



Snowtown Water Tower

# ANNUAL REPORT

2017/18



**WAKEFIELD**  
REGIONAL COUNCIL

# 2017/18 SNAPSHOT

**10** Elected Members + **69** Employees

We delivered:

**8KM** rural roads sealed  
**421** trees and **150** plants  
**217** development approvals

We carried out:

**62** building inspections  
**87** food safety inspections  
**1601** customer requests

We collected:

**1,817** tonnes of waste  
**172** tonnes of organic kerbside waste

We recycled:

**3,100** litres oil  
**8** tonnes tyres

We reached:

Over **211,000** unique users on Facebook

We had:

**4,200** unique website visits

## EIGHT MAJOR TOWNS



Snowtown



Brinkworth



Hamley Bridge



Port Wakefield



Balaklava



Owen



Lochiel



Blyth

# MAYOR AND CEO MESSAGE

## Moving forward with our vision

Wakefield Regional Council is future focused and, as one of South Australia's leading agriculture and farming regions, we are committed to investing in our economic potential, as well as our community's wellbeing, by delivering quality programs and services.

With Council's Strategic Management Plan 2017-2022, the past year has seen the foundations laid for some of our major future projects. Council has adopted key 'townscaping' projects such as street sealing, avenues of trees and our town entry signage strategy, as well as a program to see more accessible and modern public toilet facilities around Wakefield. These are ongoing programs that will have a lasting benefit to our community in years to come.

From refurbishing the historic Ralli Park Grandstand, to the major reconstruction and first time sealing of Mail Road, to maintaining our existing assets, it has been a busy and a rewarding year. In the pages of this report, you can find out much more about activities we have undertaken.

Moving forward and creating new plans for the future were key themes this year, after 2016 storm damage set us back significantly in the asset renewal space. Some of the capital projects we had planned to finish within the year were not completed as expected and have now been extended into 2018/19. You can read more about this in this report.

We are working hard to make these projects come to fruition and will be ensuring our Council Members are provided with timely information about the delivery of our works program.

Creating new plans to achieve our vision of 'Vibrant. Enthusiastic. Creative' will require us to continue working in new ways in the future as we face a number of challenges within the community and local government. Like many Councils – particularly those in regional areas, with smaller populations and large road networks – we need to balance our ability to ensure a financially sustainable future, while delivering the services our community expects.

In 2017/18, as we undertook a series of business planning workshops, the Council was faced with the prospect of rate capping and discussed the significant challenges this would pose. Council strives to ensure we balanced the needs of ratepayers today with the possible impacts on ratepayers in the future and has instructed staff to keep finding ways of being more efficient whether or not rate capping eventuates. While benchmarking has shown we are an exceptionally lean organisation in many areas, we have started to look at some of our operations to identify opportunities for efficiency or improvement.

We are always working towards making Wakefield a great place to live, work and play. Underpinning this are the existing 'business as usual' services and programs we provide, as well as our new and exciting projects.

In 2017/18, we continued to collaborate and negotiate with State Government, industry bodies and neighbouring councils to drive change. One notable example has been the work undertaken with the Federal and State Governments for the redevelopment of Port Wakefield's infamously named 'Crash Corner' and a dual carriageway through the historic seaside town.

Our region has great economic and tourism potential and in 2017/18 we appointed a part-time Economic Development Officer to help us realise our plans for the future. Our strategic pillar 'Economic Development' has a range of activities and programs designed to attract new business and see the expansion of existing business across the region.

We know there is still a lot of work to go but understanding and promoting the individual strengths of each of our areas, and the attractiveness of the region as a whole, will help us get there.

Everyone has a role to play in making Wakefield an ever more 'Vibrant. Enthusiastic. Creative' place, and we are making strides to become a business-friendly, responsible and proactive Council.

We look forward to working with our community committees, our volunteers, employees and elected members to build a happy and prosperous future for the Wakefield community.



A blue ink signature of Rodney Reid.

**Rodney Reid**  
Mayor



A black ink signature of Jason Kuchel.

**Jason Kuchel**  
Chief Executive

# OUR COMMUNITY

## Regional Snapshot

The Wakefield Regional Council came into effect on 1 July 1997, as a result of the amalgamation of the former District Council of Blyth-Snowtown and the former District Council of Wakefield Plains.

## Community Services

Like all Councils, we have a number of key responsibilities under the Local Government Act 1999 and other relevant legislation. These include:

- Setting rates, preparing annual budgets and setting longer-term plans for the area;
- Managing basic infrastructure including roads, footpaths, parks, public open space, street lighting and stormwater drainage;
- Collecting waste and street cleaning;
- Supporting the elected Council;
- Development planning and control, including safety assessment;
- Regulatory services, such as dog management and environmental health.

In response to community needs, we provide additional services and programs, including:

|   |                                    |
|---|------------------------------------|
| Abandoned Vehicles                      | Natural Resource Management        |
| Animal Management                       | Park Gardens and Open Spaces       |
| Asset Management                        | Parking                            |
| Building Applications                   | Planning Applications              |
| Caravan Parks                           | Playgrounds                        |
| Cemeteries                              | Property Searches                  |
| Community Development                   | Public Conveniences                |
| Community Grants                        | Recreation and Sporting Facilities |
| Community Transport                     | Road Construction                  |
| Community Wastewater Management Schemes | Road Maintenance                   |
| Community Halls                         | Street Cleaning                    |
| Council Newsletter                      | Street Lighting                    |
| Public Building Maintenance             | Street Signs                       |
| Customer Service                        | Street Trees                       |
| Dog Management                          | Stormwater Drainage                |
| Economic Development                    | Swimming Pools (Public)            |
| Environmental Health                    | Tourism Promotion                  |
| Fire Prevention                         | Traffic Control                    |
| Food Act Administration                 | Waste Management                   |
| Library Services                        | Youth Services                     |



Population  
**6801**



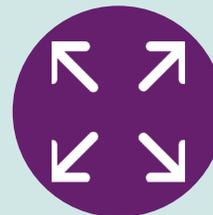
Ave. people per house  
**2.4**



Women  
**49.1%**



Men  
**50.9%**



Council area  
**3469KM<sup>2</sup>**



People who volunteer  
**1867**



Ave. weekly household income  
**\$1045**



Median age  
**44**

*\*Information from the 2016 census*

# OUR VISION AND MISSION

Our Vision for Wakefield region is simply: 'Vibrant. Enthusiastic. Creative'



Our mission summarises how we will work with the community and respond to its expectations.

