



## **NOTICE OF MEETING**

**Notice is hereby given that the next ordinary meeting of an Audit Committee will be held on Thursday 26 May 2022 in the Council Chambers, 43-51 Tanunda Road, Nuriootpa, commencing at 9.00am.**

Martin McCarthy  
CHIEF EXECUTIVE OFFICER  
AUDIT COMMITTEE

---

---

# **A G E N D A**

---

---

## **1. AUDIT COMMITTEE**

- 1.1 Welcome
  - By Mr Brass – meeting declared open
- 1.2 Members Present
- 1.3 Leave of Absence
  - Nil
- 1.4 Apologies for Absence
  - Nil
- 1.5 Minutes of previous meetings – for confirmation:
  - 1.5.1 Audit Committee meeting held on Wednesday 16 February 2022 at 9.00am
- 1.6 Notice of Motion
  - Nil
- 1.7 Questions with or without Notice
  - Nil

### 1.8 Declaration of Interest

Members are required to declare and manage conflicts of interest in accordance with the *Local Government Act*.

## 2. CONSENSUS AGENDA

|     |                                                             |     |
|-----|-------------------------------------------------------------|-----|
| 2.1 | The Barossa Council WHS and Risk Improvement Plan 2022-2024 | 3   |
| 2.2 | The Barossa Council Corporate Plan - 2022/23                | 19  |
| 2.3 | Audit Plan 2022                                             | 185 |
| 2.4 | Audit Committee Work Plan 2021/22                           | 195 |

## 3. CONSENSUS AGENDA ADOPTION

### 3.1 ITEMS FOR EXCLUSION FROM CONSENSUS AGENDA

### 3.2 RECEIPT OF CONSENSUS AGENDA

### 3.3 DEBATE OF ITEMS EXCLUDED FROM CONSENSUS AGENDA

## 4. DEBATE AGENDA

|     |                                                |     |
|-----|------------------------------------------------|-----|
| 4.1 | Caretaker Policy review                        | 199 |
| 4.2 | Proposed Audit Committee Terms of Reference    | 220 |
| 4.3 | Risk Management Programs and Projects - Update | 231 |
| 4.4 | Various Policy Updates                         | 245 |

## 5. CONFIDENTIAL AGENDA

|     |                                |     |
|-----|--------------------------------|-----|
| 5.1 | External Auditor Select Tender | 281 |
|-----|--------------------------------|-----|

## 6. URGENT OTHER BUSINESS

## 7. NEXT MEETING

Thursday 4 August 2022 at 9.00am

## 8. CLOSURE



**CONSENSUS AGENDA REPORT****CONSENSUS AGENDA****2.1 THE BAROSSA COUNCIL WHS AND RISK IMPROVEMENT PLAN 2022-2024**

**Author: Director Corporate Services and Business Innovation**  
**22/16207**

The Barossa Council 2021 Risk Evaluation Report detailing the results of the Local Government Mutual Liability and Workers Compensation Schemes evaluation of Council's Risk Management, Work Health and Safety and Injury Management Systems was presented to the Audit Committee at its meeting of 16 February 2022.

In response to Evaluation findings, Council Officers prepared a two-year improvement plan (as per **Attachment 1**) which sets annual actions and key deliverables to address identified opportunities for improvement. Many of the actions and initiatives identified in the draft improvement plan build upon the foundations of good practice already in place but seek to elevate the maturity of Council's overall system to meet those sector baselines identified as requiring further evidence to demonstrate conformance with the Performance Standards for Self-Insurers.

To drive accountability and capacity to deliver on these commitments, strategic actions have been embedded in Council's Corporate Plan and progress will be reported to the Scheme on a monthly basis and to Council's WHS Committee and Executive Leadership Team on a quarterly basis.

**RECOMMENDATION**

That the report item 2.1 be received and noted.

**ATTACHMENTS**

Attachment 1 FINAL - 2022-2024 Risk WHS & IM Improvement Plan [↓](#)

**SUPPORTING REFERENCES**

Nil



## RISK MANAGEMENT

| ELEMENT                       | NUMBER   | FOCUS/ACTION                                                                                                                   | SUB-ELEMENT<br>REFERENCE / COUNCIL<br>POLICY PROCESS<br>SUPPORTING THE<br>ACTION | BAU/<br>STRATEGIC<br>INITIATIVE | REPORTING MECHANISM –<br>INDICATOR/MEASURE                                                                                                                                                                                                                                                                                                                                                                                                                 | RESPONSIBLE<br>AREA                                          | WHEN (FY<br>TO BE<br>ACTIONED |
|-------------------------------|----------|--------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------|---------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------|-------------------------------|
| Risk<br>Management<br>Systems | Action 1 | Risk Register –<br>Develop and<br>implement<br>tool/repository                                                                 | 1b1 – 2021 Risk Eval<br>Report<br><br>Sec 5.6.2.1-2 - ERM<br>Framework           | Strategic<br>Initiative         | Strategic Risks – workshop with ELT<br>and Council to establish the<br>strategic risks in line with the<br>objectives of the Community Plan,<br>Asset Man Plan, ABBP, Corp Plan<br>etc.<br><br>Operational Risks – workshop with<br>Department Managers to establish<br>the top 5 operational risks for the<br>department<br><br>Assess all strategic and operational<br>risks<br><br>Identify and record relevant<br>controls for risks that require them | Corporate<br>Services – Risk<br>– part of LGRS<br>Risk Scope | 30/9/2022                     |
|                               | Action 2 | Training –<br><ul style="list-style-type: none"> <li>Develop training<br/>packages</li> <li>Update TNA<br/>register</li> </ul> | 1c2 – 2021 Risk Eval<br>Report<br><br>Sec 6 - ERM Framework                      | Strategic<br>Initiative         | Review the Induction Policy<br>12/25012v2 and Process 12/52015<br>and Checklist 13/4941 (ensure RM<br>content is in line with ERM Policy<br>and Framework<br><br>Include all ERM training<br>requirements from Sec6 into the<br>TNA.                                                                                                                                                                                                                       | Organisational<br>Culture and<br>People                      | 30/9/2022                     |

