
A Memorandum of Understanding (MOU) was entered into by Kingston District Council, Naracoorte Lucindale Council and Tatiara District Council on the 20 August 2020.

The Committee comprises the following members:

- Independent Member – Mrs Elizabeth Travers
- Independent Member – Mr Mark Teakle
- Cr Jeff Pope (Kingston District Council)

During 2020-2021, the Panel met four times.

ELECTED MEMBER MEETING ATTENDANCE



PUBLIC PARTICIPATION IN THE DECISION-MAKING PROCESS

There are three ways community members can express their views at a Council or Committee meeting -

1. Question / presentation during the Public Forum section of the agenda
2. Petitions (prescribed by Regulation 10)
3. Deputation (prescribed by Regulation 11)

For more information refer to Council’s “Code of Practice for Council and Committees Meeting Procedures” on Council’s website or at Council’s offices.

Members of the public can contact elected members and Council Officers to discuss issues relevant to Council. Contact details for Elected Members are listed on Council’s website. A member of the public can write to / email Council on any Council plan, policy, action or service.

Community Consultation

Council’s Public Consultation and Community Engagement policy sets

out how Council will engage with the community in its decision making processes. During 2020-21 Council sought comment from the community on the following:

- Genetically Modified Food Crops
- Lucindale Masterplan Centenary Park Working Group
- Naracoorte Town Centre Rejuvenation Plan
- Naracoorte Aerodrome Leases (3)
- Naracoorte Town Hall Framework
- Naracoorte Lucindale Wellbeing Program
- Asset Management Plans
- Long Term Financial Plan
- Proposed Exclusion of Classification of Land as Community Land
- Draft Annual Business Plan & Budget

REVIEW OF DECISIONS

As required by the Local Government Act 1999, Council has a Grievance / Review of Decisions procedure, outlining how decisions of Council or other people acting on behalf of Council are reviewed. There was one application for review of decision during 2020-2021.

ELECTED MEMBER TRAINING AND DEVELOPMENT

In accordance with the requirements of section 80A of the Local Government Act 1999 and section 8AA of the *Local Government (General) Regulations 2013* Council has developed a comprehensive training and development program for Elected Members. This program includes:

- Elected Members that are new to Council must undertake and

complete all modules in the Local Governments Associations Training Standards in their first year of election to office

- If an Elected Member is re-elected then they are encouraged to complete all modules in the Local Governments Associations Training Standards in their first year of re-election to office
- Elected Members are to participate in an Induction Program within the first few months following Council elections. This training program includes the following components:
 - Introduction to Local Government - Roles and functions of Elected Members
 - Legal Responsibilities
 - Council and Committee meetings including meeting procedures
 - Financial Management and Reporting
 - Council's Strategic Plan and supporting documents such as the Annual Business Plan, Budget, Long Term Financial Plan and Asset Management Plans
 - Governance
 - Risk Management
 - Work Health and Safety
 - Conflict of Interest
 - Code of Conduct
- Elected Members are provided with equitable access to training and development opportunities that contribute to their role as an Elected Member and supports Council's Strategic Plan

Additionally, Council has adopted an Elected Members Training and Development Policy.

REPRESENTATION QUOTA

	Electors	Total Members	Representation Quota
Clare and Gilbert Valleys	6,685	10	669
Coorong	3,741	9	416
Grant	5,371	10	532
Adelaide Plains	6,292	10	629
Mid Murray	6,507	10	651
Naracoorte Lucindale	5,931	11	539
Northern Areas	3,392	9	377
Renmark Paringa	6,585	9	732
Tatiara	4,457	10	446
Wakefield Regional	4,728	10	483

The elected Council is the decision-making body on all matters of policy and strategic direction, and consists of the Mayor and 10 Councillors, who are all elected from the whole community. The Council also appoints a Deputy Mayor. Naracoorte Lucindale's total number of electors is 5,931. The quota for Naracoorte Lucindale Council is one member to 539 electors. Councils of a similar size and type are outlined in the table above.

REPRESENTATION REVIEW

Every 8 years, in accordance with Section 12 of the Local Government Act 1999, Council is required to review the composition of the Council.

A review was commenced in October 2016 and completed in September 2017. There were no changes to Council's representation structure. The next representation review will commence during 2023/2024.

When Council conducts a representation review community consultation is undertaken. Under section 28 of the Act, electors may also submit a proposal to the SA Local Government Grants Commission to alter Council boundaries or the composition of Council or its representative structure.

ALLOWANCES

Under section 76 of the Local Government Act an Elected Member is entitled to an Annual Allowance which is set by the Remuneration Tribunal. The allowance effective from November 2020 was:

Mayor	\$58,272
Deputy Mayor	\$18,210
Standing (Key) Committee Presiding Member	\$18,210
Elected Member	\$14,568

Elected Members are also entitled to receive reimbursement for travel within the area of Council, and dependent care expenses associated

with attendance at Council and Committee meetings.

Travel time allowances per annum were:

30 kms to 50kms from Council's principal office	\$430
50 kms to 100kms from Council's principal office	\$734
75 kms from Council's principal office	\$1,101
100 kms from Council's principal office	\$1,562

The following support is also provided to Elected Members to assist them in the performance of their official duties:

Mayor

- Fully maintained Council passenger sedan for travel related to official duties
- Council owned and maintained computer
- Council owned mobile phone
- Reimbursement of expenses relating to functions attended
- Reimbursement of internet access (up to \$150 per quarter)

Elected Members

- Council owned and maintained computer
- Reimbursement of expenses relating to functions attended
- Reimbursement of approved childcare expenses while representing Council
- Reimbursement of travel expenses
- Reimbursement of internet access (up to \$150 per quarter)

Committee Members

Independent members of the Audit Committee, Regional Assessment Panel and Naracoorte Regional Livestock Exchange Board receive an allowance determined by Council for attendance at approved meetings, training and events per meeting as follows:

Presiding Member	\$290
Independent Members	\$230



CONFIDENTIAL ITEMS

Council and Council committees may from time to time discuss an item of business in confidence and as a result exclude the public from attending the meeting for the period taken to discuss the relevant item.

The Local Government Act 1999, Section 90(3) (a) to (n) sets out the criteria for when this may occur.

Following is a summary of the number of occasions the provisions listed in Section 90 (excluding the public during debate) or Section 91 (documents to be kept

confidential for a period of time) were used during 2020-2021 and orders from previous years that remain operative at 30 June 2021.

- 29 orders to move into confidence were made in 2020-2021, of these 24 orders were made to retain reports, minutes and other documents in confidence
- 10 orders from prior years were released from confidence
- 22 orders remained operative at the end of the financial year

Date	Topic 2020-2021	Grounds for Confidential Order	Order expired, ceased or revoked
28.07.2020	Road Construction - McRae Street	k	15.09.2020
28.07.2020	Contract 202021-03: Bitumen Works	k	21.09.2020
28.07.2020	CEO Committee	a	17.08.2020
25.08.2020	Foster Street, Naracoorte drainage	b	27.10.2020
25.08.2020	Working Group - Lucindale Masterplan - Centenary Park Working Group	a	15.09.2020
25.08.2020	Contract 202021-15: Market Square Recreation Area, Naracoorte Skate Bowl	k	01.09.2020
25.08.2020	Contract 202021-01: Roadside Slashing	k	31.08.2020
25.08.2020	Contract 202021-02: Weed Spraying Services	k	01.09.2020
22.09.2020	Naracoorte Aerodrome Lighting Contract	b	Not Retained
22.09.2020	CEO Recruitment, Performance Review and Remuneration Committee	a	Not Retained
27.10.2020	NRLE Minutes Item 9.1	k	
27.10.2020	S & P Committee Minutes Item 11.1 - Quarry at Mossdale	i	
27.10.2020	Foster Street drainage, Naracoorte	b	
27.10.2020	Botanical Working Group	a	Not Retained
27.10.2020	Contract 202021-30 Frances School Bus Parking	b	07.12.2020
27.10.2020	Contract 202021-35 Market Square Pump Track	b	07.12.2020
27.10.2020	Local health issues	b	Not Retained
15.12.2020	Contract 202021-37 Financial Audit Services	k	19.02.2021
15.12.2020	Foster Street Drainage	k	
15.12.2020	Sports Centre Project	k	
19.01.2021	Frances Masterplan Tender	k	17.02.2021
23.02.2021	Foster Street, Naracoorte - Stormwater Drainage	b	

23.02.2021	Naracoorte Regional Livestock Exchange - Wastewater Treatment	b	
23.02.2021	Old Caves Road, Naracoorte - Footpath Infill	b	
23.02.2021	Contract 202021-50 Tree Trimming	k	03.03.2021
11.03.2021	Naracoorte Library Project	k	
23.03.2021	Minutes Special Council Meeting 11 March 2021 - Naracoorte Library Project	k	
27.04.2021	Minutes Strategic Asset Planning Committee 13 April 2021 - Naracoorte North Parklands	b	
27.04.2021	Confidential Minutes CEO Recruitment, Performance Review and Remuneration Committee Meeting 13 April 2021 - CEO 2021 Annual Review	a	Not Retained
Date	Topic 2019-2020	Grounds for Confidential Order	Order expired, ceased or revoked
26-Nov-19	Sale of Land - Unmade Road Reserve	b	
28-Jan-20	Sale of Land - Unmade Road Reserve	b	
Date	Topic 2018-2019	Grounds for Confidential Order	Order expired, ceased or revoked
05-Feb-19	Energy Audit	b	
26-Feb-19	Naracoorte Regional Livestock Exchange Management Board - Confidential Item	b	
Date	Topic Pre 2018-2019	Grounds for Confidential Order	Order expired, ceased or revoked
10-Sept-03	Workers Compensation Claim		
12-Nov-03	Workers Compensation Claim		
14-Dec-04	Unfair Dismissal Claims		
25-Jan-05	Proposed Separation Package		
21-Aug-08	Workers Compensation Matter		
18-Feb-09	Workers Compensation Matter		
24-Feb-09	Workers Compensation Matter		

REGISTERS

Council is required to keep and maintain the following registers in accordance with the Local Government Act 1999:

- Members Register of Interests (section 68)
- Members Register of Allowances and Benefits (section 79)
- Officers Register of Remuneration, Salaries and Benefits (section 105)
- Officers Register of Interests (section 116)
- Fees and Charges (section 188)
- Community Land Management Agreements (section 207)
- Public Roads (section 231)
- By-Laws (section 252)
- Building Upgrade Agreements (Schedule 1B)
- Election Campaign Donation Returns (Schedule 5 of the *Local Government Act 1999* and section 81 of the *Local Government (Elections) Act 1999*).

The following registers are also kept by Council:

- Register of Interests (Regional Assessment Panel Members)
- Elected Members Disclosure of Conflict of Interests
- Land management agreements
- Confidential Orders
- Gifts and Benefits
- Council Resolutions

CODES

Following is a list of Codes of Conduct or Practice, required under the Local Government Act 1999 or the Local Government (Elections) Act 1999:

- Members Code of Conduct (section 63)
- Code of Practice for Access to Council and Committee Meetings and Associated Documents (section 92)
- Employees Code of Conduct (section 110)
- Code of Practice for Meetings of Council and Council Committees (reg 6)

COMMUNITY LAND

Council has 46 Community Land Management Plans relating to community land such as sporting and recreation areas, parklands, cemeteries, reserves and forestry plantations.

DELEGATIONS

Council has provided the Chief Executive Officer with the delegated authority to make decisions on a number of specified administrative and policy matters. A copy of the Delegations Register is available on Council's website. Council reviews these delegations within 12 months

after the conclusion of each periodic election. In keeping with legislative requirements Council:

- Determines the policies to be applied by the Council in exercising its discretionary powers.
- Determines the type, range and scope of projects to be undertaken by the Council.
- Determines the resources, which are to be made available to undertake such works and services.