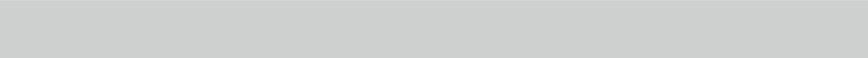
We are:

- **Positive:** we care and will seek to find ways to embrace new opportunities.
- **Proactive:** we will benchmark ourselves and strive to be efficient and productive.
- **Progressive:** we will be visionary and continuously seek the best future possible for our communities through imaginative, resourceful and constructive pathways.

# OUR COUNCIL

Council decision making structure.

**Wakefield Community** Elects the Council members.



**Council**  
Makes decisions on behalf of the community.

**Committees**  
Established by, and recommend to, Council.



**Chief Executive Officer**

**Departments**

- Corporate Services
- Infrastructure Services
- Community & Development Services

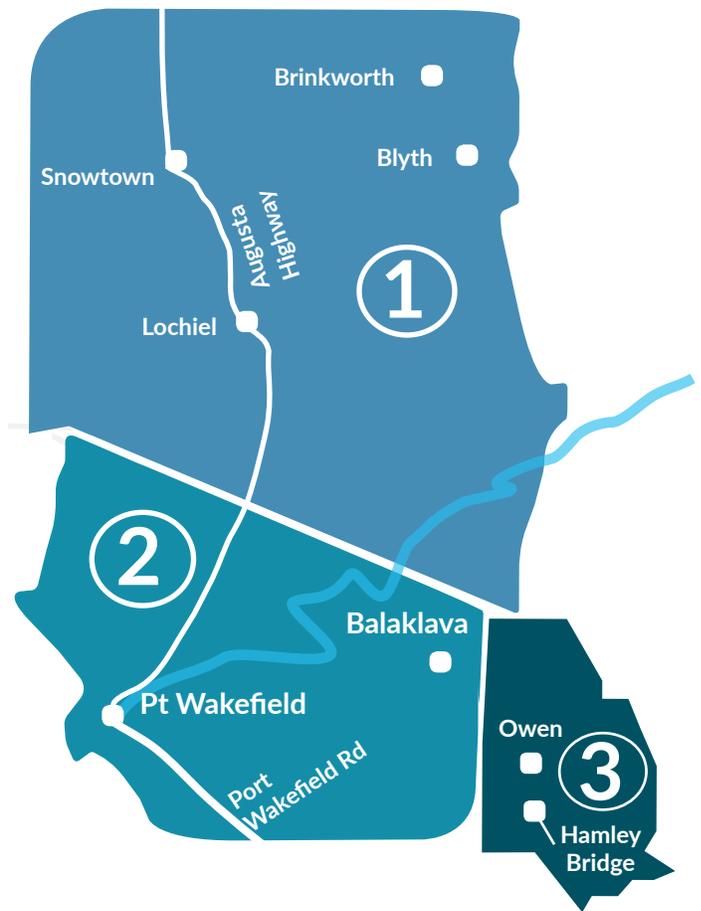
Administration advises on and implements Council decisions.

# OUR COUNCIL

## Elected members

1. NORTH WARD
2. CENTRAL WARD
3. SOUTH WARD

For the period until 30 June 2018.

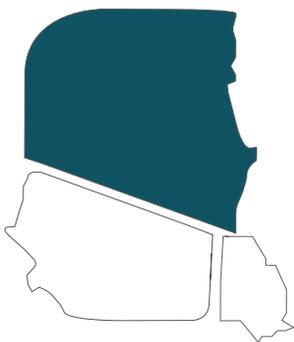


## MAYOR



Mayor  
**Rodney Reid**

Representing Wakefield Regional Council since 2006. Prior to being elected as Mayor in 2014, Rodney was a Councillor for eight years. Resident within the Owen community.



## NORTH WARD



North Ward Councillor & Deputy Mayor  
**Darryl Ottens**

Councillor since 1995 and resident of the Blyth community.



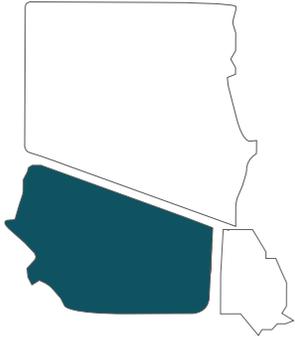
North Ward Councillor  
**John Wood**

Councillor since 2006 and resident of the Blyth community.



North Ward Councillor  
**Greg Stevens**

Councillor since 2008 and resident of the Snowtown community.



## CENTRAL WARD



Central Ward Councillor  
**Terry Williams**

Councillor since 2014 and resident of the Balaklava community.



Central Ward Councillor  
**Malcolm May**

Councillor since 2014 and resident of the Balaklava community.



Central Ward Councillor  
**David Lamond**

Councillor since 1992 and resident of the Balaklava community.



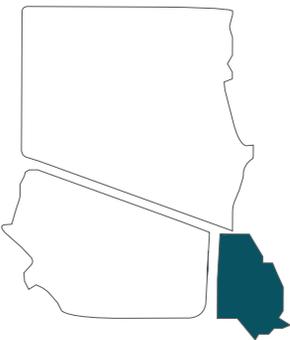
Central Ward Councillor (from February 2018)  
**Michael Rankine**

Elected following by-election to replace Cr Pain and resident of the Port Wakefield community. Took oath of office in February 2018.

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Central Ward Councillor (to October 2017)  
**Richard Pain**

Councillor since 2012 and resident of the Port Wakefield community. Councillor Pain resigned in October 2017.