| ELEMENT                      | NUMBER   | FOCUS/ACTION                                                                                                                                                                | SUB-ELEMENT<br>REFERENCE / COUNCIL<br>POLICY PROCESS<br>SUPPORTING THE<br>ACTION            | BAU/<br>STRATEGIC<br>INITIATIVE | REPORTING MECHANISM –<br>INDICATOR/MEASURE                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | RESPONSIBLE<br>AREA                                                          | WHEN (FY<br>TO BE<br>ACTIONED |
|------------------------------|----------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------|---------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------|-------------------------------|
|                              |          |                                                                                                                                                                             |                                                                                             |                                 | Back to Basics - Risk Management Awareness training – Workers, EM's, Audit Committee                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Corporate Services – Risk – part of LGRS Risk Scope                          |                               |
|                              | Action 3 | Reporting – develop and review the risk management reporting                                                                                                                | 1c4 – 2021 Risk Eval Report<br><br>5.6.3 - ERM Framework                                    | BAU                             | Develop relevant reports around rated risks to be provided to the <ul style="list-style-type: none"> <li>Audit Committee</li> <li>ELT</li> <li>Department Managers</li> </ul>                                                                                                                                                                                                                                                                                                                                                              | Corporate Services – Risk – part of LGRS Risk Scope                          | 30/6/2022                     |
| <b>Roads &amp; Footpaths</b> | Action 1 | Review and update "Application for Construction or Modifications on Council Property" and approval letter templates, to ensure that they capture all necessary requirements | 3.1 Topic Two – Roads and Footpaths<br><br>Section 221 Processes<br><br>2 a), 2 b) and 2 c) | BAU                             | Reporting to ELT and Audit Committee regarding progress towards achieving the following by nominated due dates:<br><br>Application form and approval/authorisation letters ensures that applicant offers an indemnity for the Council, its employees and/or agents against all actions, costs, claims and demands for injury, loss or damage arising out of any negligent act or omission of the Applicant in relation to any activities under the Authorisation or arising out of breach of any condition attaching to the Authorisation. | Works and Engineering Services<br><br>Development and Environmental Services | 30/9/2022                     |

| ELEMENT | NUMBER   | FOCUS/ACTION                                                                                                                   | SUB-ELEMENT<br>REFERENCE / COUNCIL<br>POLICY PROCESS<br>SUPPORTING THE<br>ACTION    | BAU/<br>STRATEGIC<br>INITIATIVE | REPORTING MECHANISM –<br>INDICATOR/MEASURE                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | RESPONSIBLE<br>AREA                                                                 | WHEN (FY<br>TO BE<br>ACTIONED |
|---------|----------|--------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|---------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|-------------------------------|
|         |          |                                                                                                                                |                                                                                     |                                 | <p>The application process and approval/authorisation letters document requirement for the applicant to take out and keep current (for the term of the application) a public liability policy of insurance to an appropriate level of cover per claim in respect of any negligent act or omission of the Applicant in relation to any activities under the Authorisation.</p> <p>The permit/authorisation letter considers safety and suitability of structures and installations where they unduly obstruct the road.</p> |                                                                                     |                               |
|         | Action 2 | Review information currently available to applicants regarding 221 applications, both on the website and in guidance materials | <p>3.1 Topic Two – Roads and Footpaths</p> <p>Section 221 Processes</p> <p>2 a)</p> | BAU                             | <p>Reporting to ELT and Audit Committee regarding progress towards achieving the following by nominated due dates:</p> <p>Website and guidance materials detail what happens once an application is submitted, timeframes, dispute resolution,</p>                                                                                                                                                                                                                                                                         | <p>Works and Engineering Services</p> <p>Development and Environmental Services</p> | 30/9/2022                     |

| ELEMENT | NUMBER   | FOCUS/ACTION                                                                                                                       | SUB-ELEMENT<br>REFERENCE / COUNCIL<br>POLICY PROCESS<br>SUPPORTING THE<br>ACTION | BAU/<br>STRATEGIC<br>INITIATIVE | REPORTING MECHANISM –<br>INDICATOR/MEASURE                                                                                                                                                                                                                                                                                                                                                                                                                                   | RESPONSIBLE<br>AREA                                                          | WHEN (FY<br>TO BE<br>ACTIONED                                   |
|---------|----------|------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------|---------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------|-----------------------------------------------------------------|
|         |          |                                                                                                                                    |                                                                                  |                                 | Standard Specifications and policy guidelines                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                              |                                                                 |
|         | Action 3 | Develop a formal process for assessing Section 221 permits, (e.g. procedure, checklist and/or standard workflow events in Pathway) | 3.1 Topic Two – Roads and Footpaths<br><br>Section 221 Processes<br><br>2 a)     | Strategic Action                | Reporting to ELT and Audit Committee regarding progress towards achieving the following by nominated due dates: <ul style="list-style-type: none"> <li>A process is in place for assessment of lodged applications</li> <li>A process is in place for response to applications, including dispute resolution.</li> <li>Contingencies are in place for staff absence</li> <li>Training is provided to all sub-delegates in the formal section 221 approval process</li> </ul> | Works and Engineering Services<br><br>Development and Environmental Services | 31/12/2022<br><br>31/12/2022<br><br>31/12/2022<br><br>31/3/2022 |
|         | Action 4 | Formalise a process for prioritising footpaths for maintenance and repair                                                          | 3.1 Topic Two – Roads and Footpaths<br><br>Processes for the Inspection,         | Strategic Action                | Reporting to ELT and Audit Committee regarding progress towards achieving the following by nominated due dates:                                                                                                                                                                                                                                                                                                                                                              | Works and Operations<br><br>Strategic Asset Management                       | 30/6/2023                                                       |