FREEDOM OF INFORMATION

A Freedom of Information Statement is published annually in accordance with the requirements of the Freedom of Information Act 1991. Four Freedom of Information applications were received during 2020-2021.

There were no applications brought forward from the previous year and there were no unfinished applications at 30 June 2021. Inquiries or requests for information under the Act should be forwarded to:

Freedom of Information Officer
Naracoorte Lucindale Council
PO Box 555, NARACOORTE SA 5271

The Freedom of Information Statement is available on Council's website.

LOCAL NUISANCE AND LITTER CONTROL

Council performed the following functions under the Local Nuisance and Litter Control Act:

- Council received 15 complaints of local nuisance or littering
- Two offences were expiated under the Act
- There were no offences under the Act that were prosecuted
- There were 4 nuisance abatement notices or litter abatement notices issued
- There were no civil penalties negotiated under Section 34 of the Act
- There were no applications by the Council to the Court for orders for civil penalties under Section 34 of the Act and therefore there were no orders made by the Court on those applications
- No other functions were performed by the Council under the Act

AUDITOR

Galpins Accountants, Auditors and Business Consultants have been engaged to undertake statutory audit duties in relation to Council's financial and operational activities for the period 1 July 2020 to 30 June 2025.

Remuneration paid to Galpin's for work performed during the 2020-2021 financial year for audit purposes will be \$16,950 (GST exclusive). No payments were made for any other services.

LIMESTONE COAST LOCAL GOVERNMENT ASSOCIATION

Section 43 of the Local Government Act allows two or more councils to establish a Regional Subsidiary to provide specified services or to carry out a specified activity or activities.

The City of Mount Gambier, District Councils of Grant, Robe, Tatiara and Kingston and Naracoorte Lucindale and Wattle Range Councils joined together to form the regional subsidiary the Limestone Coast Local Government Association (LCLGA).

The 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. LCLGA's Annual Report and audited financial statements for the 2020-2021 financial year have been prepared in accordance with Schedule 2 (28) of the Local Government Act 1999 and are attached to this report.

ACCOUNTABILITY

Provision of Services and the Purchase of Goods

Council is committed to ensuring a fair, transparent and accountable process in the provision of services and the purchase of goods and services to enable it to meet its operational and community obligations.

Council aims to ensure that its methods of service provision, including the carrying out of works and purchasing goods are transparent, cost-effective, and represent best value for money while meeting the needs of Council and the community.

At the same time, Council is committed to pursuing a convention of purchasing locally whenever possible and practical. More detailed information is available in the Procurement Policy.

National Competition Policy - Clause 7 Statement Reporting

Local Government is required to comply with the Competition Policy Reform (South Australia) Act, 1996 to ensure the application of competitive neutrality principles and practices when significant “business activities” are being carried out by Councils.

Significant Business Activities

Category 1 - Council has no significant business activities with an annual revenue in excess of \$2 million, or employing assets in excess of \$20 million

Category 2 - the Naracoorte Regional Livestock Exchange is a business activity falling within Category 2. Council has adopted the Cost Reflective Pricing principle to counter any unfair competitive advantage that

might exist. This includes the recovery by Council of administration, loan servicing charges and other similar business costs associated with the management and operation of the Livestock Exchange.

Commencement or Cessation of Significant Business Activities

Council has neither commenced nor ceased a significant business activity during the course of the reporting period.

By-Laws

Naracoorte Lucindale Council has the following By-Laws in place:

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

Council did not review or reform any by-laws during the financial year.

Complaints Concerning the Application of Competitive Neutrality

No complaints were received concerning the application of competitive neutrality principles during the financial year.

Structural Reform of Public Monopolies

These provisions do not apply to any Council activity.

EXECUTIVE OFFICERS SALARIES

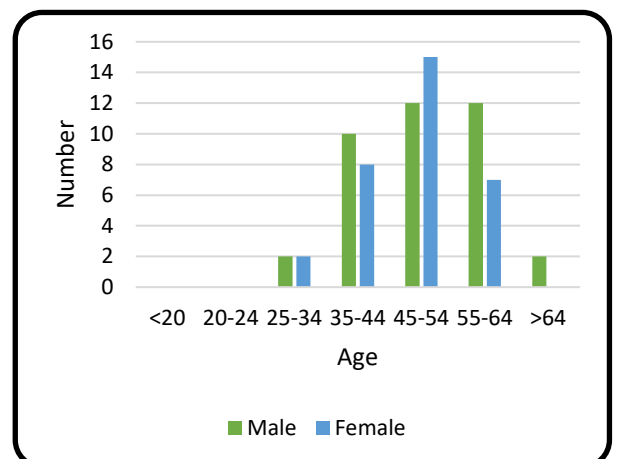
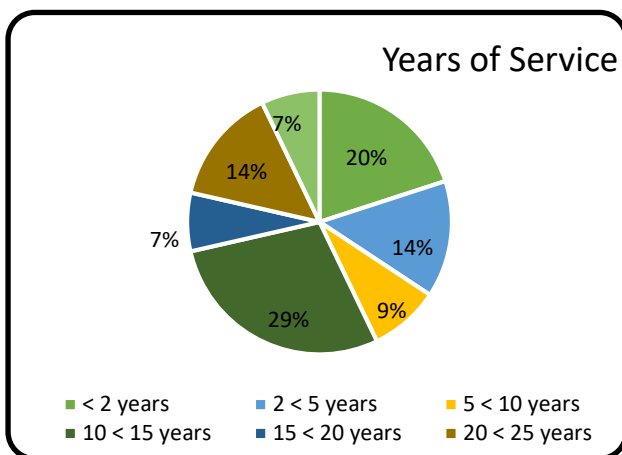
Salary packages for senior executive officers include salaries in a band of \$102,009 - \$184,709.

Chief Executive Officer	\$184,709	Unrestricted Private Use of Vehicle Mobile Phone
Director Infrastructure & Services	\$145,000	Unrestricted Private Use of Vehicle Mobile Phone Allowance
Director Corporate Services	\$133,617	Unrestricted Private Use of Vehicle Mobile Phone
Manager Operations	\$111,000	Restricted Private Use of Vehicle Mobile Phone Allowance
Manager Engagement & Community	\$111,000	Restricted Private Use of Vehicle Mobile Phone Allowance
Manager Planning & Compliance	\$102,679 - \$109,416	Restricted Private Use of Vehicle Mobile Phone Allowance

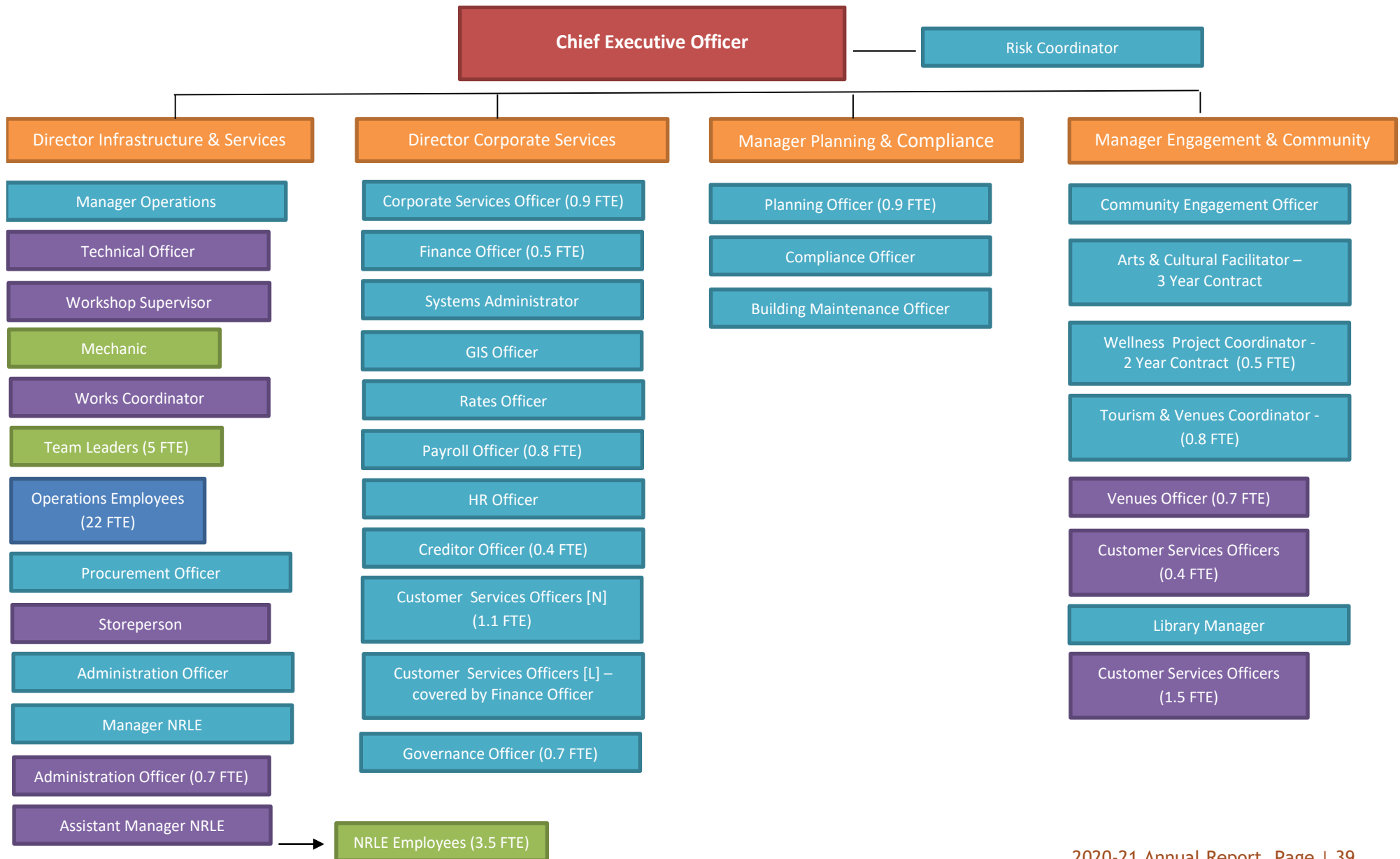
EMPLOYEES

At 30 June 2021 Council had 66 full time equivalent positions, employing 75 people across the organisation.

No specific equal employment opportunity programs or human resource management programs were introduced in 2020-2021.