## SOUTH WARD



South Ward Councillor  
**Barry Smith**

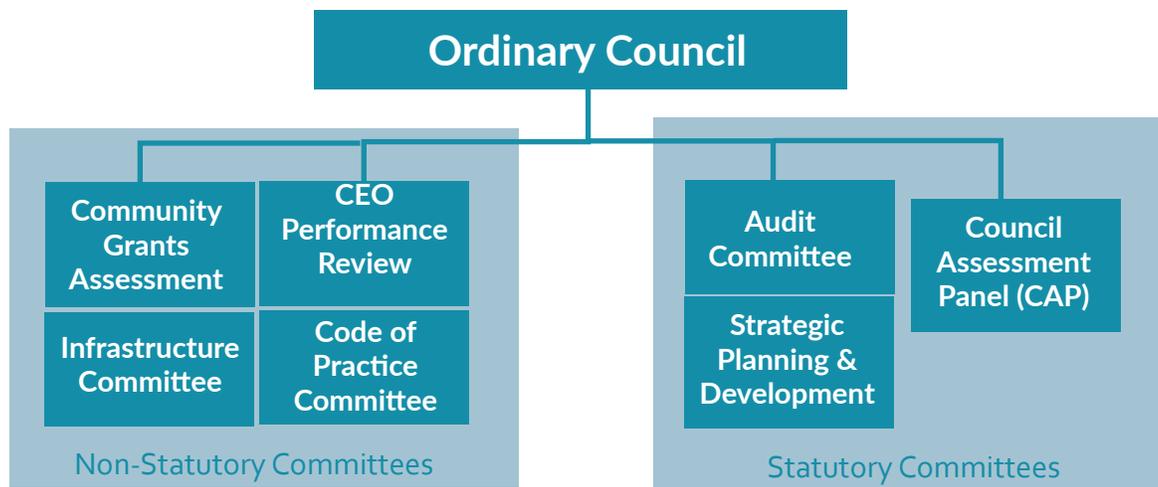
Councillor since 2010 and property owner in Hamley Bridge.



South Ward Councillor  
**Peter Bowyer**

Councillor since 2015 and resident of the Owen community.

# OUR COMMITTEES



Council consists of nine Councillors and one Mayor. It meets monthly to consider key decisions for the community.

Along with the Council, we have a number of committees established under Section 41 of the Local Government Act 1999. Section 41 committees as at 30 June 2018 were:

## Audit Committee

The Audit Committee consists of four Councillors, Mayor (ex-officio) and one independent member. It meets approximately six times a year to monitor policy requirements, risk management, internal controls, financial position and Council's strategic and statutory responsibilities.

## CEO Performance Review Committee

The CEO Performance Review Committee consists of the Mayor, Deputy Mayor and one Councillor. It meets as required to review the overall performance of the CEO.

## Strategic Planning & Development Policy Committee

The Strategic Planning & Development Policy Committee consists of three Councillors and the Mayor. Its purpose is to provide advice to Council in relation to Council's strategic planning and development policies, and it meets at least once per year.

## Council Assessment Panel (CAP)

During the financial year, our Development Assessment Panel was changed to Council Assessment Panel (CAP). Council's CAP consists of the one Councillor and three independent members. The Panel continues to act as the relevant Authority under the Development Act to approve or refuse certain types of development applications within the Council area.

All other development applications not considered by the Panel, are considered by authorised officers of Council under delegated powers. The CAP meets as required.

## Infrastructure Committee

The Infrastructure Committee consists of the Mayor and seven Councillors. It meets as required to facilitate the provision of the road network and all other infrastructure under Council's control.

## Code of Practice Committee

The Code of Practice Committee consists of the Mayor and all members of Council. The Code of Practice Committee was established to draft a code of practice and meets as required.

## Community Grants Assessment Committee

The Committee consists of the Mayor, three Councillors and the Community Services & Development Manager and meets as required to consider applications for community grants.

## Other Committees

**Townsvale Estate 'Working Party':** established to assist in identifying solutions for road ownership issues within Townsvale Estate, the working party consists of two staff members (as nominated by the CEO), two residents, the Mayor and all Central Ward Councillors. The working party is not a section 41 committee, and therefore holds informal gatherings which are open to all Elected Members and members of the public.

## Wakefield Regional Building Fire Safety Committee:

The Membership is the Building Fire Safety Committee is one independent, one CFS representative and two staff members. The committee discusses and considers a range of topics as outlined under section 71 of the Development Act of 1993.

# ELECTED MEMBERS

**Note:**  
The Grants Assessment Panel did not hold a meeting in the 2017/18 year.

## Meeting attendances

The following tables summarise meeting attendances by Elected Members for the 2017/18 year.

### Ordinary Council

| Council Member | Council Meetings | Attended | Leave | Apology | Absent |
|----------------|------------------|----------|-------|---------|--------|
| Bowyer, P      | 13               | 13       |       | -       | -      |
| Lamond, D      | 13               | 11       | 1     | 1       | -      |
| May, M         | 13               | 10       |       | 3       | -      |
| Ottens, D      | 13               | 13       |       | -       | -      |
| Rankine, M *   | 6                | 5        |       | 1       | -      |
| Pain, R *      | 3                | 3        |       | -       | -      |
| Reid, R        | 13               | 12       |       | 1       | -      |
| Smith, B       | 13               | 10       | 2     | 1       | -      |
| Stevens, G     | 13               | 10       |       | 3       | -      |
| Williams, T    | 13               | 13       |       | -       | -      |
| Wood, J        | 13               | 11       |       | 2       | -      |

\* Cr Pain resigned in October 2017 and Cr Rankine was elected in January 2018.