| ELEMENT            | NUMBER   | FOCUS/ACTION                           | SUB-ELEMENT<br>REFERENCE / COUNCIL<br>POLICY PROCESS<br>SUPPORTING THE<br>ACTION                                                                                                       | BAU/<br>STRATEGIC<br>INITIATIVE | REPORTING MECHANISM –<br>INDICATOR/MEASURE                                                                                                                                                                                                                                                                                                                                                                                                                          | RESPONSIBLE<br>AREA                    | WHEN (FY<br>TO BE<br>ACTIONED |
|--------------------|----------|----------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------|-------------------------------|
|                    |          |                                        | Management and<br>Maintenance of Roads<br>and Footpaths<br><br>2 g)                                                                                                                    |                                 | Undertake a condition audit of all<br>footpath assets and develop a<br>footpath maintenance schedule<br>that considers the following when<br>prioritising footpaths for<br>maintenance or repair: <ul style="list-style-type: none"> <li>Proximity to public amenities,<br/>tourism, schools, aged care,<br/>main streets</li> <li>Areas concentrated with<br/>vulnerable people</li> <li>Areas where frequent<br/>complaints arise (trend<br/>analysis)</li> </ul> |                                        |                               |
| <b>Procurement</b> | Action 1 | Contractor<br>Performance<br>Reporting | 3g5 – 2021 Risk Eval<br>Report – Process in<br>place for the<br>review/rating of<br>contractors post the<br>works being completed<br><br>Contract and Contractor<br>Management Process | BAU                             | Reporting to ELT and Audit<br>Committee regarding progress<br>towards achieving the following by<br>nominated due dates:<br><br>Review the contents of the C & CM<br>Process to ensure current<br>provisions for the recording of<br>supplier performance are sound.<br><br>Review the Contractor Register and<br>determine whether it adequately<br>captures contractor performance –<br>implement strategy to increase use                                        | Corporate<br>Services –<br>Procurement | 31/12/2022<br><br>31/12/2022  |



| ELEMENT | NUMBER   | FOCUS/ACTION                                          | SUB-ELEMENT<br>REFERENCE / COUNCIL<br>POLICY PROCESS<br>SUPPORTING THE<br>ACTION                                                             | BAU/<br>STRATEGIC<br>INITIATIVE | REPORTING MECHANISM –<br>INDICATOR/MEASURE                                                                                                                                                                                                                                                                     | RESPONSIBLE<br>AREA              | WHEN (FY<br>TO BE<br>ACTIONED |
|---------|----------|-------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------|-------------------------------|
|         |          |                                                       |                                                                                                                                              |                                 | of system to ensure the review and recording of supplier performance following completions of work to reduce the likelihood of a poor performing being used again and to support selection of reliable suppliers in the future.                                                                                |                                  |                               |
|         | Action 2 | Contractor Safety System Verification & Induction     | 3.8.6 – WHS - The organisation must ensure program(s) are in place to meet the organisation's duty of care for all persons in the workplace. | Strategic Action                | Reporting to ELT and Audit Committee regarding progress towards achieving the following by nominated due dates:<br><br>Review the records management of contractor information with a view to defining a single system and location for contractor records – Contractor and Contract Register System Migration | Corporate Services - Procurement | 31/12/2022                    |
|         | Action 3 | Sub-Contractor Safety System Verification & Induction | 3.8.6 – WHS - The organisation must ensure program(s) are in place to meet the organisation's duty of care for all persons in the workplace. | BAU                             | Reporting to ELT and Audit Committee regarding progress towards achieving the following by nominated due dates:<br><br>Develop and implement an approval/authorisation process for engagement of subcontractors by a contractor engaged to provide services to TBC.                                            | Corporate Services – Procurement | 30/6/2023                     |



| ELEMENT                 | NUMBER   | FOCUS/ACTION                                                                                                                                                                                                            | SUB-ELEMENT<br>REFERENCE / COUNCIL<br>POLICY PROCESS<br>SUPPORTING THE<br>ACTION                                                             | BAU/<br>STRATEGIC<br>INITIATIVE | REPORTING MECHANISM –<br>INDICATOR/MEASURE                                                                                                                                                                                                                                                                                     | RESPONSIBLE<br>AREA                                      | WHEN (FY<br>TO BE<br>ACTIONED |
|-------------------------|----------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------|-------------------------------|
| <b>Event Management</b> | Action 1 | Investigate and implement a whole of Council Event Management Framework                                                                                                                                                 | E2b1                                                                                                                                         | Strategic Action                | Event Management Framework implemented and operational                                                                                                                                                                                                                                                                         | Community Services                                       | 30/6/2023                     |
| <b>Volunteers</b>       | Action 1 | Communication and Consultation: Standardise the recording of volunteer toolbox meetings / gatherings to demonstrate that communication / consultation is occurring with the volunteers and that they are given a voice. | E3b2                                                                                                                                         | BAU                             | Reporting to ELT and Audit Committee regarding progress towards achieving the following by nominated due dates:<br><br>Implementation of formal regular review of the reporting of the volunteer meetings at the Volunteer Supervisor catch-ups to ensure that there is a consistent approach to the management of volunteers. | Volunteering Services and individual Program Supervisors | 30/6/2022                     |
|                         | Action 2 | Volunteer Role Risk Assessment and SOP Development                                                                                                                                                                      | 3.8.6 – WHS - The organisation must ensure program(s) are in place to meet the organisation's duty of care for all persons in the workplace. | BAU                             | Reporting to ELT and Audit Committee regarding progress towards achieving the following by nominated due dates:<br><br>Conduct additional risk assessments and develop SOP's for other (all) volunteering activities, so that volunteers can be formally trained in their specific areas.                                      | Volunteer Coordinators<br><br>WHS                        | 30/12/2023                    |

## WORK HEALTH SAFETY

| ELEMENT                                                              | NUMBER   | ACTION                                                                                                   | SUB-ELEMENT REFERENCE                                                                                                                                                                                                | BAU / STRATEGIC INITIATIVE | REPORTING MECHANISM – INDICATOR/MEASURE                                                                                                | RESPONSIBLE AREA                                                | WHEN (FY TO BE ACTIONED)           |
|----------------------------------------------------------------------|----------|----------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------|----------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------|------------------------------------|
| Policies & Procedures<br><br>Management Systems Review & Improvement | Action 1 | Maintain WHS document review register and implement document review activity in accordance with schedule | 1.2.1 Supporting policies and procedures are in place<br><br>5.3.1 The organisation must ensure the system is reviewed and revised, if required, in line with current legislation, the workplace and work practices. | BAU                        | ELT Report - % of outstanding and overdue WHS documents requiring review<br><br><10% outstanding and overdue documents by 30 June 2023 | Corporate Services - WHS                                        | 30/6/ 2022<br><br>30/6/2023        |
|                                                                      | Action 1 | Complete Update of Training Register                                                                     | 3.2.1 The organisation must ensure a relevant training program is being implemented                                                                                                                                  | BAU                        | WHS Committee/ELT – Progress Report                                                                                                    | Organisational Culture & People                                 | 31/12/2022                         |
| Training                                                             | Action 2 | Prepare Annual Training Needs Analysis and Associated Training Plan                                      | 3.2.1 The organisation must ensure a relevant training program is being implemented                                                                                                                                  | BAU                        | WHS Committee Meeting Agenda Item Report – Training Plan Review<br><br>ELT Report – Outstanding Training Report                        | Organisational Culture & People<br><br>Corporate Services - WHS | 30/6/2022<br><br>Quarterly Reports |
|                                                                      | Action 3 | Introduce WHS Induction Refresher Training – Online Delivery Module                                      | 3.2.1 The organisation must ensure a relevant training                                                                                                                                                               | Strategic Project          | Refresher Undertaken every 3 years once content developed.                                                                             | Corporate Services – WHS                                        | 31/3/2023                          |