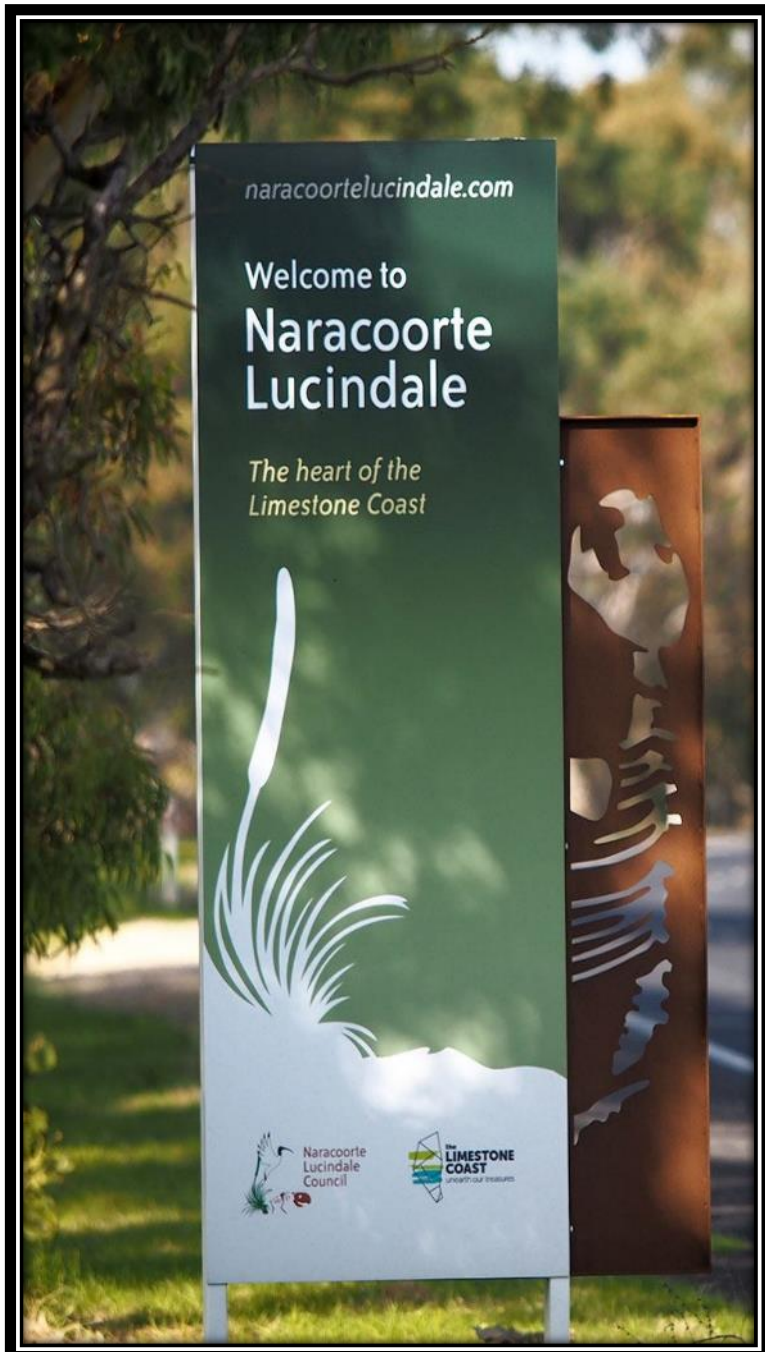
CORPORATE STRUCTURE





Naracoorte Lucindale Council

Better by Nature



Financial Statements

for Year Ending

30 June 2021

Naracoorte Lucindale Council
General Purpose Financial Reports
for the year ended 30 June 2021

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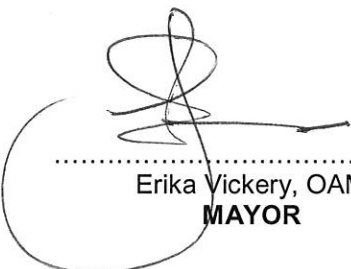
Naracoorte Lucindale Council
Annual Financial Statements
for the year ended 30 June 2021

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.


.....
Trevor Smart
CHIEF EXECUTIVE OFFICER


.....
Erika Vickery, OAM
MAYOR

Date: 26-10-2021

Naracoorte Lucindale Council
Statement of Comprehensive Income
for the year ended 30 June 2021

	Notes	2021 \$'000	2020 \$'000
INCOME			
Rates	2	12,464	12,450
Statutory charges	2	369	243
User charges	2	2,333	2,067
Grants, subsidies and contributions	2	4,196	3,768
Investment income	2	77	129
Reimbursements	2	50	112
Other income	2	375	331
Total Income		19,864	19,100
EXPENSES			
Employee costs	3	5,079	4,905
Materials, contracts & other expenses	3	6,378	5,952
Depreciation, amortisation & impairment	3	5,785	5,543
Finance costs	3	94	124
Total Expenses		17,336	16,524
OPERATING SURPLUS / (DEFICIT)		2,528	2,576
Asset disposal & fair value adjustments	4	(1,273)	(1,834)
Amounts received specifically for new or upgraded assets	2	697	808
NET SURPLUS / (DEFICIT) (transferred to Equity Statement)		1,952	1,550
Other Comprehensive Income			
<i>Amounts which will not be reclassified subsequently to operating result</i>			
Changes in revaluation surplus - infrastructure, property, plant & equipment	9	14,380	5,590
Total Other Comprehensive Income		14,380	5,590
TOTAL COMPREHENSIVE INCOME		16,332	7,140

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

Naracoorte Lucindale Council
Statement of Financial Position
as at 30 June 2021

ASSETS	Notes	2021 \$'000	2020 \$'000
Current Assets			
Cash and cash equivalents	5	10,524	7,269
Trade & other receivables	5	893	1,025
Inventories	5	594	600
Total Current Assets		12,011	8,894
Non-current Assets			
Financial assets	6	267	342
Infrastructure, property, plant & equipment	7	197,846	185,308
Other non-current assets	6	554	511
Total Non-current Assets		198,667	186,161
Total Assets		210,678	195,055
LIABILITIES			
Current Liabilities			
Trade & other payables	8	1,691	1,747
Borrowings	8	493	509
Provisions	8	1,048	1,186
Total Current Liabilities		3,232	3,442
Non-current Liabilities			
Borrowings	8	924	1,416
Provisions	8	164	171
Total Non-current Liabilities		1,088	1,587
Total Liabilities		4,320	5,029
NET ASSETS		206,358	190,026
EQUITY			
Accumulated Surplus		51,333	49,603
Asset Revaluation Reserves	9	152,235	137,855
Other Reserves	9	2,790	2,568
TOTAL EQUITY		206,358	190,026

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

Naracoorte Lucindale Council
Statement of Changes in Equity
for the year ended 30 June 2021

		Acc'd Surplus	Asset Rev'n Reserve	Other Reserves	TOTAL EQUITY
2021	Notes	\$'000	\$'000	\$'000	\$'000
Balance at end of previous reporting period		49,603	137,855	2,568	190,026
Net Surplus / (Deficit) for Year		1,952	-	-	1,952
Other Comprehensive Income					
Gain on revaluation of infrastructure, property, plant & equipment		-	14,380	-	14,380
Transfers between reserves		(222)	-	222	-
Balance at end of period	9	51,333	152,235	2,790	206,358

		Acc'd Surplus	Asset Rev'n Reserve	Other Reserves	TOTAL EQUITY
2020	Notes	\$'000	\$'000	\$'000	\$'000
Balance at end of previous reporting period		47,864	132,265	2,757	182,886
Net Surplus / (Deficit) for Year		1,550	-	-	1,550
Other Comprehensive Income					
Changes in revaluation surplus - infrastructure, property, plant & equipment		-	5,590	-	5,590
Transfers between reserves		189	-	(189)	-
Balance at end of period	9	49,603	137,855	2,568	190,026

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

Naracoorte Lucindale Council
Statement of Cash Flows
for the year ended 30 June 2021

	Notes	2021 \$'000	2020 \$'000
CASH FLOWS FROM OPERATING ACTIVITIES			
<i>Receipts:</i>			
Rates - general & other		12,653	12,468
Fees & other charges		370	259
User charges		2,535	2,235
Investment receipts		79	143
Grants utilised for operating purposes		4,197	4,051
Reimbursements		43	237
Other revenues		1,083	1,528
<i>Payments:</i>			
Employee costs		(5,193)	(4,909)
Materials, contracts & other expenses		(7,371)	(7,892)
Finance payments		(103)	(131)
Net Cash provided by (or used in) Operating Activities		8,293	7,989
CASH FLOWS FROM INVESTING ACTIVITIES			
<i>Receipts:</i>			
Amounts specifically for new or upgraded assets		697	808
Sale of replaced assets		336	180
Repayments of loans by community groups		79	53
<i>Payments:</i>			
Expenditure on renewal/replacement of assets		(4,186)	(8,623)
Expenditure on new/upgraded assets		(1,390)	(2,418)
Net Cash provided by (or used in) Investing Activities		(4,464)	(10,000)
CASH FLOWS FROM FINANCING ACTIVITIES			
<i>Receipts:</i>			
Proceeds from Leasing		-	107
<i>Payments:</i>			
Repayments of borrowings		(449)	(422)
Repayment of principal portion of lease liabilities		(59)	-
Repayment of aged care facility deposits		(66)	(153)
Net Cash provided by (or used in) Financing Activities		(574)	(468)
Net Increase (Decrease) in cash held		3,255	(2,479)
Cash & cash equivalents at beginning of period	11	7,269	9,748
Cash & cash equivalents at end of period	11	10,524	7,269

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

Naracoorte Lucindale Council
Notes to and forming part of the Financial Statements
for the year ended 30 June 2021
Note 1 - SIGNIFICANT ACCOUNTING POLICIES (con't)

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.

The financial report was authorised for issue by certificate under regulation 14 of the Local Government (Financial Management) Regulations 2011 dated 26 October 2021.

1.2 Historical Cost Convention

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

1.3 Critical Accounting Estimates

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

1.4 Rounding

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

1.5 Covid-19

The COVID-19 pandemic has impacted the 2020/21 financial statements, which may impact on the comparability of some line items and amounts reported in these financial statements and/or the notes. The financial impacts are a direct result of either Council's response to the pandemic or due to mandatory shutdowns as directed by the Australian Government and the advice from the Australian Government Department of Health and SA Health.

Examples include: additional leave paid to employees due to short notice shutdowns and the delay on completion of projects due to cross border closures and delays associated with sourcing materials.

COVID-19 is not expected to have a significant financial impact on Council operations. 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.

2 The Local Government Reporting Entity

Naracoorte Lucindale Council is incorporated under the SA Local Government Act 1999 and has its principal place of business at DeGaris Place, Naracoorte. These consolidated 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.

Naracoorte Lucindale Council
Notes to and forming part of the Financial Statements
for the year ended 30 June 2021
Note 1 - SIGNIFICANT ACCOUNTING POLICIES (con't)

3 Income recognition

3.1 Revenue

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

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

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

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

	Cash Payment Received	Annual Allocation	Difference	
2018-19	\$4,093,343	\$3,436,848	+	\$656,495
2019-20	\$3,063,349	\$3,438,421	-	\$375,072
2020-21	\$3,435,913	\$3,229,581	+	\$206,332

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

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

3.2 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.

Naracoorte Lucindale Council
Notes to and forming part of the Financial Statements
for the year ended 30 June 2021
Note 1 - SIGNIFICANT ACCOUNTING POLICIES (con't)

4 Cash, Cash Equivalents and other Financial Instruments

4.1 Cash, Cash Equivalent Assets

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.

4.2 Other Financial Instruments Cash Equivalent Assets

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

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

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

5 Inventories

Inventories held in respect of stores have been valued on a cost 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 and transferred to infrastructure, property, plant & equipment when completed ready for use.

6.2 Materiality

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

Naracoorte Lucindale Council
Notes to and forming part of the Financial Statements
for the year ended 30 June 2021
Note 1 - SIGNIFICANT ACCOUNTING POLICIES (con't)

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 outflows 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.

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 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

Loans 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 Provisions

9.1 Employee Benefits

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.

Naracoorte Lucindale Council
Notes to and forming part of the Financial Statements
for the year ended 30 June 2021
Note 1 - SIGNIFICANT ACCOUNTING POLICIES (con't)

Weighted average discount rate 0.26% (2020, 0.25%)

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.

Superannuation

The Council makes employer superannuation contributions in respect of its employees to the Statewide Superannuation Scheme. The Scheme has two types of membership, each of which is funded differently. Details of the accounting policies applied and Council's involvement with the schemes are reported in Note 18.

9.2 Provisions for Reinstatement, Restoration or Rehabilitation

Close down and restoration costs include the dismantling and demolition of infrastructure and the removal of residual materials and remediation and rehabilitation of disturbed areas. Estimated close down and restoration costs are provided for in the accounting period when the obligation arising from the related disturbance occurs and are carried at the net present value of estimated future costs.