### Audit Committee

| Council Member | Audit Meetings | Attended | Apology | Absent |
|----------------|----------------|----------|---------|--------|
| May, M         | 6              | 5        | -       | 1      |
| Ottens, D      | 6              | 6        | -       | -      |
| Pain, R *      | 2              | 1        | -       | 1      |
| Reid, R        | 6              | 6        | -       | -      |
| Stevens, G *   | 4              | 3        | 1       | -      |
| Wood, J        | 6              | 4        | 2       | -      |

### CEO Performance Appraisal Committee

| Council Member | Meetings | Attended |
|----------------|----------|----------|
| Ottens, D      | 6        | 6        |
| Reid, R        | 6        | 6        |
| Smith, B       | 6        | 6        |

# ELECTED MEMBERS

## Code of Practice Committee

| Council Member | Meetings | Attended | Apology | Absent |
|----------------|----------|----------|---------|--------|
| Bowyer, P      | 5        | 5        | -       | -      |
| Lamond, D      | 5        | 2        | 3       | -      |
| May, M         | 5        | 4        | 1       | -      |
| Ottens, D      | 5        | 3        | 2       | -      |
| Rankine, M *   | 3        | 3        | -       | -      |
| Pain, R *      | 2        | 2        | -       | -      |
| Reid, R        | 5        | 5        | -       | -      |
| Smith, B       | 5        | 1        | 4       | -      |
| Stevens, G     | 5        | 1        | 3       | 1      |
| Williams, T    | 5        | 5        | -       | -      |
| Wood, J        | 5        | 3        | 2       | -      |

\* Cr Pain resigned in October 2017 and Cr Rankine was elected in January 2018

## Council Assessment Panel (formerly Council Development Assessment Panel)

| Council Member | Meetings | Attended | Apology |
|----------------|----------|----------|---------|
| Stevens, G     | 2        | 1        | 1       |

## Strategic Planning & Development Policy Committee

| Council Member | Meetings | Attended | Apology |
|----------------|----------|----------|---------|
| Bowyer, P      | 1        | 1        | -       |
| May, M         | 1        | 1        | -       |
| Ottens, D      | 1        | -        | 1       |
| Reid, R        | 1        | 1        | -       |

## Infrastructure Committee Meeting

| Council Member | Meetings | Attended | Apology |
|----------------|----------|----------|---------|
| Bowyer, P      | 3        | 3        | -       |
| Lamond, D      | 3        | 2        | 1       |
| May, M         | 3        | 3        | -       |
| Ottens, D      | 3        | 3        | -       |
| Rankine, M *   | 1        | 1        | -       |
| Pain, R *      | 2        | -        | 2       |
| Reid, R        | 3        | 3        | -       |

\* Cr Pain resigned in October 2017 and Cr Rankine was elected in January 2018.

# ELECTED MEMBERS

## Elected member allowances

Elected Member allowances are set by the Independent Remuneration Tribunal of South Australia in line with Section 76 of the Local Government Act 1999.

Section 76(9) provides for Council Member allowances to be adjusted on the first, second and third anniversaries of periodic elections to reflect changes in the Adelaide Consumer Price Index (CPI). The third anniversary of the last periodic election was in November 2017.

Accordingly, there were minor increases to allowances in place and, at the end of the financial year, the following allowances applied:

|                  |             |
|------------------|-------------|
| Mayor            | \$37,948 pa |
| Deputy Mayor     | \$11,858 pa |
| Councillors      | \$9,487 pa  |
| Presiding Member | \$475 pa    |

## Elected Member Training

The Local Government Act 1999 requires Council to prepare and adopt a Training and Development Policy for its Council Members, to assist them in the performance and discharge of their functions and duties. The policy is available on our website.

In 2017-18, Mayor Reid, Councillor Bowyer, Councillor May, Councillor Pain and Councillor Williams attended training in relation to the Audit Committee.

With the Local Government elections due in November 2018, a full induction and training plan will be developed for the new Council Members.

## Delegations and sub-delegations

The Chief Executive Officer and other officers have the delegated authority from Council (in accordance with the Local Government Act 1999) to make decisions on a number of specified administrative and operational matters. The Delegations Register can be found on our website and shows the delegated authority from the Council to the Chief Executive Officer and any sub-delegations. Delegations are reviewed annually.

## Representation quota

A Representation Review is a process to determine whether a council would benefit from an alteration to its current composition or ward structure to meet future requirements.

A major review and restructure of Council wards concluded in 2013 and, after the November 2014 election, this saw the creation of three wards, with a Mayor and nine Councillors representing the community. Our next representation review is scheduled for 2021 and extensive public consultation will be conducted as part of the review.

The average quota for Wakefield Regional Council is 481 electors per each of the 10 Elected Members. The following table shows the average elector ratio per representative for other councils with similar populations and/or surrounding councils, demonstrating Wakefield as mid-range.

| Council                 | Electors | Elected Members | Quota (Elected Members:Electors)* |
|-------------------------|----------|-----------------|-----------------------------------|
| Northern Areas          | 3423     | 9               | 1:380                             |
| Coorong                 | 3790     | 9               | 1:421                             |
| Tatiara                 | 4528     | 10              | 1:452                             |
| Wakefield Regional      | 4813     | 10              | 1:481                             |
| Naracoorte Lucindale    | 5782     | 11              | 1:525                             |
| Grant                   | 5499     | 10              | 1:549                             |
| Adelaide Plains         | 5898     | 10              | 1:589                             |
| Mid Murray              | 6417     | 10              | 1:641                             |
| Clare & Gilbert Valleys | 6733     | 10              | 1:673                             |
| Renmark Paringa         | 6417     | 9               | 1:713                             |

\* Information sourced from the Electoral Commission of South Australia

# OUR TEAM

Compared to many Councils, we have a small team of 69 employees, (this is equivalent to 55 full-time equivalent staff) with the majority based in the field, and a mix of skills, experience and knowledge to deliver a range of services to our community.



# OUR WORKPLACE

## Employee engagement

A staff satisfaction survey was undertaken in early 2018 and this identified a number of areas for improving employee engagement. As we started the new financial year, work was under way to develop a culture program to address the gaps identified by staff.

A whole of staff workshop in June identified the priority areas for employees as:

- Communication
- Building respect
- Team work
- Address bullying and harassment

The Management Executive team has committed to working with each department and across the organisation to ensure employees are aligned to the vision and direction of Council, and driven to achieve the best outcomes possible for our community.