| ELEMENT                 | NUMBER   | ACTION                                                                                                                                                                                                                                                                                 | SUB-ELEMENT REFERENCE                                                               | BAU / STRATEGIC INITIATIVE | REPORTING MECHANISM – INDICATOR/MEASURE                                                                                                                                                                   | RESPONSIBLE AREA                                                                              | WHEN (FY) TO BE ACTIONED |
|-------------------------|----------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|----------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------|--------------------------|
|                         |          |                                                                                                                                                                                                                                                                                        | program is being implemented                                                        |                            | Target date for refresher commencement - 1 October 2022<br><br>Quarterly report to WHS Committee, Audit Committee and ELT - 90% staff have completed refresher prior to completion of 4 years of service. |                                                                                               |                          |
|                         | Action 4 | Define Roles and Responsibilities at Corporate versus Departmental level for the implementation of identified training needs including coordination of training providers, development and delivery of corporate refresher training and monitoring of training/competency expiry dates | 3.2.1 The organisation must ensure a relevant training program is being implemented | BAU                        | Training delivery model identified and implemented.<br><br>Consideration given to introduction of safety stand down / training day for operational staff.                                                 | Corporate Services – WHS<br><br>Organisational Culture and People<br><br>Works and Operations | 31/12/2022               |
| Accountability Measures | Action 1 | Introduce formal Corrective Action Monitoring at Quarterly Intervals                                                                                                                                                                                                                   | 3.3.2 Accountability mechanisms are being used where relevant                       | BAU                        | WHS Committee Meeting Agenda Item Report – CAPA Review                                                                                                                                                    | Corporate Services – WHS                                                                      | 30/6/2022                |

| ELEMENT                      | NUMBER   | ACTION                                                                                                                                                                    | SUB-ELEMENT REFERENCE                                                                                                                      | BAU / STRATEGIC INITIATIVE | REPORTING MECHANISM – INDICATOR/MEASURE                                                                                                                                                                                                  | RESPONSIBLE AREA                                             | WHEN (FY) TO BE ACTIONED |
|------------------------------|----------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------|----------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------|--------------------------|
|                              |          |                                                                                                                                                                           |                                                                                                                                            |                            | ELT Report – Outstanding CAPA Report                                                                                                                                                                                                     |                                                              |                          |
|                              | Action 2 | Introduce Quarterly Reporting of Action Plan Results via Corporate Plan Performance Monitoring                                                                            | 3.3.2 Accountability mechanisms are being used where relevant                                                                              | BAU                        | ELT Report on Action Plan Status – KPI Action Plan Monitoring Tool<br><br>Audit Committee Action Plan Status Reports                                                                                                                     | Corporate Services – WHS                                     | 30/6/2022                |
| Testing of Contingency Plans | Action 1 | Carry out emergency tests/rehearsals for the 8 remaining locations identified in the Workplace Emergency Management Plan                                                  | 3.7.1 The organisation must ensure contingency plans are periodically tested and/or evaluated to ensure an adequate response, if required. | BAU                        | Emergency Exercises Conducted for remaining sites<br><br>EPC to establish a schedule for different types of exercises at meeting of 16 March 2022.<br><br>100% of planned exercises carried out per annum (a minimum of 1 test per site) | Corporate Services – WHS<br><br>Emergency Planning Committee | 30/6/2022                |
|                              | Action 2 | Establish annual emergency test/rehearsal schedule featuring different emergency scenarios<br><br>Create annual test register to record completion of scheduled exercises | 3.7.1 The organisation must ensure contingency plans are periodically tested and/or evaluated to ensure an adequate response, if required. | BAU                        | Schedule monitored by WHS committee and reports provided by EPC post testing.                                                                                                                                                            | Corporate Services – WHS<br><br>Emergency Planning Committee | 30/10/2022               |

| ELEMENT              | NUMBER   | ACTION                                                                                                                                                           | SUB-ELEMENT REFERENCE                                                                                                                                         | BAU / STRATEGIC INITIATIVE | REPORTING MECHANISM – INDICATOR/MEASURE                                                                                                                                                              | RESPONSIBLE AREA                                             | WHEN (FY) TO BE ACTIONED |
|----------------------|----------|------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------|--------------------------|
|                      |          | for emergency scenarios.<br><br>Amend test plans to cover detailed scenario testing                                                                              |                                                                                                                                                               |                            |                                                                                                                                                                                                      |                                                              |                          |
|                      | Action 3 | Complete formal risk assessment for emergency scenarios stated in the EMP                                                                                        | 3.7.1 The organisation must ensure contingency plans are periodically tested and/or evaluated to ensure an adequate response, if required.                    | BAU                        | Risk Assessment conducted and presented to WHS Committee.<br><br>Control actions identified are embedded in EMP following completion of risk assessment and reported to WHS Committee once complete. | Corporate Services – WHS<br><br>Emergency Planning Committee | 30/12/2022               |
| Hierarchy of Control | Action 1 | Review alignment of operational practices for the procurement of small plant and hire equipment procurement practices with agreed procurement policy and process | 3.8.5 – Program(s) are in place to ensure an appropriate WHS consideration is given at the time of purchase, hire or lease of plant, equipment and substances | BAU                        | Small plant and hire equipment practices are reviewed at operational level including supplier safety documentation review and recording – outcome reported to Depot WHS Sub-Committee.               | Works & Operations                                           | 30/10/2022               |
|                      |          | Refresher training is provided to key personal to build knowledge of existing tools within                                                                       |                                                                                                                                                               |                            | Training attendance complete for all relevant staff (as identified in TNA) by 30 June 2021 and reported to ELT in Training Update.<br><br>SOPs are updated when new plant is purchased and all staff | Corporate Services – Procurement Officer                     | 30 /6/2022               |