Although estimated future costs are based on a closure plan, such plans are based on current environmental requirements which may change. Council's policy to maximise recycling is extending the operational life of these facilities, and significant uncertainty exists in the estimation of the future closure date.

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.

Council as a Lessee:

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

i) Right-of-use assets

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

- IT Equipment 3 years

The right-of-use assets are also subject to impairment. Refer to the accounting policies in section 6.5 – Impairment of non-financial assets above.

ii) Lease liabilities

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

Naracoorte Lucindale Council
Notes to and forming part of the Financial Statements
for the year ended 30 June 2021
Note 1 - SIGNIFICANT ACCOUNTING POLICIES (con't)

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 New and Amended Standards and Interpretations

The Council applied for the first-time certain standards and amendments, which are effective for annual periods beginning on or after 1 January 2020. New standards and amendments relevant to the Council are listed below. The Council has not early adopted any other standard, interpretation or amendment that has been issued but is not yet effective.

Amendments to AASB 101 and AASB 108 Definition of Material:

The amendments provide a new definition of material that states, "information is material if omitting, misstating or obscuring it could reasonably be expected to influence decisions that the primary users of general purpose financial statements make on the basis of those financial statements, which provide financial information about a specific reporting entity." The amendments clarify that materiality will depend on the nature or magnitude of information, either individually or in combination with other information, in the context of the financial statements. A misstatement of information is material if it could reasonably be expected to influence decisions made by the primary users. These amendments had no impact on the financial statements of, nor is there expected to be any future impact to the Council.

Amendments to AASB 16 Covid-19 Related Rent Concessions:

In 2020, the AASB issued AASB 2020-4, Amendments to AASs - Covid-19-Related Rent Concessions. The amendments provide relief to lessees from applying AASB 16 guidance on lease modification accounting for rent concessions arising as a direct consequence of the Covid-19 pandemic. As a practical expedient, a lessee may elect not to assess whether a Covid-19 related rent concession from a lessor is a lease modification. A lessee that makes this election accounts for any change in lease payments resulting from the Covid-19 related rent concession the same way it would account for the change under IFRS 16 if the change were not a lease modification. The amendment applies to annual reporting periods beginning on or after 1 June 2020. This amendment had no impact on the consolidated financial statements of the Council.

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

Note 2 - INCOME

	Notes	2021	2020
		\$'000	\$'000
RATES REVENUES			
<u>General Rates</u>		10,798	10,806
Less: Mandatory Rebates		(152)	(157)
Less: Discretionary Rebates, Remissions & Write-offs		(36)	(35)
		10,610	10,614
<u>Other Rates (including service charges)</u>			
Natural Resource Management Levy		647	655
Waste Collection		1,061	1,016
Community Wastewater Management Systems		98	97
		1,806	1,768
<u>Other Charges</u>			
Penalties for Late Payment		44	53
Legal & Other Costs Recovered		17	32
		61	85
Less: Discretionary rebates, remissions & write offs		(13)	(17)
		12,464	12,450
STATUTORY CHARGES			
Development Act fees		120	58
Town Planning Fees		79	75
Health & Septic Tank Inspection Fees		75	25
Animal Registration Fees & Fines		63	61
Parking Fines / Expiation Fees		2	5
Environment Control Fines		3	-
Other Licences, Fees, & Fines		27	19
		369	243
USER CHARGES			
Cemetery Fees		89	106
Livestock Exchange Fees and Charges		1,819	1,737
Lease, Permits and Rental Income		98	118
Hall & Equipment Hire		16	31
Sales - General		301	55
Sundry		10	20
		2,333	2,067
INVESTMENT INCOME			
Interest on Investments:			
Local Government Finance Authority		49	95
Banks & Other		19	20
Loans to Community Groups		9	14
		77	129

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

Note 2 - INCOME (con't)

	Notes	2021 \$'000	2020 \$'000
REIMBURSEMENTS			
Private Works		10	28
Other		40	84
		<u>50</u>	<u>112</u>
OTHER INCOME			
Insurance & Other Recoupments - Infrastructure, Property, Plant & Equipment		204	89
Rebates Received		52	58
Sundry		119	184
		<u>375</u>	<u>331</u>
GRANTS, SUBSIDIES, CONTRIBUTIONS			
Amounts Received Specifically for new or Upgraded Assets		697	808
Other Grants, Subsidies and Contributions			
Untied - Financial Assistance Grant		3,436	3,063
Roads to Recovery		492	492
Library & Communications		56	58
Sundry		212	155
		<u>4,196</u>	<u>3,768</u>
		<u>4,893</u>	<u>4,576</u>
<i>The functions to which these grants relate are shown in Note 12.</i>			
Sources of grants			
Commonwealth government		847	554
State government		3,996	3,975
Other		50	47
		<u>4,893</u>	<u>4,576</u>

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

Note 2 - INCOME (con't)

		2021	2020
Conditions over grants & contributions	Notes	\$'000	\$'000
<i>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:</i>			
<i>Unexpended at the close of the previous reporting period</i>		-	141
<i>Less: expended during the current period from revenues recognised in previous reporting periods:</i>			
<i>Roads Infrastructure</i>		-	(50)
<i>Heritage & Cultural Services</i>		-	(91)
<i>Subtotal</i>		-	(141)
<i>Plus: amounts recognised as revenues in this reporting period but not yet expended in accordance with the conditions</i>			
<i>Roads Infrastructure</i>		-	-
<i>Heritage & Cultural Services</i>		-	-
<i>Subtotal</i>		-	-
<i>Unexpended at the close of this reporting period</i>		-	-
<i>Net increase / (decrease) in assets subject to conditions in the current reporting period</i>		-	(141)

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

Note 3 - EXPENSE

	Notes	2021	2020
		\$'000	\$'000
EMPLOYEE COSTS			
Salaries and Wages		4,161	3,914
Employee leave expense		882	927
Superannuation - defined contribution plan contributions	18	338	342
Superannuation - defined benefit plan contributions	18	91	99
Workers' Compensation Insurance		172	168
Other		80	84
Less: Capitalised and distributed costs		(645)	(629)
Total Operating Employee Costs		5,079	4,905
 Total Number of Employees		 64	 65
<i>(Full time equivalent at end of reporting period)</i>			
MATERIALS, CONTRACTS & OTHER EXPENSES			
<u>Prescribed Expenses</u>			
Auditor's Remuneration			
- Auditing the Financial Reports		22	24
Elected Members' Expenses		236	192
Election Expenses		2	2
Lease Expenses - Short Term Leases	17	-	3
Lease Expenses - Low Value Assets	17	13	12
Subtotal - Prescribed Expenses		273	233
<u>Other Materials, Contracts & Expenses</u>			
Contractors		928	915
Energy		545	626
Waste Management		1,210	1,115
Street Cleaning		150	144
Insurance		271	263
Quarry - Rubble Raising & Associated Costs		514	601
Subscriptions & Licences		324	312
Maintenance		928	915
Legal Expenses		40	14
Levies paid to government - Regional Landscape Levy		652	658
- Other Levies		172	161
Parts, Accessories & Consumables		516	611
Professional Services		500	205
Sundry		530	558
Less: Capitalised and Distributed Costs		(1,175)	(1,379)
Subtotal - Other Materials, Contracts & Expenses		6,105	5,719
		6,378	5,952

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

Note 3 - EXPENSE con't

	Notes	2021 \$'000	2020 \$'000
DEPRECIATION, AMORTISATION & IMPAIRMENT			
Depreciation			
Buildings & Other Structures (L2)		65	65
Buildings & Other Structures (L3)		366	350
Transfer Station		30	30
Furniture and Fittings		79	64
Site Improvements		142	118
Minor Plant		14	13
Plant & Equipment		406	387
Library Books		-	31
CWMS			
- Infrastructure		49	49
- Plant & Equipment		6	6
Regional Livestock Exchange			
- Building Structures		342	303
- Plant, Equipment & Furniture		43	41
Swimming Lake			
- Building Structures		63	60
- Plant, Equipment & Furniture		2	5
Aerodrome			
- Building Structures		98	96
- Site Improvements		3	3
Infrastructure			
- Bridges & Drainage		59	54
- Roads		3,402	3,336
- Walkways		135	121
- Kerb & Watertable		263	199
- Stormwater & Culverts		159	157
Right of Use Assets	17	59	55
		5,785	5,543
FINANCE COSTS			
Interest on Loans		91	120
Interest on Leases		3	4
		94	124

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

Note 4 - ASSET DISPOSALS AND FAIR VALUE ADJUSTMENTS

	2021	2020
Notes	\$'000	\$'000
INFRASTRUCTURE, PROPERTY, PLANT & EQUIPMENT		
<i>Assets renewed or directly replaced</i>		
Proceeds from disposal	336	180
Less: Carrying amount of assets sold	<u>1,609</u>	<u>2,014</u>
Gain (Loss) on disposal	<u>(1,273)</u>	<u>(1,834)</u>
NET GAIN (LOSS) ON DISPOSAL OR REVALUATION OF ASSETS	<u>(1,273)</u>	<u>(1,834)</u>

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

Note 5 - CURRENT ASSETS

	Notes	2021 \$'000	2020 \$'000
CASH & EQUIVALENT ASSETS			
Cash on Hand and at Bank		148	556
Deposits at Call		7,061	3,900
Short Term Deposits & Bills, etc		3,315	2,813
		<u>10,524</u>	<u>7,269</u>
TRADE & OTHER RECEIVABLES			
Rates - General & Other		454	534
Accrued Revenues		62	73
Debtors - general		182	142
GST Recoupment		156	235
Prepayments		3	1
Loans to community organisations		36	40
		<u>893</u>	<u>1,025</u>
INVENTORIES			
Quarry Materials		504	534
Trading Stock - VIC		5	5
Fuel & Lubricants		34	35
General Stores		43	19
Other		8	7
		<u>594</u>	<u>600</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.