## Enterprise Bargaining Agreements

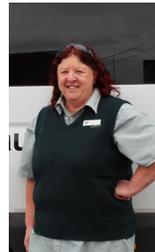
In 2017/18, two Enterprise Bargaining Agreements were negotiated with staff – one for our field-based employees and one for office staff.

The process for these took longer than anticipated. However, in November 2017 agreement was reached to allow office-based staff under the Australian Services Union (ASU) agreements a wage increase of 2.1% per annum over the three years of the agreement.

The negotiation with the field staff and the Australian Workers Union (AWU) was more protracted and eventually delivered a 2.5% + 2.5% + 3% wage increase for those employees.

## Workforce policies

We seek to offer as much flexibility as possible in our recruitment processes and employment policies to ensure we attract people from all walks of life to our Council.



In 2017/18 our full suite of Human Resource policies was updated, with employee input, and work is under way on reviewing and refining the procedures relating to these.

The new policies reflect the various stages of the employee life cycle: Attraction & Retention; Induction; Training & Development; Workplace of Choice; Responsible Use; Transition [from workplace].

## Training and development

A new approach to annual reviews was rolled out in late 2018, with an emphasis on two-way feedback and conversations with employees about their performance, goals and training needs.

Work Health and Safety training remains the key focus for Council, while other programs undertaken or planned in 2017/18 included:

- Emerging Leaders Program training for one employee
- HR Contact Officer and Equal Opportunities Officer training for two employees
- Bullying and harassment training
- Local Government training for a number of employees
- Independent Commissioner Against Corruption training for a number of employees

# OUR PERFORMANCE

The Strategic Management Plan was adopted in July 2017 and is built on four pillars or objectives - Economic Development, Population Growth, Quality Infrastructure and Community Expectations. The SMP provides the strategic direction for the Council to achieve our vision: Vibrant - Enthusiastic - Creative.

Preparation of the Council's financial plans in early 2018 provided us with an opportunity to review the priorities and timeframes in the Strategic Management Plan 2017/2022.

As a result, a number of changes were made to reflect our changing environment, which includes

a new state government and a new Yorke and Mid North Regional Roadmap 2018-2028. A major review of the plan will be undertaken within two years of local government elections, as required by legislation.

The following pages summarise our performance against the four Strategic Management Plan pillars and our 2017/18 Annual Business Plan, which was also adopted in July 2017.

The status of each service or project has been assessed as being completed, commenced, an ongoing service or deferred and is illustrated by the icons below:



Commenced



Completed



Ongoing



Deferred



# ECONOMIC DEVELOPMENT

## Strategic Pillar 1

### 2017/18 performance:

- Created relevant pages on the Council website, with information for business
- Establish a part-time economic development officer within existing staffing levels
- Maintained Council representatives on hospital boards.

| Strategies:   | Progress  |
|---|---|
| Attract new businesses and encourage business expansion.  |  |
| Advocate and work proactively towards the provision of infrastructure that supports communities, business and industry in the Wakefield Council region. |  |
| Develop a tourism plan for the Wakefield region.  |  |
| Build on government plans to decentralise health services.  |  |



## Caravan parks make an impact

In February 2018, Council launched a \$96,348 cabin fully fitted for disability access at the Balaklava Caravan Park.

Plans for the new cabin came about when a local resident pointed out a general lack of wheelchair friendly accommodation available in the Wakefield region.

For the 2017/18 year, our caravan park at Port Wakefield had a bumper year. The total income of \$356,089 exceeded the previous annual record of \$326,740 set in 2015/16. In March 2017 a new record monthly income of \$35,676 was achieved. The Balaklava caravan park continued to experience steady occupancy with many customers returning for their annual stay.



# POPULATION GROWTH

## Strategic Pillar 2

### 2017/18 performance:

- Worked with the Balaklava Community Child Care Centre on child care expansion plans.
- Street Beautification Project endorsed by Council, with two avenues of trees to be planted per year over 12 years subject to annual budget approval.
- Undertook discussions with the State Government and Genesee & Wyoming to identify railway yards in various towns that could be used for town beautification and greenspace.
- New STARClub partnership established with Goyder and Clare & Gilbert Valleys councils to promote and support sport and activity in the region.
- Music-themed nature playground for Balaklava a step closer after being awarded \$63,500 State Government funding, to be matched by Council.

| Strategies:   | Progress |
|---|----------|
| Analyse demand for childcare services in the region to identify any gaps.   |          |
| Improve the amenity of our townships and natural environment.   |          |
| Identify what services and amenities will attract more people to move to/ stay in WRC.                            |          |
| Support our local sports clubs as key providers of social and health interaction opportunities in our communities |          |
| Advocate for increased immigration to the region.   |          |



## Community designed signs make a statement

The heritage of the Wakefield region features in a series of key town entrance signs, designed by the community as part of a Council competition.

Residents were asked to combine creativity and understanding of their local communities to come up with conceptual designs for a series of new statement entrance signs for Blyth, Brinkworth, Hamley Bridge, Lochiel, Owen and Snowtown, with the best design from each town awarded a prize of \$500

For visitors travelling through our region, we want to have statement signage that identified Wakefield's towns as being part of one connected community, yet still individual places with different identities.

The town signage project is to be rolled out by Council over the next three years, with four signs to be installed each year at an annual cost of approximately \$150,000. Council decided Hamley Bridge and Lochiel would be first to receive the new signage in preparation for their 150th celebrations in 2018 and 2019 respectively.



## Building through the roof!

More than 217 residential and commercial development applications for the region were processed in 2017/18 – a record number, with a total value of \$21 million dollars.

This included:

- 31 new residential developments with a total value of \$6,419,921
- 120 additions (e.g. carports, pergolas) with a total value of \$4,169,174;
- 39 new industrial developments with a total value of \$4,724,971;
- 6 new commercial developments with a total value of \$3,945,000'
- 1 public development with a value of \$37,500;
- 20 planning applications (e.g. rezoning) with a total value of \$2,042,646.

The Community and Development Services Team undertook more staff training and looked closely at the application process with an aim of streamlining the process from end to end.