| ELEMENT | NUMBER   | ACTION                                                                                                                                                                                                                     | SUB-ELEMENT REFERENCE                                                                                                                                        | BAU / STRATEGIC INITIATIVE | REPORTING MECHANISM – INDICATOR/MEASURE                                                                                                                             | RESPONSIBLE AREA                                                                             | WHEN (FY) TO BE ACTIONED   |
|---------|----------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------|----------------------------|
|         |          | the procurement framework to assist with procurement of small plant and hire equipment.                                                                                                                                    |                                                                                                                                                              |                            | are trained in its use upon deployment.                                                                                                                             |                                                                                              |                            |
|         | Action 2 | Formalise register to capture new equipment needs to meet service delivery requirements ,including recording of business need for renewal or new equipment and relevant information following testing of possible options. | 3.8.5 Program(s) are in place to ensure an appropriate WHS consideration is given at the time of purchase, hire or lease of plant, equipment and substances. | BAU                        | Works and Operations equipment requirement gathering tool developed and implemented by 30 December 2022.<br><br>Progress to be reported via Depot WHS Sub-Committee | Corporate Services (WHS)<br><br>Corporate Services (Procurement)<br><br>Works and Operations | 31/12/2022                 |
|         | Action 3 | Complete an audit of Council Water Tanks to ensure that inspection points are closed off with fixtures in place and access methods are restricted (ie ladders)                                                             | 3.8.3 Control measures are based on the hierarchy of control process                                                                                         | Strategic Action           | Audit completed by 30 June 2022 – completion reported to ELT<br><br>100% of open tanks rectified by 30 September 2022.                                              | Works and Operations                                                                         | 30/6/2022<br><br>30/9/2022 |

| ELEMENT                             | NUMBER   | ACTION                                                                                                                                                                                    | SUB-ELEMENT REFERENCE                                                                                                                                                | BAU / STRATEGIC INITIATIVE | REPORTING MECHANISM – INDICATOR/MEASURE                                                                                                                                                                                                                   | RESPONSIBLE AREA                                                        | WHEN (FY TO BE ACTIONED) |
|-------------------------------------|----------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------|--------------------------|
| <b>Workplace Monitoring Systems</b> | Action 1 | Clearly define the process and system (conquest/skytrust) for raising actions (CAPA or work orders) to address findings from site safety inspections                                      | 3.9.1 That the implementation of relevant inspection and testing procedures are conducted by the relevant, competent person(s).                                      | Strategic Action           | ELT to monitor progress - Full lifecycle mapped in terms of Skytrust versus conquest inspection action entries and defect rectification planning and completion agreed and implemented by 30 June 2023.                                                   | Corporate Services (WHS)<br><br>Works and Operations<br><br>Bushgardens | 30 /6/2023               |
| <b>Objectives / Targets / Pls</b>   | Action 1 | Develop a set of WHS/Safety performance objectives and targets that can be measured and monitored to show improvement in safety performance over a given time period                      | 4.1.1 The organisation must ensure planned objectives, targets and performance indicators for key elements of program(s) are maintained, and monitored and reported. | BAU                        | Corporate Plan, Risk and WHS Action Plan, KPI Action Plan and individual workplans are aligned and clearly set WHS/Performance Objectives and targets that are monitored by WHS Committee, ELT and Audit Committee on a quarterly or more frequent basis. | Corporate Services                                                      | 30/6/2022                |
|                                     | Action 2 | Include actual performance data, compared against safety-related objectives and targets, baseline indicators, or agreed completion dates in ELT and WHS meetings, and minute same, rather | 4.1.1 The organisation must ensure planned objectives, targets and performance indicators for key elements of program(s) are maintained, and monitored and reported. | BAU                        | Safety scorecard to be developed with key metrics associated with goals and targets set within this improvement plan, along with performance results and metrics offering a comparison with industry benchmarks – reporting to commence Q1 2022/23.       | Corporate Services                                                      | 30/9/2022                |

| ELEMENT | NUMBER | ACTION                                                                 | SUB-ELEMENT<br>REFERENCE | BAU /<br>STRATEGIC<br>INITIATIVE | REPORTING MECHANISM –<br>INDICATOR/MEASURE | RESPONSIBLE AREA | WHEN (FY<br>TO BE<br>ACTIONED |
|---------|--------|------------------------------------------------------------------------|--------------------------|----------------------------------|--------------------------------------------|------------------|-------------------------------|
|         |        | than just state what<br>has been completed<br>or what has<br>occurred. |                          |                                  |                                            |                  |                               |



## **CONSENSUS AGENDA REPORT**

### **CONSENSUS AGENDA**

#### **2.2 THE BAROSSA COUNCIL CORPORATE PLAN - 2022/23**

**Author: Director, Development and Environmental Services**  
**22/27509**

At its meeting of 19 April 2022, Council endorsed the Corporate Plan 2022-23 (as per **Attachment 1**), introducing a revised corporate planning framework to provide improved line of sight between Council's Community Plan and the day-to-day operations of council staff, as shown below.



Following extensive staff engagement, the Corporate Plan has been built around Council's Service Areas, setting out the high-level strategic actions and service area actions.

Supporting the Corporate Plan, directorate level Service Plans will be developed to provide day to day direction to business units for the delivery of services to the community.

The Corporate Plan and Directorate Service Plans seek to incorporate deliverables from a range of operational plans, which are identified under each of the Service Areas.

#### **RECOMMENDATION**

That the report item 2.2 be received and noted.