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

Note 6 - NON-CURRENT ASSETS

	Notes	2021 \$'000	2020 \$'000
FINANCIAL ASSETS			
Receivables			
Loans to community organisations		<u>267</u>	<u>342</u>
TOTAL FINANCIAL ASSETS		<u>267</u>	<u>342</u>
 OTHER NON-CURRENT ASSETS			
Capital Works-in-Progress		<u>554</u>	<u>511</u>
		<u>554</u>	<u>511</u>

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

Note 7 - INFRASTRUCTURE, PROPERTY, PLANT & EQUIPMENT (IPP&E)

		2020 \$'000				2021 \$'000			
	Fair Value Level	Fair Value	Cost	Acc' Dep'n	Carrying Amount	Fair Value	Cost	Acc' Dep'n	Carrying Amount
Land (L2)	2	3,499	160	-	3,659	3,499	165	-	3,664
Land (L3)	3	9,337	-	-	9,337	9,337	-	-	9,337
Buildings & Other Structures (L2)	2	1,720	-	(65)	1,655	1,720	-	(130)	1,590
Buildings & Other Structures (L3)	3	20,942	809	(11,690)	10,061	20,924	937	(12,038)	9,823
Transfer Station		1,446	-	(346)	1,100	1,446	-	(376)	1,070
Furniture and Fittings		-	952	(611)	341	-	829	(480)	349
Site Improvements		-	3,922	(1,089)	2,833	-	4,449	(1,025)	3,424
Minor Plant		-	367	(293)	74	-	349	(284)	65
Plant & Equipment		-	7,847	(4,206)	3,641	-	7,884	(4,071)	3,813
Library Books		-	715	(548)	167	-	-	-	-
CWMS									
- Infrastructure	3	3,678	-	(1,731)	1,947	3,683	-	(1,779)	1,904
- Plant & Equipment		-	89	(70)	19	-	89	(76)	13
Regional Livestock Exchange									
- Building Structures	3	9,261	1,583	(4,112)	6,732	8,947	1,905	(4,140)	6,712
- Plant, Equipment & Furniture		-	371	(229)	142	-	356	(241)	115
Swimming Lake	3								
- Building Structures		3,837	89	(2,434)	1,492	3,837	111	(2,497)	1,451
- Plant, Equipment & Furniture		-	57	(13)	44	-	60	(15)	45
Aerodrome	3								
- Building Structures		3,660	-	(1,746)	1,914	3,660	184	(1,844)	2,000
- Site Improvements		-	91	(29)	62	-	91	(32)	59

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

Note 7 - INFRASTRUCTURE, PROPERTY, PLANT & EQUIPMENT (IPP&E)

		2020 \$'000				2021 \$'000			
Fair Value Level		Fair Value	Cost	Acc' Dep'n	Carrying Amount	Fair Value	Cost	Acc' Dep'n	Carrying Amount
Infrastructure									
- Bridges & Drainage	3	5,917	623	(3,011)	3,529	6,540	47	(3,070)	3,517
- Roads	3	166,057	4,350	(57,514)	112,893	165,074	2,324	(43,776)	123,622
- Walkways	3	2,665	2,143	(1,337)	3,471	4,984	770	(1,883)	3,871
- Kerb & Watertable	3	10,011	2,522	(3,938)	8,595	15,712	142	(5,520)	10,334
- Stormwater & Culverts	3	12,968	4,187	(5,660)	11,495	16,734	74	(5,786)	11,022
Right of Use Assets		-	160	(55)	105	-	160	(114)	46
Total IPP&E		254,998	31,037	(100,727)	185,308	266,097	20,926	(89,177)	197,846
	Comparatives	237,107	40,165	(101,438)	175,834	254,998	31,037	(100,727)	185,308

This Note continues on the following pages.

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

Note 7 - INFRASTRUCTURE, PROPERTY, PLANT & EQUIPMENT

	2020 \$'000									2021 \$'000	
	Carrying Amount	Net Adjust AASB 16	Additions		Disposals	Dep'n	Impair't	Transfers		Net Reval'n	Carrying Amount
			New / Upgrade	Renewals				In	Out		
Land (L2)	3,659		5	-	-	-	-	-	-	-	3,664
Land (L3)	9,337		-	-	-	-	-	-	-	-	9,337
Buildings & Other Structures (L2)	1,655		-	-	-	(65)	-	-	-	-	1,590
Buildings & Other Structures (L3)	10,061		109	19	-	(366)	-	-	-	-	9,823
Transfer Station	1,100		-	-	-	(30)	-	-	-	-	1,070
Furniture and Fittings	341		23	67	(3)	(79)	-	-	-	-	349
Site Improvements	2,833		560	214	(41)	(142)	-	-	-	-	3,424
Minor Plant	74		5	-	-	(14)	-	-	-	-	65
Plant & Equipment	3,641		-	638	(60)	(406)	-	-	-	-	3,813
Library Books	167		-	-	-	-	-	-	-	(167)	-
CWMS											
- Infrastructure	1,947		-	7	(1)	(49)	-	-	-	-	1,904
- Plant & Equipment	19		-	-	-	(6)	-	-	-	-	13
Regional Livestock Exchange											
- Building Structures	6,732		2	320	-	(342)	-	-	-	-	6,712
- Plant, Equipment & Furniture	142		3	14	(1)	(43)	-	-	-	-	115
Swimming Lake											
- Building Structures	1,492		22	-	-	(63)	-	-	-	-	1,451
- Plant, Equipment & Furniture	44		-	3	-	(2)	-	-	-	-	45

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

Note 7 - INFRASTRUCTURE, PROPERTY, PLANT & EQUIPMENT

	2020 \$'000									2021 \$'000	
	Carrying Amount	Net Adjust AASB 16	Additions		Disposals	Dep'n	Impair't	Transfers		Net Reval'n	Carrying Amount
			New / Upgrade	Renewals				In	Out		
Aerodrome											
- Building Structures	1,914	-	184	-	(98)	-	-	-	-	-	2,000
- Site Improvements	62	-	-	-	(3)	-	-	-	-	-	59
Infrastructure											
- Bridges & Drainage	3,529	-	47	-	(59)	-	-	-	-	-	3,517
- Roads	112,893	156	2,168	(1,420)	(3,402)	-	-	-	13,227	123,622	
- Walkways	3,471	437	333	(69)	(135)	-	-	-	(166)	3,871	
- Kerb & Watertable	8,595	13	129	(12)	(263)	-	-	-	1,872	10,334	
- Stormwater & Culverts	11,495	74	-	(2)	(159)	-	-	-	(386)	11,022	
Right of Use Assets	105	-	-	-	(59)	-	-	-	-	46	
Total IPP&E	185,308	-	1,409	4,143	(1,609)	(5,785)	-	-	14,380	197,846	
<i>Comparatives</i>	175,834	160	2,418	8,863	(2,014)	(5,543)	-	1,318	(1,318)	5,590	185,308

This note continues on the following pages.

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

Note 7 (con't) – 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.

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 these assets and they are valued at depreciated current replacement cost. This method involves:

The determination of the cost to construct the asset (or its modern engineering equivalent) using current prices for materials and labour, the quantities of each being estimated based on recent experience 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.

Naracoorte Lucindale Council

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2020

Note 7 (con't) – INFRASTRUCTURE, PROPERTY, PLANT & EQUIPMENT

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

Office Furniture & Equipment	\$ 1,000
Information Technology	\$ 500
Other Plant and Equipment	\$ 1,000
Buildings New Construction / Extensions	\$10,000
Buildings – fit-out or services	\$ 1,000
Park & Playground Equipment	\$ 2,500
Road Construction and Reconstruction	\$10,000
Paving & Footpaths, Kerb & Gutter	\$10,000
Kerb & Watertable	\$ 5,000
Bridges & Culverts	\$ 5,000
Spoon Drains	\$ 2,500
Stormwater	\$10,000
Artworks	\$ 1,000

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

Plant, Furniture & Equipment	
Office Equipment - Computerised	2 to 10 years
Office Furniture & Equipment	5 to 15 years
Vehicles and Road-making Equip	5 to 15 years
Minor Plant & Equipment	3 to 15 years
Building & Other Structures	
Buildings – masonry	50 to 100 years
Buildings – other construction	20 to 80 years
Memorials	40 to 100 years
Park Structures – other construction	30 years
Playground equipment	5 to 25 years
Benches, seats, etc	5 to 15 years
Infrastructure	
Seals - Upper	20 to 40 years
Seals - Lower	80 to 120 years
Asphalt	40 years
Pavement – Sealed Road	80 to 120 years
Pavement – Rubble Road	20 to 80 years
Sub Pavement – Rubble Road	80 to 999 years
Bridges	60 to 100 years
Paving & Footpaths	25 to 50 years
Kerb & Watertable	60 to 80 years
Stormwater Drainage	60 to 300 years
Other Assets	
Artworks	indefinite

Naracoorte Lucindale Council

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2020

Note 7 (con't) – INFRASTRUCTURE, PROPERTY, PLANT & EQUIPMENT

Land & Land Improvements

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

Earthworks is assessed as a component of land under roads and as such it has been assessed that no reliable value can be attached to earthworks.

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

Freehold land and land over which Council has control, but does not have title, is recognised on a fair value basis.

Where land is classified as *Hierarchy Level 3*, site value as provided by the Valuer-General has been determined as the most suitable basis of valuation. *Level 3* land was revalued at 1 July 2019.

Land classified as *Hierarchy Level 2* was revalued at market value by Aaron Armistead, AAPI CPV #18353 of Preston Rowe Paterson as at 1 July 2019.

Additions are recognised at cost.

Buildings & Other Structures

Buildings and Other Structures include *Buildings & Other Structures, Transfer Station, Regional Livestock Exchange, Swimming Lake and Aerodrome*.

The Regional Livestock Exchange, Swimming Lake & Aerodrome include assets which are valued at Fair Value and on a cost basis.

Buildings and other structures which are valued at Fair Value were revalued by Aaron Armistead, AAPI CPV #18353 of Preston Rowe Paterson as at 1 July 2019.

Additions are recognised at cost.

Bridges (including major culverts)

Bridges (including major culverts) were revalued at Fair Value by Aaron Armistead, AAPI CPV #18353 of Preston Rowe Paterson as at 1 July 2019.

Additions are recognised at cost.

Infrastructure

Road seals and pavements were valued at depreciated current replacement cost as at 1 July 2018, based on local knowledge of road building techniques and useful lives. Council's methodology was reviewed and deemed as appropriate by Ashay Prabhu, Director, Assetic Pty Ltd. The on-ground assets were inspected, dimensions validated and upper component condition rated by Council staff and Greenhill Engineers Pty Ltd as at 1 July 2018.

Using prior year projects as the reference point, unit rates for road seals and pavements were recalculated by Council Officers as at 1 July 2020.

Road hierarchies were reviewed 1 July 2020 to ensure compliance with Council's endorsed Infrastructure & Asset Management Plan. This review resulted in the correction to a number of roads and subsequently impacted on the expected useful lives of these assets.

All other infrastructure assets, including drainage, stormwater, kerbs & watertable and walkways were valued at depreciated current replacement cost as at 1 July 2016, based on unit rates calculated on the value of work undertaken during the previous reporting period. Unit rates have been reviewed on an annual basis, with no amendments required at date of reporting.

Additions are recognised at cost.

Plant, Furniture & Equipment

These assets are recognised on the cost basis.

Library Books

Library books and other lending materials have been removed from Council's asset register following observation from Council's Auditor for year ending 30 June 2020 that their value is low and replacement of individual items is well below generally held capitalisation thresholds.

All other assets

These assets are recognised on the cost basis.

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

Note 8 - LIABILITIES

		2021		2020	
		\$'000		\$'000	
TRADE & OTHER PAYABLES	Notes	Current	Non-current	Current	Non-current
Goods & Services		808		830	
Payments received in advance		321	-	353	-
Accrued expenses - employee entitlements		115	-	85	-
Accrued expenses - other		88	-	74	-
Aged Care Facility Deposits		213	-	279	-
Deposits, Retentions & Bonds		145	-	125	-
Other Payables		1	-	1	-
		1,691	-	1,747	-

Amounts included in trade & other payables that are not expected to be settled within 12 months of reporting date.

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BORROWINGS

Loans		449	920	450	1,368
Leases Liabilities	17	44	4	59	48
		493	924	509	1,416

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

PROVISIONS

LSL Employee entitlements (including oncosts)		614	24	696	27
AL Employee entitlements (including oncosts)		393	140	452	142
Other Employee Leave Entitlements		39	-	37	-
Other Provisions		2	-	1	2
		1,048	164	1,186	171

Amounts included in provisions that are not expected to be settled within 12 months of reporting date.

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

Note 9 - RESERVES

ASSET REVALUATION RESERVE	1/7/2020	Net Increments/ (Decrements)	Transfers, Impairments	30/6/2021
Notes	\$'000	\$'000	\$'000	\$'000
Land	8,102	-	-	8,102
Buildings & Other Structures	9,347	-	-	9,347
Infrastructure	118,865	14,547	-	133,412
Other Community Assets	1,541	(167)	-	1,374
TOTAL	137,855	14,380	-	152,235
Comparatives	132,265	5,590	-	137,855

OTHER RESERVES	1/7/2020	Transfers to Reserve	Transfers from Reserve	30/6/2021
Community Chest	34	-	(13)	21
Development	401	17	(60)	358
Lake Ormerod	1	-	-	1
Lucindale Health Centre	17	3	-	20
Lucindale Library	6	-	-	6
Open Space	25	-	-	25
Plant & Machinery	1,563	244	(37)	1,770
CWMS	521	68	-	589
TOTAL OTHER RESERVES	2,568	332	(110)	2,790
Comparatives	2,757	168	(357)	2,568

PURPOSES OF RESERVES

Asset Revaluation Reserve

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).