# QUALITY INFRASTRUCTURE

## Strategic Pillar 3

### 2017/18 performance:

- Identified under-used vacant land which could be sold or given to community groups.
- Dog park included in green space plan for Hamley Bridge.
- Bridges, transport and stormwater infrastructure asset management plans all completed, with the plan for buildings under way.
- Suitable land identified for relocation of the Balaklava works depot to meet legislative requirements.
- Township road sealing plan endorsed by Council.

| Strategies:  | Progress  |
|--|---|
| Identify efficiencies in the maintenance and provision of infrastructure.  |  |
| Relocate the Balaklava depot to meet legislative requirements.   |  |
| Support and build our communities' walking/ cycling/leisure trails with a vision to connect on a regional scale. |  |
| Lobby for a moratorium on stamp duty to allow transfer of road reserves to neighbouring land owners.             |  |
| Advocate for duplication of Highway One through Port Wakefield   |  |



## \$1.6m upgrade for Mail Road

Our most significant infrastructure project – the 6.6km \$1.6 million upgrade of Mail Road – was substantially completed by the end of the financial year.

Located just north of Port Wakefield, the road is a gateway to one of Wakefield's largest industries, poultry farming, and had required constant surface re-sheeting and regular maintenance works due to the heavy truck use.

The project was supplemented by a \$1.2 million state government grant, which was shared partly with Barunga West Council, which has 2kms in its area and contributed \$100,200 on top of its proportion of the grant.

Photos of Mail Road's construction. Top: construction rolling along. Bottom: Mail Road complete.



## Best foot forward on walking trail

Repairs to the storm damaged Lions Walking Trail in Balaklava were finalised, allowing locals to once again enjoy the popular circuit. The trail was realigned and restored by Council's Infrastructure Services team.



## Our record on recycling and waste

Council operates three waste transfer stations – at Port Wakefield, Everard and Owen – and works with our contractor to provide a weekly waste collection service to properties in the townships of Balaklava, Blyth, Brinkworth, Hamley Bridge, Lochiel, Owen, Port Wakefield and Snowtown and the settlements of Avon, Bowmans, Halbury, Hoyleton and Pinery.

In 2017/18, we collected 1,817 tonnes of waste and 172 tonnes of organic kerbside waste, while recycling 3,100 litres of oil and 8 tonnes of tyres.

Table: A snapshot of the year's waste and recycling

| Waste   | Tonnes (rounded) |
|---|------------------|
| Kerbside collection                           | 1,140            |
| Everard transfer station                      | 40               |
| Balaklava transfer station (closed to public) | 0.4              |
| Owen transfer station                         | 45               |
| Port Wakefield transfer station               | 20               |
| Hard refuse – Everard                         | 17               |
| Hard refuse – Owen                            | 271              |
| Hard refuse – Port Wakefield                  | 100              |
| Dumped/roadside waste                         | 6                |
| Other   | 178              |
| <b>Recycling</b>                              |                  |
| Metal   | 35               |
| Co-mingled                                    | 8                |
| Polycarbon                                    | 3                |
| Tyres   | 2                |
| Glass   | 3                |
| Green waste and timber*                       | 422              |
| TVs   | 4                |

\* About 250 tonnes of this is used for mulch and about 172 tonnes is collected from kerbsides



# COMMUNITY WELLBEING

## Strategic Pillar 4

### 2017/18 performance:

- Benchmarking undertaken with a view to improve efficiencies, which showed Council operations were already 'lean' in many areas.
- Council endorsed ongoing efforts to find efficiencies and productivity improvements, while working to better understand the service delivery expectations of the community. This will include an in depth service review of road maintenance and reconstruction in 2018/19.
- Transition to new state-wide dog and cat registration database completed, along with promotion to residents of new dog and cat laws.
- Conducted community-wide phone poll (650 respondents) to better understand expectations on our services.
- Communications strategy developed, with weekly positive media releases about Council and the region, and a new Facebook page launched.
- New website launched with focus on customer experience.
- Lobbied to secure investment of NRM levy collected within the Council area to be spent in the Wakefield region.
- Reviewed current library delivery models and progressed high-tech library kiosk plans for Hamley Bridge.
- Implementation of SkyTrust – a new platform for health and safety reporting to better and more quickly manage work, health and safety issues that arise.
- Family friendly and flexible working arrangements established.
- Promoted, encouraged and supported volunteering in our community.
- Supplementary election held for Central Ward following resignation of Councillor Dick Pain.

| Strategies:  | Progress  |
|--|---|
| A strong connection between Council and the community.                                   |  |
| A switched on workforce supported to provide excellent service to our community.         |  |
| Promote, encourage and support volunteering in our community.                            |  |
| Implement new library delivery models and recommendations from the State Library Review. |  |



## Funding coup for passenger network

November 2017 saw a win for the local community as the State Government announced the extension of funding to 2020 for a valued Mid North Community Passenger Network, which connects elderly and disabled residents with services, shopping precincts and public transport.

Part of a state-wide, not-for-profit Network, the service saw more than 68 hop on board in 2017-18. The service has been running for 15 years and is supported by a dedicated and long-serving team of almost 50 volunteers.

# Grants program shines light on community efforts

Twenty-three organisations benefited from Council's 2017 grants round, with almost \$120,000 awarded for community infrastructure, arts, culture and sports initiatives.

In its fourth year, Wakefield's grants program had provided more than \$600,000 to not-for-profit community organisations to plan, establish or improve facilities and services within the Council region. Under the program, grants of up to \$5,000 are provided for community water scheme and community benefit program initiatives and up to \$25,000 for community infrastructure projects.

## Snowtown Water Tower

One great result was the Snowtown water tower mural.

With a \$10,000 grant from Wakefield Regional Council in hand, the Snowtown Community Management Committee finally achieved a long-held desire to see an old town water tower transformed into a work of art to promote community pride.

As well as images to celebrate the agricultural history of the town, the artwork features local heroes such as John Hansen, who dedicated over 25 years as a CFS volunteer, and local sporting greats, footballer Simon McCormack, netballer Bernie Altmann and Lauren Ebsary, who grew up in Snowtown and has gone on to play cricket for Australia.