#### **ATTACHMENTS**

Attachment 1 Corporate Plan 2022-23 - Council Adopted - April 2022 [↓](#)

#### **SUPPORTING REFERENCES**

Local Government Act 1999



### Revision Register

| Revision | Description                   | Authorised                | Date             |
|----------|-------------------------------|---------------------------|------------------|
| 1.0      | Draft for Staff Consultation  | Executive Leadership Team | 18 February 2022 |
| 1.1      | Post Staff Consultation Draft | Executive Leadership Team | 24 March 2022    |
| 1.2      | Council Endorsement           | Council                   | 19 April 2022    |

### Document Reference

22/55499

## Contents

|                                                                        |    |
|------------------------------------------------------------------------|----|
| Our Planning Framework .....                                           | 3  |
| Community Plan .....                                                   | 3  |
| Our Vision.....                                                        | 3  |
| Our Community Plan Values .....                                        | 3  |
| Corporate Plan .....                                                   | 4  |
| Service Plans .....                                                    | 4  |
| Operational Plans.....                                                 | 4  |
| Principles of Operation .....                                          | 5  |
| How We Work.....                                                       | 5  |
| Delivery .....                                                         | 5  |
| Organisation Structure .....                                           | 6  |
| Council Services .....                                                 | 9  |
| <b>CS1 - Animals</b> .....                                             | 1  |
| <b>CS2 - Art and Culture</b> .....                                     | 3  |
| <b>CS3 - Assets</b> .....                                              | 9  |
| <b>CS4 - Caravan Park</b> .....                                        | 16 |
| <b>CS5 - Cemetery</b> .....                                            | 19 |
| <b>CS6 - Community</b> .....                                           | 22 |
| <b>CS7 - Community Emergency, Hazard Planning and Management</b> ..... | 25 |
| <b>CS8 - Compliance, Monitoring and Enforcement</b> .....              | 30 |
| <b>CS9 - Customers</b> .....                                           | 36 |
| <b>CS10 - Economic Development</b> .....                               | 39 |
| <b>CS11 - Events</b> .....                                             | 43 |
| <b>CS12 - Facility and Community Land</b> .....                        | 47 |
| <b>CS13 - Fire Prevention</b> .....                                    | 56 |
| <b>CS14 - Heritage</b> .....                                           | 58 |

|                                                                  |     |
|------------------------------------------------------------------|-----|
| <b>CS15 - Land Use and Development</b> .....                     | 61  |
| <b>CS16 - Library</b> .....                                      | 64  |
| <b>CS17 - Natural Resources</b> .....                            | 68  |
| <b>CS18 - Public Health</b> .....                                | 72  |
| <b>CS19 - Social Inclusion</b> .....                             | 75  |
| <b>CS20 - Sport and Recreation</b> .....                         | 83  |
| <b>CS21 - Tourism</b> .....                                      | 85  |
| <b>CS22 - Volunteers</b> .....                                   | 90  |
| <b>CS23 - Waste and Resource Recovery</b> .....                  | 94  |
| Business Services .....                                          | 98  |
| <b>BS1 - Business Technology</b> .....                           | 99  |
| <b>BS2 - Business Transformation</b> .....                       | 103 |
| <b>BS3 - Communications and Engagement</b> .....                 | 106 |
| <b>BS4 - Council and Committees</b> .....                        | 111 |
| <b>BS5 - Enterprise Risk</b> .....                               | 118 |
| <b>BS6 - Finance</b> .....                                       | 125 |
| <b>BS7 - Governance</b> .....                                    | 129 |
| <b>BS8 - Grants</b> .....                                        | 132 |
| <b>BS9 - Information</b> .....                                   | 134 |
| <b>BS10 - People and Culture</b> .....                           | 137 |
| <b>BS11 - Procurement</b> .....                                  | 145 |
| <b>BS12 - Property and Rates</b> .....                           | 148 |
| <b>BS13 - Strategic/Legislative Planning and Reporting</b> ..... | 152 |

## Our Planning Framework



## Community Plan

The Barossa Community Plan outlines The Barossa Council's aspirational vision for the community, with a 20-year horizon. The Plan was developed in conjunction with the community and represents over 500 community responses.

It guides decision-making for both Council and the community, based on our vision and shared values.

## Our Vision

Enhancing our premium wine, food and tourism region and its unique lifestyle, heritage and community spirit

## Our Community Plan Values

A commitment to our **land and place**, by valuing our identity for the benefit of future generations.

A commitment to our **community**, embracing a culture of mutual respect, inclusion, safety and security.

A commitment to **leadership**, inspiring vision, courage and enterprise.

A commitment to **achievement**, encouraging and celebrating successes that enrich and strengthen our community.

## Corporate Plan

The purpose of the Corporate Plan is to outline how as an administration we will deliver the Barossa Community Plan 2020-2040. The plan connects our strategic directions to on-ground operations to provide outcomes to Council's vision.

The Corporate Plan primarily reflects internal responsibilities identified within the Community Plan. It should be noted that there may be other initiatives arising from the Community Plan but are excluded from the Corporate Plan due to their discretionary nature or may be where Council has a fringe role as an advocate or supporting stakeholder.

The Corporate Plan connects to other relevant internal and external documents in a coordinated approach and deliver accountability targets for Council and the community to measure performance.

In developing our suite of strategic management plans, Council has regard to the following external documents:

- South Australian Strategic Plan and Key Priorities
- State Planning System:
  - The 30 Year Plan for Greater Adelaide
  - Planning and Design Code
- Regional Development Australia Strategic Plan
- Barossa Grape and Wine Association Strategic and Marketing Plan
- Tourism Barossa Strategic and Marketing Plan
- Northern and Yorke Landscape Plan

## Service Plans

Supporting the Corporate Plan, directorate level Service Plans provide day to day direction to business units for the delivery of services to the community.

## Operational Plans

The Corporate Plan and Directorate Service Plans seek to incorporate deliverables from the following plans. These are identified in this plan under each of the Service Areas.

- Advocacy Strategy (AS)
- Assets and Infrastructure Management Plans (IAMP)
- Animal Management Plan (AMP)
- Annual Business Plan and Budget (ABPB)
- Barossa Bushgardens Strategic Plan (BBSP)
- Business Continuity Plan (BCP)
- Communications Strategy (CS)
- Community Land Management Plan (CLMP)
  - Plan 1 - Council Reserves and Gardens – Developed
  - Plan 2 - Council Reserves and Gardens – Undeveloped or with Minor Improvements
  - Plan 3 - Recreation Reserves
  - Plan 4 - Institutes and Community Halls
  - Plan 5 - Car Park Land
  - Plan 6 - Cemetery Land
  - Plan 7 - Established Trails, Bikeways and Walkways
  - Plan 8 - Talunga Village
- Disability Access and Inclusion Plan (DAIP)
- GRFMA Board Strategic Plan (GRFMA SP)
- ICT Strategy (ICTS)
- Live Music Action Plan (LMAP)
- Long Term Financial Plan (LTFP)
- Local Economic Development Plan (LEDP)
- Regional Public Health Plan (RPHP)
- Regional Waste Management Strategy (RWMS)
- Risk Management Plan (RMP)
- Roadside Vegetation Management Plan (RVMP)
- Workforce Plan (WP)

## Principles of Operation

The principles of operation for The Barossa Council provide insight into the way we work. Our principles permeate throughout all of the actions and help guide our decision making and approaches.