Community Chest Reserve

The Community Chest Reserve acknowledges community grants given by Council but not claimed by Community Groups as at 30 June 2021.

Development Reserve

Reserve to allow for future development in the Council district. May be used to assist community groups and sporting bodies with expansion that has a proven community benefit.

Lake Ormerod Reserve

Account for funds held on behalf of Lake Ormerod Community Group.

Lucindale Health Centre Reserve

Funds set aside for future maintenance of the Lucindale Health Centre.

Lucindale Library Reserve

Lucindale Community Library. Commitment at amalgamation.

Open Space Reserve

Developers Contribution towards open space reserves.

Plant Machinery Reserve

Provision for future plant replacement.

CWMS Reserve

Balance of fees collected from Lucindale CWMS Scheme held for future renewals & maintenance.

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

Note 10 - ASSETS SUBJECT TO RESTRICTIONS

The uses of the following assets are restricted, wholly or partially, by legislation or other externally imposed requirements. The assets are required to be utilised for the purposes for which control was transferred to Council, or for which the revenues were originally obtained.

CASH & FINANCIAL ASSETS	Notes	2021 \$'000	2020 \$'000
Open Space Reserve		25	25
Community Waste Management Scheme (CWMS) Reserve		589	521
Committed & Tied Grants		-	132
TOTAL ASSETS SUBJECT TO EXTERNALLY IMPOSED RESTRICTIONS		614	678

Open Space Reserve

Cash contributions received from developers in lieu of the provision of open space as part of a land division proposal. It is a condition of the contribution that the funds are spent either directly on the provision of open space or recreation (eg. playground) or the planning for such infrastructure.

Community Waste Management Scheme (CWMS) Reserve

Balance of expenditure and income in relation to Council's CWMS Scheme. Required by legislation to be preserved for expenditure in relation to future upgrades and/or maintenance of the Scheme.

Committed & Tied Grants

Unexpended grant income received that must be expended on a specific project. These grants have been recognised as Amounts Received in Advance.

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

Note 11 - RECONCILIATION TO 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 \$'000	2020 \$'000
Total cash & equivalent assets	5	<u>10,524</u>	<u>7,269</u>
Balances per Cash Flow Statement		<u>10,524</u>	<u>7,269</u>

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

Net Surplus (Deficit)		1,952	1,550
Non-cash items in Income Statement			
Depreciation, amortisation & impairment		5,785	5,543
Net increase (decrease) in unpaid employee benefits		(114)	(49)
Grants for capital acquisitions treated as Investing Activity		(697)	(808)
Net (Gain) Loss on Disposals		<u>1,273</u>	<u>1,834</u>
		8,199	8,070
Add (Less): Changes in Net Current Assets			
Net (increase) decrease in receivables		128	222
Net (increase) decrease in inventories		6	60
Net increase (decrease) in trade & other payables		(39)	(361)
Net increase (decrease) in other provisions		<u>(1)</u>	<u>(2)</u>
Net Cash provided by (or used in) operations		<u>8,293</u>	<u>7,989</u>

(c) Financing Arrangements

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

Corporate Credit Cards	19	19
LGFA Cash Advance Debenture facility	4,000	4,000

The LGFA Cash Advance Debenture Facility may be drawn at any time.

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

Note 12 - FUNCTIONS

INCOMES, EXPENSES AND ASSETS HAVE BEEN DIRECTLY ATTRIBUTED TO THE FOLLOWING FUNCTIONS & ACTIVITIES

	INCOME		EXPENSES		OPERATING SURPLUS (DEFICIT)		GRANTS INCLUDED IN INCOME		TOTAL ASSETS HELD (CURRENT & NON-CURRENT)	
	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	2021	2020	2021	2020
	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
Administration	14,586	14,117	3,973	3,687	10,613	10,430	2,898	2,550	13,613	10,531
Community Services	328	256	918	900	(590)	(644)	196	62	7,082	7,192
Environment	1,092	1,056	1,738	1,679	(646)	(623)	-	-	13,115	13,630
Culture	71	79	667	496	(596)	(417)	66	73	2,381	2,695
Recreation	5	25	984	1,002	(979)	(977)	60	67	9,639	9,062
Regulatory Services	348	231	408	346	(60)	(115)	-	-	19	12
Transport & Communication	1,076	1,039	6,274	6,319	(5,198)	(5,280)	1,379	1,766	146,155	133,234
Economic Development	74	133	486	599	(412)	(466)	294	58	498	492
Business Undertakings	1,947	1,859	1,574	1,398	373	461	-	-	10,889	10,987
Plant Machinery & Depot	61	63	84	-	(23)	63	-	-	5,095	4,902
Unclassified	276	242	230	98	46	144	-	-	2,192	2,318
TOTALS	19,864	19,100	17,336	16,524	2,528	2,576	4,893	4,576	210,678	195,055

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

Note 12 (con't) - COMPONENTS OF FUNCTIONS

The activities relating to Council functions are as follows:

Administration

Administration, Governance, Elected Members, Accounting/Finance, Payroll, Human Resources, Information Technology, Communication, Rates, Records, Contract Management, Customer Service, Other Support Services, Revenues, LGGC – General Purpose, General Rates and NRM Levy.

Community Services

Fire Prevention, Immunisation & Other Preventative Health, Community Support, Volunteer Management, Halls, Harry Tregoweth Retirement Village, Seniors and Youth Support, Cemeteries, Effluent (not CWMS) and Public Conveniences.

Environment

Waste Management, Stormwater, Street Cleaning and Street Lighting.

Culture

Library, Heritage, Art Gallery and Lucindale Historical Museum

Recreation

Parks & Gardens, Sporting Grounds & Facilities, Playgrounds, Swimming Lake

Regulatory

Urban and rural development, including building and planning. Dog Control, Livestock Control, Parking Control, Health Inspections, Septic Tank Approvals and General Inspectorial Responsibilities.

Transport

Aerodrome, Bridges, Footpaths, Bike Paths and Kerbing, Roads – sealed, Roads – formed, Roads – natural formed, Roads – unformed, Traffic Management, Drainage, LGGC – roads (formula funded), and Other Transport.

Economic Affairs

Land Development, Plantations, Visitor Information Centre and Events.

Business Undertakings

Naracoorte Regional Livestock Exchange, Community Waste Management Scheme (CWMS), Rental Property, Private Works and Quarries.

Plant, Machinery & Depots

Depot, fleet and plant operations

Unclassified

Debt, Other Property & Services, Other and Vandalism.

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

Note 13 - 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 0.22% and 1.63% (2020: 0.25% and 1.25%). Short term deposits have an average maturity of 90 days and an average interest rates of 0.64% (2020: 90 days, 1.35%).</p> <p>Carrying amount: approximates fair value due to the short term to maturity.</p>
Receivables - Rates & Associated	<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: Secured over the subject land, arrears attract interest of 0.42% (2020: 0.43%) Although Council is not materially exposed to any individual debtor, credit risk exposure is concentrated within the Council's boundaries in the State.</p> <p>Carrying amount: approximates fair value (after deduction of any allowance).</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 Council is not materially exposed to any individual debtor, credit risk exposure is concentrated within the Council's boundaries.</p> <p>Carrying amount: approximates fair value (after deduction of any allowance).</p>
Receivables - Retirement Home	<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 legislation.</p> <p>Carrying amount: approximates fair value (after deduction of any allowance).</p>

Naracoorte Lucindale Council

Notes to and forming part of the Financial Statements

Note 13 - FINANCIAL INSTRUMENTS (con't)

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 Council.</p> <p>Terms & conditions: Liabilities are normally settled on 30 day terms.</p> <p>Carrying amount: approximates fair value.</p>
Liabilities - Retirement Home Contributions	<p>Accounting Policy: To avoid inconvenience when complying with the separate audit requirements imposed by the relevant legislation, amounts are carried at nominal values.</p> <p>Terms & conditions: Pursuant to Commonwealth legislation certain intending residents are required to contribute amounts on an interest free basis. The amounts are subject to certain deductions as prescribed by the legislation, the balance being repaid on termination of tenancy.</p> <p>Carrying amount: approximates fair value for short tenancies; may be non-materially over-stated for longer tenancies.</p>
Liabilities - Interest Bearing Borrowings	<p>Accounting Policy: initially recognised at fair value and subsequently at amortised cost, interest is charged as an expense using the effective interest rate</p> <p>Terms & conditions: secured over future revenues, borrowings are repayable (describe basis); interest is charged at fixed (or variable - describe) rates between 5.3% and 7.95% (2020: 5.3% and 7.95%)</p> <p>Carrying amount: approximates fair value.</p>
Liabilities - Finance Leases	<p>Accounting Policy: accounted for in accordance with AASB 16 as stated in note 17</p>

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

Note 13 - FINANCIAL INSTRUMENTS (con't)

Liquidity Analysis

2021	Due < 1 year	Due > 1 year ≤ 5 years	Due > 5 years	Total Contractual Cash Flows	Carrying Values
	\$'000	\$'000	\$'000	\$'000	\$'000
<u>Financial Assets</u>					
Cash & Equivalents	10,525			10,525	10,524
Receivables	898	135	167	1,200	1,157
Other Financial Assets	-	-	-	-	-
Total	11,423	135	167	11,725	11,681
<u>Financial Liabilities</u>					
Payables	1,487	-	-	1,487	1,488
Current Borrowings	519	-	-	519	449
Lease Liabilities	44	4	-	48	48
Non-Current Borrowings	-	780	292	1,072	920
Total	2,050	784	292	3,126	2,905

2020	Due < 1 year	Due > 1 year; ≤ 5 years	Due > 5 years	Total Contractual Cash Flows	Carrying Values
	\$'000	\$'000	\$'000	\$'000	\$'000
<u>Financial Assets</u>					
Cash & Equivalents	7,269			7,269	7,269
Receivables	1,002	-	-	1,002	984
Other Financial Assets	46	162	224	432	382
Total	8,317	162	224	8,703	8,635
<u>Financial Liabilities</u>					
Payables	1,611	-	-	1,611	1,588
Current Borrowings	549	-	-	549	450
Lease Liabilities	62	50	-	112	107
Non-Current Borrowings	-	1,104	487	1,591	1,368
Total	2,222	1,154	487	3,863	3,513

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

	30 June 2021		30 June 2020	
	Weighted Average Interest Rate	Carrying Value	Weighted Average Interest Rate	Carrying Value
	%	\$'000	%	\$'000
Cash Advance Facility	2.10	-	2.63	-
Fixed Interest Rates	5.33	1,368	5.19	1,818
		1,368		1,818

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

Note 13 - FINANCIAL INSTRUMENTS (con't)

Net Fair Value

All carrying values approximate fair value for all recognised financial instruments. There is no recognised market for the financial assets of the Council.

Risk Exposures:

Credit Risk represents the loss that would be recognised if counterparties fail to perform as contracted. The maximum credit risk on financial assets of the Council is the carrying amount, net of any impairment. All Council investments are made with the SA Local Government Finance Authority and are guaranteed by the SA Government. Except as detailed in Notes 5 & 6 in relation to individual classes of receivables, exposure is concentrated within the Council's boundaries, and there is no material exposure to any individual debtor.