The project gained significant media attention from the likes of the ABC, SBS, Channel Nine and CFS Media, and our Facebook post about the tower reached almost 53,000 people.



# COMMUNITY

## Community Land Management Plans

The Local Government Act (1999) requires Council to develop management plans for all Community Land either owned or under its care and control. These plans outline the way in which the land is to be used taking into account a diverse range of recreation, conservation and other issues.

All of our plans have been finalised and are in place:

- Management Plan 1 Cemeteries
- Management Plan 2 Halls Museums & Galleries
- Management Plan 3 Car Parks & Boat Ramp
- Management Plan 4 Parks Gardens & Playgrounds
- Management Plan 5 Recreation Facilities
- Management Plan 6 Community Land Leased For Farming Purposes
- Management Plan 7 Balaklava Parklands
- Management Plan 8 Owen Wetlands
- Management Plan 9 Halbury Parklands
- Management Plan 10 Pinery Soldiers Memorial
- Management Plan 11 Nantawarra Oval
- Management Plan 12 Port Wakefield Caravan Park & RSL Clubrooms
- Management Plan 13 Snowtown Shooting & Rifle Club
- Management Plan 14 Old Hamley Bridge Fire Station & Hall Car Park
- Management Plan 15 Brinkworth Historical Reserve

## Local Nuisance and Litter Control Act – report

Council is charged with investigating complaints made under the Local Nuisance and Litter Control Act 2016.

The Act came into effect in the 2017/18 financial year and aims to protect individuals and communities from local nuisance, to prevent littering and to improve the amenity value of local areas while promoting the creation and maintenance of a clean and healthy environment.

For the 2017/18 year:

- Council received 35 complaints in relation to local nuisance or littering;
- No expiations were issued under the Act;
- No offences were prosecuted under the Act;
- One nuisance abatement notice was issued;
- There were no civil penalties negotiated, applications by the council to the Court, or Court orders made under section 34 of the Act.



# INFORMATION

## Listening to you

Council continuously seeks to find improved, appropriate and cost effective ways to inform and involve the local community, stakeholders and interested parties in our activities and decision making.

There are a number of ways people can raise issues with us, or voice their opinions, including:

- Deputations – with permission from the Mayor, a member of the public can address a Council meeting;
- Petitions – written petitions can be addressed to Council;
- Requests – a member of the public can write, email or call the Council in relation to any Council policy, activity or service;
- Elected Members – members of the public can contact their local ward Councillor and/or the Mayor to discuss relevant Council issues;
- Public Consultation – Council will seek feedback from the community on particular topics. Our Public Consultation Policy outlines steps Council will follow to encourage community involvement in the decision making process. For a number of Council activities that directly affect residents – including roadworks, project works and planning reviews – we have minimum consultation standards in place.

In 2018/19 we will look to better understand community expectations through improved research.

## Freedom of Information Requests

As much as possible, we make information readily available to the community. However, if a member of the public requests other information, we will consider this request in line with the requirements of the Freedom of Information Act 1991.

Costs may apply for accessing any documents inspected pursuant to a Freedom of Information (FOI) request. FOI forms are available at the Council office and applications will receive a response within 30 days of Council receiving the completed FOI request form, together with the application and search fees.

These can be addressed to:  
Clare Elsworthy  
Freedom of Information Officer  
Wakefield Regional Council  
PO Box 167 BALAKLAVA SA 5461

In 2017-18, Council received no applications under the FOI Act.

# INFORMATION

## Confidentiality Provisions

All meetings of Council are held in public except in special circumstances. Council discuss only certain matters in confidence for good reasons, usually to protect a community or staff member's personal details, or to consider commercial or legal advice.

Council takes careful consideration when choosing to discuss an item in confidence, ensuring that the consequences of disclosing the information outweigh the public interest.

In 2017/18, four Section 90(2) orders were made excluding the public from meetings:

- Australia Day 2018 Citizen of the Year Local Awards (minutes 2017/11-028 and Minute No. 2017/11-029), discussed at Council's 22 November 2017 ordinary meeting.
- Relocation of Depot: Stage 2 – Land Selection (Minute No. 2018/05-022) is retained in confidence under Section 90(3)(b) – 23 May 2018.
- Townsville – Legal Advice (Minute No. 2018/05-025) is retained in confidence under Section 90(3)(h) of the Act – 23 May 2018.
- CEO Performance Review – (Presentations Minute numbers 2018/05-029, 2018/05-030 and 2018/05-031) retained in confidence under Section 90(3)(a) of the Act – 23 May 2018.
- Under section 92 of the Local Government Act 1999 councils must prepare and adopt a Code of Practice to govern public access to meetings, documents and minutes of council and committee meetings.
- In relation to the matters listed in Section 90(3) of the Act – that is, when a Council may order the exclusion of the public – no Section 92 orders were made.

- One Section 91(7) order to keep a matter confidential was made and ceased to apply during the financial year, being: Australia Day 2018 Citizen of the Year Local Annual Awards.
- Six Section 91(7) orders remained in place at the end of the financial year:
- Industrial Relations Matter – three Council meetings 23 November, 14 December and 31 January;
- Relocation of Depot: Stage 2 – Land Selection (Council meeting 23 May 2018);
- Townsville – Legal Advice (Council meeting 23 May 2018);
- CEO Performance Review Presentations – three motions (Council meeting 23 May 2018).

## 270 Review

Section 270 of the Local Government Act of 1999 requires Council to develop and maintain policies, practices and procedures for dealing with:

Any reasonable request for the provision of a service by the Council, or;

For the improvement of a service provided by the Council, and;

Complaints about the actions of the Council, its employees, or other persons acting on behalf of the Council.

A Section 270 review gives community members the opportunity to request a review of a decision made by Council or a Council employee. The review may be conducted internally or by an external party.

There were no requests for Section 270 reviews in 2017-18.

# INFORMATION

## Access to Documents

The following documents pertaining to Wakefield Regional Council are available for public inspection at our offices.