### Good Governance

Good governance ensures we have a strong and effective structure that supports efficiency, compliance and effective management.

### Leadership

We don't wait for others but rather strive to lead, to be responsive to issues and encourage others to work with us on new and innovative opportunities and approaches.

### Engagement

We aim to have productive relationships with the community, to identify shared goals and values and foster an environment of trust through ongoing and transparent engagement.

### Value for Money

We aim to be effective and manage the community's money in a way that balances community expectations with effective financial management.

## How We Work

Council is responsible for many activities within the community, but it also has extensive responsibilities that aren't community-based, and don't necessarily fit into the Themes identified in the Community Plan. For this

reason, we have developed a number of key areas under the 'Good Governance' framework that define the way that we work:



### A Constructive Culture of Service and Continuous Improvement

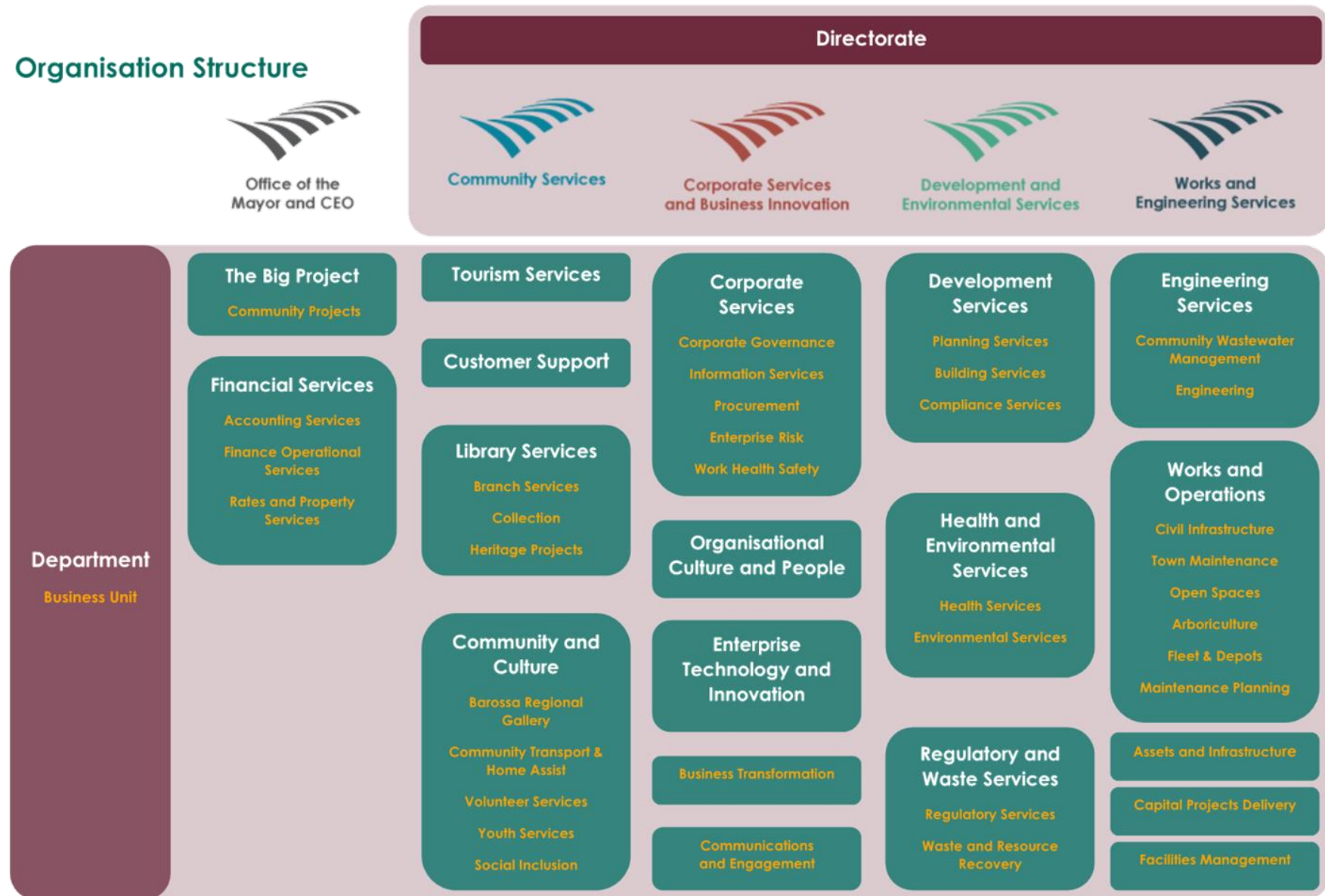
## Delivery

The Corporate Plan is delivered through the Departments/Business Units that operate within the Office of the Mayor and CEO and the four Directorates. Each Department/Business Unit has responsibility for services areas, be they internal or externally focussed, as well as strategic actions as they are identified through other strategic planning documents or as external opportunities arise.

The Departments and Business Units under their respective Directorates is shown next page.



## Organisation Structure



# Council Services

---

|                                                     |                             |
|-----------------------------------------------------|-----------------------------|
| Animals                                             | Fire Prevention             |
| Arts and Culture                                    | Heritage                    |
| Assets                                              | Land Use and Development    |
| Caravan Park                                        | Library                     |
| Cemetery                                            | Natural Resources           |
| Community                                           | Public Health               |
| Community Emergency, Hazard Planning and Management | Social Inclusion            |
| Compliance, Monitoring and Enforcement              | Sport and Recreation        |
| Customers                                           | Tourism                     |
| Economic Development                                | Volunteers                  |
| Events                                              | Waste and Resource Recovery |
| Facility and Community Land                         |                             |

**Service Area****CS1 - Animals****Service Activity**

Management of animal issues including attacks, harassment, complaints, lost companion animals, registration, cage hire and collection, wandering animals, breeders.

**Service Delivery**

Internal, External, Contractors

**Strategic Links****Goal**

9 Our community has fair and equitable access to the resources and services they need to lead a safe, healthy, inclusive and connected lifestyle.