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

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

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

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

Note 14 - COMMITMENTS FOR EXPENDITURE

	Notes	2021	2020
		\$'000	\$'000
Capital Commitments			
Capital expenditure committed for at the reporting date but not recognised in the financial statements as liabilities:			
Buildings		-	542
Plant & Equipment		-	395
		<u>-</u>	<u>937</u>
These expenditures are payable:			
Not later than one year		-	937
		<u>-</u>	<u>937</u>

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

Note 15 - FINANCIAL INDICATORS

	2021	2020	2019
Operating Surplus Ratio			
<u>Operating Surplus</u>	12.7%	13.5%	19.2%
Total Operating Income			

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

Net Financial Liabilities Ratio

<u>Net Financial Liabilities</u>	(37.1%)	(18.9%)	(28.0%)
Total Operating Income			

Net Financial Liabilities are defined as total liabilities less financial assets. These are expressed as a percentage of total operating revenue.

Adjustments to Ratios

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 between years.

<i>Adjusted Operating Surplus Ratio</i>	11.8%	16.2%	16.4%
<i>Adjusted Net Financial Liabilities Ratio</i>	(28.2%)	(10.1%)	(40.0%)

Asset Renewal Funding Ratio

<u>Net Outlays on Existing Assets</u>	100%	96%	81%
Net Asset Renewals - IAMP			

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.

The asset renewal funding ratio is calculated on the sum of the proposed expenditure as indicated in the Infrastructure & Asset Management Plan plus annual depreciation for those classes currently excluded from the Plan. Excluded classes: furniture & fittings; site improvements, plant & equipment and library books.

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

Note 16 - UNIFORM PRESENTATION OF FINANCES

The following is a high level summary of both operating and capital investment activities of the Council prepared on a simplified Uniform Presentation Framework basis.

All Councils in South Australia have agreed to summarise annual budgets and long-term financial plans on the same basis.

The arrangements ensure that all Councils provide a common 'core' of financial information, which enables meaningful comparisons of each Council's finances

	2021		2020
	\$'000		\$'000
Income	19,864		19,100
Expenses	(17,336)		(16,524)
Operating Surplus / (Deficit)	2,528		2,576
 Net Outlays on Existing Assets			
Capital Expenditure on renewal and replacement of Existing Assets	(4,186)		(8,623)
Add back Depreciation, Amortisation and Impairment	5,785		5,543
Proceeds from Sale of Replaced Assets	336		180
	1,935		(2,900)
 Net Outlays on New and Upgraded Assets			
Capital Expenditure on New and Upgraded Assets <i>(including investment property & real estate developments)</i>	(1,390)		(2,418)
Amounts received specifically for New and Upgraded Assets	697		808
Proceeds from Sale of Surplus Assets <i>(including investment property and real estate developments)</i>	-		-
	(693)		(1,610)
Net Lending / (Borrowing) for Financial Year	3,770		(1,934)

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

Note 17 - OPERATING LEASES

Council as a Lessee

Right of Use Aset

Naracoorte Lucindale Council leases a building, which is occupied by the Naracoorte Public Library and server infrastructure.

Set out below are the carrying amounts (written down value) of right of use assets recognised within Infrastructure Property, Plant & Equipment

Carrying Value	Building & Structures	Plant & Equipment	Office Equipment	Total
At 1 July 2020	86	-	19	105
Depreciation Charge	(41)	-	(18)	(59)
At 30 June 2021	45	-	1	46

Set out below are the carrying amounts of lease liabilities (including under interest bearing loans and borrowings) and the movements during the period:

	2021
Opening Balance 1 July 2020	107
Accretion of Interest	3
Payments	(62)
Closing Balance 30 June 2021	48
Current	44
Non Current	4

The maturity analysis of lease liabilities is included in note 13

Council and its associated entities (the group) had total cash outflows for leases of **\$74,294**

The following are amounts recognised on profit or loss:

Depreciation expense right of use asset	59
Interest expense on lease liabilities	3
Expenses relating to leases of low value assets	13
Total amount recognised in profit and loss	75

Council as a Lessor

Council owns various buildings, plant and other facilities that are available for hire or lease in accordance with the published fees & charges guide. Rentals received from such leases are disclosed as rent and hire of non-investment property in Note 2.

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

Note 18 – SUPERANNUATION

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

Accumulation only Members

Accumulation only members receive both employer and employee contributions on a progressive basis. Employer contributions are based on a fixed percentage of ordinary time earnings in accordance with superannuation guarantee legislation (9.50% in 2019-20; 9.50% in 2020-21). 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 119.34(a), Council does not use defined benefit accounting for these contributions.

The most recent actuarial investigation was conducted by the Fund's actuary, Louise Campbell, FIAA, of 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.

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

Note 19 - CONTINGENT ASSETS AND CONTINGENT LIABILITIES

The following assets and liabilities do not qualify for recognition in the Statement of Financial Position but knowledge of those items is considered relevant to user of the financial report in making and evaluating decisions about the allocation of scarce resources.

1. LAND UNDER ROADS

As reported elsewhere in these 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 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.

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 a deductible "insurance excess", the amount of which varies according to the class of insurance.

Other potential claims not reported to Council may have existed at reporting date.

3. 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 1 appeal 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.

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

Note 20 - RELATED PARTY DISCLOSURES

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, 20 persons were paid the following total compensation:

	2021	2020
	\$	\$
Salaries, allowances & other short term benefits	1,404	1,404
Long term benefits	23	14
TOTAL	1,427	1,418

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

	2021	2020
	\$	\$
Planning and building applications fees	-	1
TOTAL	-	1

PARTIES RELATED TO KEY MANAGEMENT PERSONNEL

KMP and relatives of KMPs own retail businesses from which various supplies were purchased as required either for cash or on 30 day account. Purchases from none of these individual businesses exceeded \$7,000 during the year.

No close family members of key management personnel are employed by Council.

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

David Chant CA, FCPA
Simon Smith CA, FCPA
David Sullivan CA, CPA
Jason Seidel CA
Renaë Nicholson CA
Tim Muhlhausler CA
Aaron Coonan CA
Luke Williams CA, CPA
Daniel Moon CA



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ABN: 30 630 511 757

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under Professional Standards Legislation

INDEPENDENT AUDITOR'S REPORT

To the members of the Naracoorte Lucindale Council

Opinion

We have audited the accompanying financial report of the Naracoorte Lucindale Council, which comprises the statement of financial position as at 30 June 2021, the statement of comprehensive income, statement of changes in equity and cash flow statement for the year then ended, notes comprising a summary of significant accounting policies and other explanatory information, and the Council Certificate of the Naracoorte Lucindale Council.

In our opinion, the accompanying 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 Australian Accounting Standards, *Local Government Act 1999* and *Local Government (Financial Management) Regulations 2011*.

Basis for Opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Report* section of our report. We are independent of the Council in accordance with 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 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

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 that is 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 related 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 Responsibility for the Audit of the Financial Report

Our objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

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

- Identify and assess the 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 of the financial report in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Council's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of 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.

GALPINS ACCOUNTANTS, AUDITORS & BUSINESS CONSULTANTS



Tim Muhlhausler CA, Registered Company Auditor
Partner

02/11/2021

David Chant CA, FCPA
Simon Smith CA, FCPA
David Sullivan CA, CPA
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INDEPENDENT AUDITOR'S REPORT

To the Members of the Naracoorte Lucindale Council

Independent Assurance report on the Internal Controls of the Naracoorte Lucindale Council

Opinion

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

In our opinion, the Naracoorte Lucindale Council has complied, in all material respects, with *Section 125 of the Local Government Act 1999* in relation to Internal Controls established by the Council in relation to the receipt, expenditure and investment of money, acquisition and disposal of property and incurring of liabilities 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 conducted our engagement in accordance with applicable Australian Standards on Assurance Engagements ASAE 3100 *Compliance Engagements*, issued by the Australian Auditing and Assurance Standards Board, in order to state whether, in all material respects, the Council has complied with Section 125 of the *Local Government Act 1999* in relation only to the Internal Controls specified above for the period 1 July 2020 to 30 June 2021. ASAE 3100 also requires us to comply with the relevant ethical requirements of the Australian professional accounting bodies.

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

The Council's Responsibility for 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, 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 apply Auditing Standard ASQC 1 *Quality Control for Firms that Perform Audits and Reviews of Financial Reports and Other Financial Information, and Other Assurance Engagements* in undertaking this assurance engagement.

Auditor's responsibility

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. Our engagement has been conducted in accordance with applicable Australian Standards on Assurance Engagements ASAE 3100 Compliance Engagements, issued by the Australian Auditing and Assurance Standards Board, in order to state whether, in all material respects, the Council has complied with Section 125 of the Local Government Act 1999 in relation only to the Internal Controls specified above for the period 1 July 2020 to 30 June 2021. ASAE 3100 also requires us to comply with the relevant ethical requirements of the Australian professional accounting bodies.

Our procedures included obtaining an understanding of controls in relation to the receipt, expenditure and investment of money, the acquisition and disposal of property and the incurring of liabilities, evaluating management's assessment of these controls, assessing the risk that a material weakness exists, and testing and evaluating the design and implementation of controls on a sample basis based on the assessed risks.

Limitations of Controls

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

An assurance engagement on controls is not designed to detect all instances of controls operating ineffectively as it is not performed continuously throughout the period and the tests performed are on a sample basis. Any projection of the outcome of the evaluation of controls to future periods is subject to the risk that the controls may become inadequate because of changes in conditions, or that the degree of compliance with them may deteriorate.

Limitation of Use

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

GALPINS ACCOUNTANTS, AUDITORS & BUSINESS CONSULTANTS**Tim Muhlhausler**

CA, Registered Company Auditor
Partner

02/11/2021

Naracoorte Lucindale Council
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 Naracoorte Lucindale Council for the year ended 30 June 2021, the Council's Auditor, Galpins Accountants, Auditors and Business Consultants, 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*.


.....
Trevor Smart
CHIEF EXECUTIVE OFFICER


.....
Jim Ker
PRESIDING MEMBER
AUDIT COMMITTEE

Date: 26-10-2021

Naracoorte Lucindale Council
Annual Financial Statements
for the year ended 30 June 2021

STATEMENT BY AUDITOR

I confirm that, for the audit of the financial statements of Naracoorte Lucindale 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*.



Tim Muhlhausler
Galpins Accountants, Auditors & Business Consultants

Dated this 2nd day of November 2021

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.

LIMESTONE COAST RECOVERY & REBUILDING ACTION PLAN (COVID19)

Strategic Goal: Provide a coordinated and comprehensive approach to rebuild our visitor economy in the Limestone Coast.

STRATEGIC CONTEXT
 Prior to the bushfires and Covid19, the Limestone Coast visitation and expenditure was strong and forecasting growth. The Limestone Coast had a good balance of visitation with Domestic & International, and the reasons for visits varied from Leisure, Visiting Friends & Relatives (VFR), Business or Corporate and Events including participation events. With so much diversity in tourism experiences across the region, there are many individual businesses, organisations and stakeholders who contribute to our Limestone Coast visitor economy which was valued at \$369m pa (year ending December 2019).

355,000 INTRASTATE	289,000 INTERSTATE	688,000 TOTAL VISITORS	762,000 DAY TRIPS	2,131,000 TOTAL NIGHTS	644,000 DOMESTIC	44,000 INTERNATIONAL
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LIMESTONE COAST RECOVERY & REBUILDING ACTION PLAN (COVID19) 1

STRATEGIC THEMES FOR RECOVERY & REBUILDING

The Limestone Coast historically has enjoyed a healthy mix of visitation from Domestic and International markets. This mix will change in the short term, given some restrictions are lifting and some uncertainty about International travel. South Australia consumers spend \$3.3b per year on outbound travel, this is an opportunity to divert travel plans into regions. Tourism Australia with 6M who normally travel overseas each year there is a significant opportunity to capture this spend in regional communities.