Members of the public may obtain copies of these documents, in line with fees set by Council and in accordance with the Local Government Act 1999:

- Annual Budget & Business Plan
- Annual Report
- Officers Register of Salaries
- Officers Register of Interests
- Audited Financial Statements
- Council Agendas & Minutes
- Long Term Financial Plan
- Members Register of Allowances & Benefits
- Strategic Management Plan
- Members Register of Interests

- Code of Practice
- Members Code of Conduct
- Employees Code of Conduct
- By-Laws & Policies
- Community Land Management Plans
- Infrastructure & Asset Plans
- Register of Salaries
- Register of Public Roads
- Schedule of Fees & Charges
- Access to Councils Meeting & Documents

Most of these documents can also be found on Council's website.

Anyone seeking access to a document should first contact us to find out if it is publicly available. For those documents that are not classed as public, people can submit a Freedom of Information application form or request a Section 270 Review.



# FINANCE & PROCUREMENT

## Capital expenditure shortfall

In 2017/18, our spend on capital works for the year fell about \$3 million short of our budget and this caused significant concern, with Council seeking written assurance about the capital program and expenditure for the year ahead.

In a report to Council in July 2018, a summary was provided of all capital works. These figures (rounded below) were:

- Budgeted total for capital works - \$8.2 million
- Works in progress - \$2.1 million (excluding plant purchases)
- Works on hold pending grants - \$0.3 million
- Works that could not be undertaken due to an inability to source rubble and these projects have been rescheduled in the Infrastructure Asset Management Plan - \$0.5 million
- Budgeted but no longer required (e.g. works completed for less than the budget) - \$0.1 million

The report also showed how the works would progress, where relevant, over the 2018/19 year.

Given the large portion of capital works not completed, management has discussed ways of ensuring a more robust program approach to delivering such works in 2018/19 and, where there may be delays or issues, better ways of bringing these to the attention of Council.

Over recent years, Council has accelerated its roadworks program - in line with the Transport Infrastructure Asset Management Plan - and the Infrastructure Services team will work to ensure it can keep pace with the task ahead. The team manages and maintains one of the State's largest road networks.

It is also important to note that in recent years projects have still been completed even if they have been carried over into a subsequent year.



# FINANCE & PROCUREMENT

## Budget & Business Planning

In recent years, Council had adopted a prudent, long-term approach to setting rates that would mean ratepayers in the future would not be faced with significant rate rises and deteriorating assets.

Council determined an increase in general rates over several years would ensure assets could be renewed or replaced in a timely way. That long-term strategy included a heavy focus on finding efficiencies, while repairing roads damaged by the 2016 storms and bringing forward the maintenance and renewal program for Wakefield's vast road network.

Council's 2015/16-2024/25 Long Term Financial Plan (LTFP) had projected larger rate rises (6.8% for two years, then 5-6% over the following six years). These projections were revised down over the following two LTFPs but still maintained higher increases than CPI to bring Council back into surplus over several years.

Prior to adopting the 2018/19 budget, Council held a series of workshops that explored the challenges and risks facing Council, the key strategic goals on the horizon and expectations of the community.

A major issue Wakefield Council Members discussed during the year was the impact on long-term financial sustainability should rate revenue capping be introduced by the State Government. At the time of writing this report, the legislation had passed the House of Assembly but had been rejected by Labor, SA Best and the Greens whose votes would have been required in the Legislative Council.

A key concern for Council was the severe limitations the legislation would impose on the ability of Council to return to a surplus and re-invest in the assets and services expected by the community. This would have been a particularly significant impact on smaller regional councils with large road networks – that is, fewer ratepayers but more investment requirements.

Our new LTFP, adopted by Council in August 2018, was prepared on the basis of rate revenue capping at 2.9% - equivalent to the Local Government Price Index – and showed Council would not be expected to reach a sustainable operating surplus until 2025/26; six years later than anticipated in the previous LTFP.

On the basis of evidence that rate capping results in negative impacts on communities, and the absence of any evidence that it results in more efficient councils, the Local Government Association (LGA) and the majority of South Australian councils – including Wakefield – voted to oppose the introduction of rate capping in South Australia.

Council will continue striving to deliver the services expected by the community in the most efficient way possible.

# FINANCE & PROCUREMENT

## **Delivering Value**

In May 2018, Council endorsed a new Procurement Policy, seeking to strengthen purchasing procedures and the position on using local suppliers.

Section 49 of the Local Government Act 1999 requires Council to prepare and adopt policies on contracts and tenders that, among other matters, include 'the use of local goods and services'.

The old Policy contained an objective of 'providing reasonable opportunity for competitive local businesses to supply to Council' and referenced principles around supporting local business. The new Policy is more explicit about driving good local economic outcomes:

Economic development of the Wakefield region  
To the full extent permitted by law, Council will seek to support local businesses by:

- Promoting to local businesses opportunities to supply to Council;
- Where all other commercial considerations are equal, giving preference to locally based suppliers;
- Ensuring, wherever possible, procurement specifications do not have the potential to exclude local suppliers and contractors.

At all times Council will evaluate 'local business support' in its tender processes on the basis of:

- Potential to create local jobs;
- Accessibility of – and proximity to – local goods or services;

- Other potential for contributing to economic growth within the local area.

Locally based suppliers will include those who have a physical presence in the region. This presence may be a shop, depot, outlet, headquarters or other premises from where the goods or services specifically being provided are supplied.

The Policy recognises open and fair competition is best achieved by undertaking a tender process so that all interested parties have an opportunity to bid and, in an effort to drive good outcomes, outlines appropriate procurement methods for different categories of expenditure/risk. There is recognition; however, there may be some procurement for which a tender process will not necessarily deliver the best outcome for Council.

## **Auditor Remuneration**

In the second half of 2016, Council changed its External Auditors, contracting Dean Newbery & Partners to provide services for the annual audit of Council's financial statements and internal controls, at a cost of \$17,000 per annum. The Auditors have, throughout their first full year with Council in 2017/18, provided independent scrutiny of Council's Annual Financial Statements, met with the Council's Audit Committee and undertaken a rigorous interim audit process.