Current indications, from government, reveal that there could be relaxing of some travel restrictions to allow intrastate travel. This would be followed by the opening of state borders in the Northern Territory and Western Australia most likely ahead of Victoria.

It is also anticipated that the first international travel will occur in a travel bubble with NZ before being extended to other countries that are considered low risk. This staged lifting of travel restrictions will require our planning and delivery to be flexible and nimble so it can be quickly adjusted to the changing market and government policy. With a built-up propensity to travel, it is reasonable to imagine that initially the types of travel will be day trips/intrastate, then interstate, followed by short haul international markets and finally long haul. Depending on the progress of states like Victoria and NSW in containing the virus it is also conceivable that Travel between SA and NZ could occur before some state Borders are opened.

Tourism Australia reports the optimistic markets of India, Germany and United Kingdom will some of the first to reach our shores, as opposed to pessimistic markets of Indonesia, Malaysia & Japan. Air access is going to be a critical link in the revival of travel. Some low-cost carrier's business model is based on volume and with social distancing measures on flights, this will limit volumes and therefore will affect the price to fly. Also, the business traveller will be less convinced to travel after the realisation that some meetings can occur online, doubled with higher priced flights, it may not be as viable to fly as often. This synopsis does position the Limestone Coast well as a self-drive destination - it may be the safest and most affordable option for some travellers.

The event sector (including business and conferences) was one of the first hit with restrictions and may well be one of the last to lift. This will require ongoing support and some innovative thinking to keep the large volunteer base enthused, focused and ready to deliver when we can once again come together.

THE STRATEGIC THEMES FOR THIS ACTION PLAN

ECONOMIC SUSTAINABILITY
 Supporting our industry to recover and be ready to rebound when the time comes. Facilitating connections and capacity building activity and access to funding programs.

ADVOCACY + LEADERSHIP
 Articulating the regional position into other realms of government and advocating for the visitor economy

COMMUNICATION
 Comprehensive coordination of all communication platforms will assist the region to have stronger share of voice in what will be a very cluttered landscape as Australia and the globe emerges from restrictions.

EVENTS
 Assisting with event placement to avoid unnecessary clashes as restrictions lift and postponed events try to reschedule. Promotion of the events that are on across the region.

PLANNING
 Infrastructure and Major projects to be considered, prepared in readiness to enable business and the region to bounce back.

LIMESTONE COAST RECOVERY & REBUILDING ACTION PLAN (COVID19) 3

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

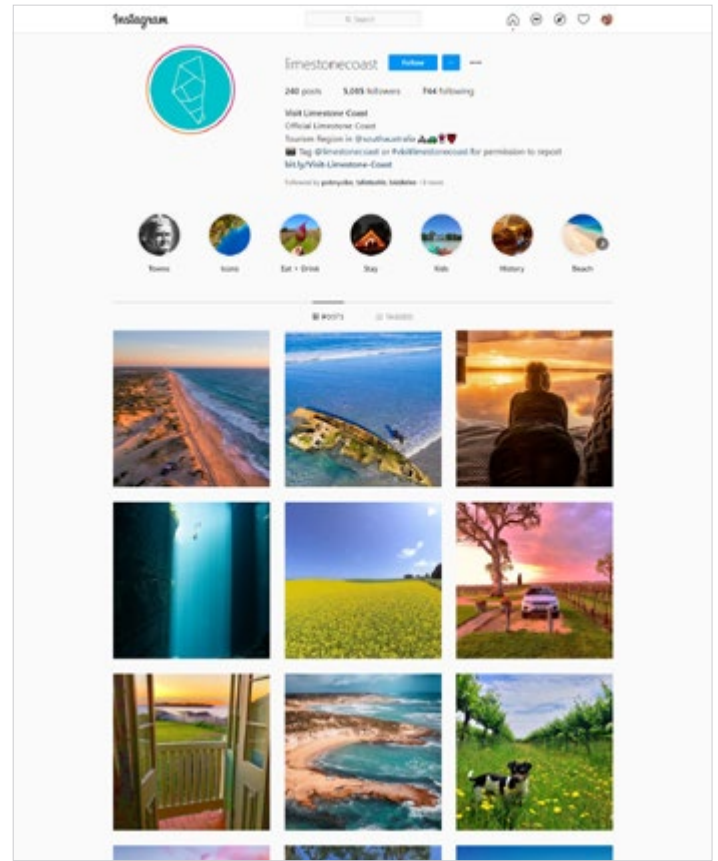
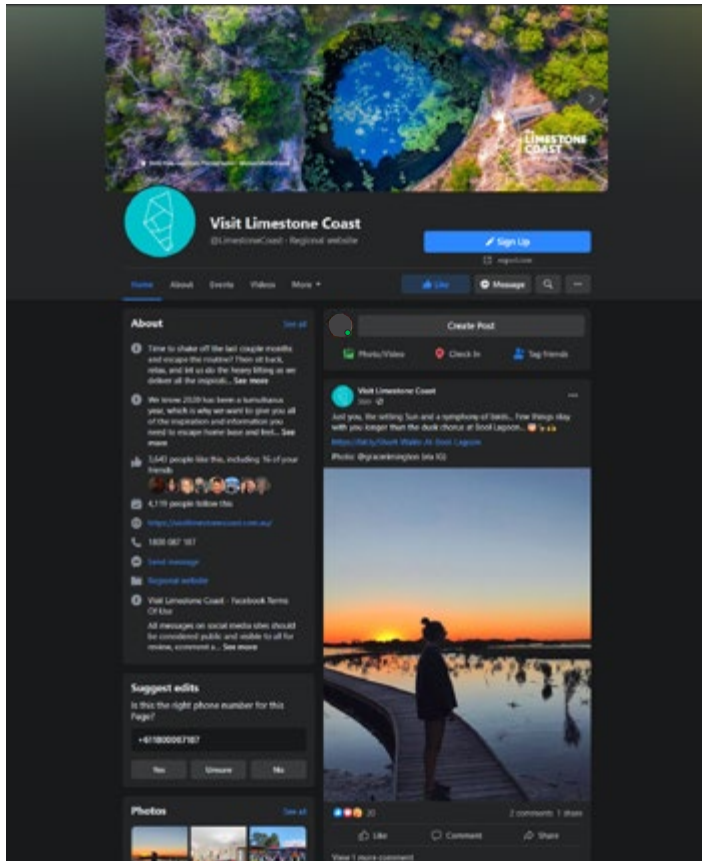
One of the critical actions was supporting the tourism industry to recover, be ready to rebound from Covid-19 restrictions and improve access to funding programs.

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%



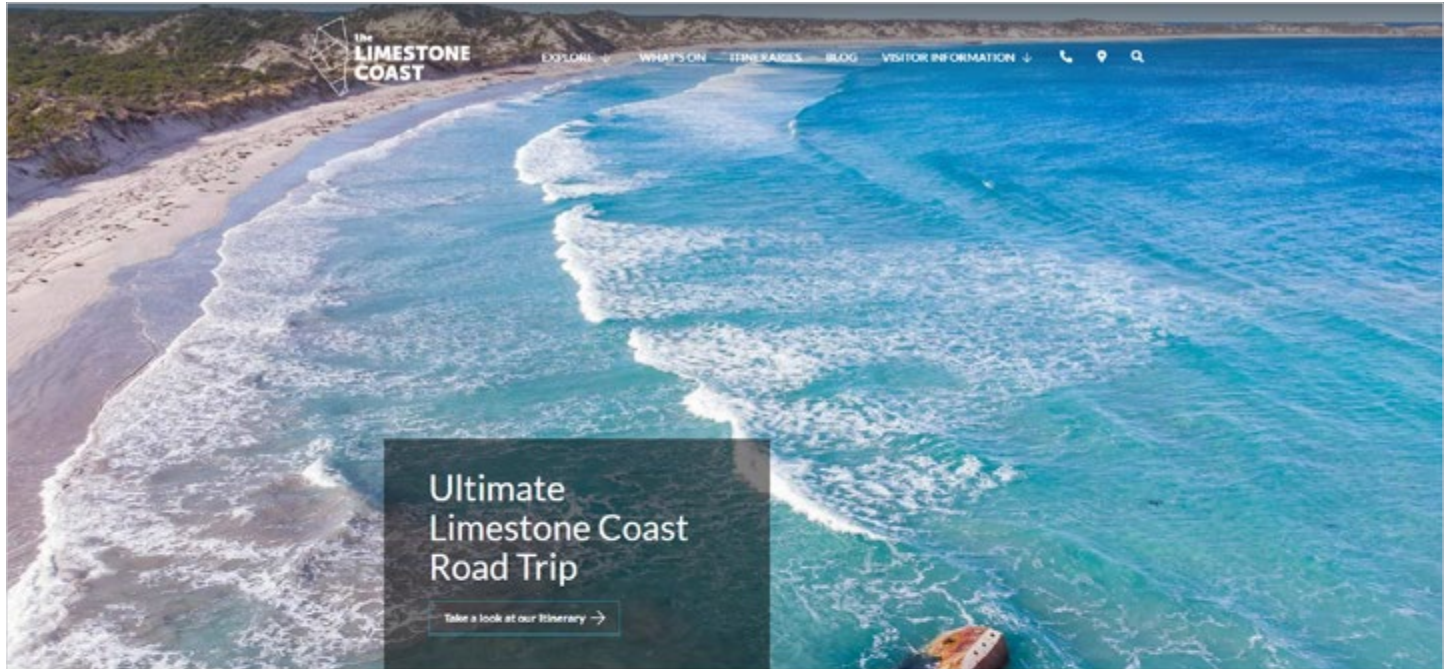
www.facebook.com/LimestoneCoast

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

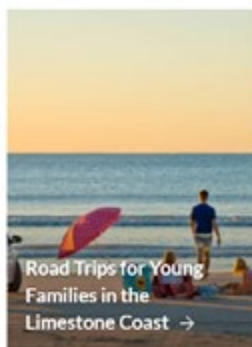
The centrepiece to our digital infrastructure www.visitlimestonecoast.com.au was designed and built with a soft launch in June 2021. This included blogs, itineraries, and for the first time, the ability for consumers to 'sign-up' to our monthly e-newsletter - set to commence September 2021.



Welcome to Our Place.

WEST OF MELBOURNE, SOUTH OF ADELAIDE, AND A COUNTRY MILE FROM REALITY LIES A PLACE WHERE YOU CAN DISCONNECT FROM THE DAILY GRIND, AND RECHARGE AND RECONNECT WITH YOUR LOVED ONES.

For generations, travellers have explored our underworld of chasms and caves, trekked our dormant volcanoes, feasted on our home-grown delights and soaked in our aquamarine dream coastline. Is it your turn to unearth our treasures?



Stories & Travel Tips

We know that the difference between a good holiday and a memorable one are the connections you make with locals.

So, we've carefully created these stories and tips to help you get under the skin of our region and craft an itinerary that you'll remember for a lifetime.

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.



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 SAstaff 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		<u>618,521</u>	<u>618,521</u>
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

		2021	2020
	Notes	\$	\$
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	<u>(167,066)</u>	<u>69,488</u>
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>771,577</u>	<u>938,643</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 IJG 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		10,783	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



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Chief Executive Officer
District Council of Grant



.....
Chief Executive Officer
City of Mount Gambier



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Chief Executive Officer
Kingston District Council



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Chief Executive Officer
Naracoorte Lucindale Council



.....
Chief Executive Officer
District Council of Robe



.....
Chief Executive Officer
Tatfara 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