**Strategy**

9.2 Promote a healthy community through a planned approach to public health and safety.

**Performance Measure**

To be developed

**Statistics**

|                               |       |
|-------------------------------|-------|
| Number of dogs registered     | 5,500 |
| Number of cats registered     | 650   |
| Number of registered breeders | 75    |

**Legislative Responsibility**

Dog and Cat Management Act 1995  
 Animal Welfare Act 1985  
 Expiration of Offences Act 1996  
 Local Government Act 1999  
 Local Nuisance and Litter Control Act 2016  
 Council By-law 5 – Dogs  
 Council By-law 6 – Cats

| Strategic Action |                                                                    | Performance Indicator                                                                                                                                                          | Responsible         | 22-23 | 23-24 | 24-25 | 25-26 |
|------------------|--------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|-------|-------|-------|-------|
| CS1-1            | Provide effective management of dogs and cats within the community | <ul style="list-style-type: none"> <li>Increased compliance with registered dogs and breeders within Dogs and Cats Online</li> </ul>                                           | Regulatory Services | Op    | Op    | Op    | Op    |
| CS1-2            | Ensure public safety and amenity in relation to dogs               | <ul style="list-style-type: none"> <li>Decrease in the percentage of nuisance complaints</li> </ul>                                                                            | Regulatory Services | Op    | Op    | Op    | Op    |
| CS1-3            | Maximise dog registration                                          | <ul style="list-style-type: none"> <li>Decrease in unexpired dog numbers</li> <li>Decrease expiration notices issued</li> <li>Increase percentage dog registrations</li> </ul> | Regulatory Services | Op    | Op    | Op    | Op    |

| Strategic Action |                                                                                                                            | Performance Indicator                                                                                                                                                                                                                                               | Responsible         | 22-23 | 23-24 | 24-25 | 25-26 |
|------------------|----------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|-------|-------|-------|-------|
| CS1-4            | Reduce public and environmental nuisance caused by dogs                                                                    | <ul style="list-style-type: none"> <li>Increase return to owner percentage</li> <li>Decrease impounding statistics</li> <li>Increase percentage of dogs identified by means of a tag or microchip</li> <li>Decrease nuisance caused by excessive barking</li> </ul> | Regulatory Services | Op    | Op    | Op    | Op    |
| CS1-5            | Ensure that dog registration income is expended in accordance with legislative requirements and the needs of the community | <ul style="list-style-type: none"> <li>Increase dog registration numbers</li> </ul>                                                                                                                                                                                 | Regulatory Services | Op    | Op    | Op    | Op    |

Op = Operational, Cap = Capital, Ext = External Funding, Dev = Develop, Rev = Review

| Service Action                         |                                                           | Service Standard                                                                                                                                                                                                                                                                                                                                                       | Critical Service | Responsible         | Nett Cost      |
|----------------------------------------|-----------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|---------------------|----------------|
| <b>Output 1 – Dog Control</b>          |                                                           |                                                                                                                                                                                                                                                                                                                                                                        |                  |                     | <b>\$x,000</b> |
| CS1-O1.1                               | Undertake Dog Control in line with Animal Management Plan | <ul style="list-style-type: none"> <li>Dogs wandering at large investigated within 3 days</li> <li>Identified Animals returned to owners within 1 day</li> <li>Excessive barking investigation commenced within 1 week</li> <li>Dog attacks and harassments investigation commenced within 1 week</li> <li>Excess dogs applications assessed within 4 weeks</li> </ul> | Yes              | Regulatory Services |                |
| <b>Output 2 – Cat Control</b>          |                                                           |                                                                                                                                                                                                                                                                                                                                                                        |                  |                     | <b>\$x,000</b> |
| CS1-O2.1                               | Undertake Cat Control in line with Animal Management Plan | <ul style="list-style-type: none"> <li>Cat nuisances responded within 1 week</li> </ul>                                                                                                                                                                                                                                                                                | No               | Regulatory Services |                |
| <b>Output 3 – Other Animal Control</b> |                                                           |                                                                                                                                                                                                                                                                                                                                                                        |                  |                     | <b>\$x,000</b> |
| CS1-O3.1                               | Address nuisances or hazards caused by other animals      | <ul style="list-style-type: none"> <li>Reported incidences responded to within 1 week</li> </ul>                                                                                                                                                                                                                                                                       | No               | Regulatory Services |                |

| Operational Plans                  | Action Reference |
|------------------------------------|------------------|
| Animal Management Plan (AMP)       | All              |
| Regional Public Health Plan (RPHP) | 9.2              |

|                            |                                                                                                                                                                              |                                                                                                                                                                                                                        |          |
|----------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|
| Service Area               | CS2 - Art and Culture                                                                                                                                                        |                                                                                                                                                                                                                        |          |
| Service Activity           | Organising and facilitating the gallery, arts culture and events, including workshops and concerts and support for art-based committees' calendar of events and exhibitions. |                                                                                                                                                                                                                        |          |
| Service Delivery           | Internal, Partnerships, Funding bodies                                                                                                                                       |                                                                                                                                                                                                                        |          |
| Strategic Links            |                                                                                             |                                                                                                                                                                                                                        |          |
| Goal                       | 5                                                                                                                                                                            | We are a strong community that is welcoming, safe and enjoys a quality lifestyle that celebrates our local identities, diversities, cultures and histories including our Aboriginal heritage.                          |          |
|                            | 6                                                                                                                                                                            | The Barossa maintains and develops infrastructure that meets the needs of the region and is efficient.                                                                                                                 |          |
|                            | 10                                                                                                                                                                           | Our region enjoys the benefits of sustainable community groups, networks and facilities that encourage everybody to participate in the community.                                                                      |          |
|                            | 12                                                                                                                                                                           | We are a visitor destination of choice.                                                                                                                                                                                |          |
| Strategy                   | 5.1                                                                                                                                                                          | Support the development of activities that celebrate the history, art and culture of the Barossa and its people.                                                                                                       |          |
|                            | 5.3                                                                                                                                                                          | Create vibrant public spaces that provide places for creative development, cultural interaction and social connections.                                                                                                |          |
|                            | 6.1                                                                                                                                                                          | Advocate for and identify funding opportunities that support the development of community, cultural, health and other facilities and infrastructure to meet personal and commercial needs of residents and businesses. |          |
|                            | 10.3                                                                                                                                                                         | Build on the capacity of community members to participate in cultural, creative, recreational, sporting and learning opportunities.                                                                                    |          |
|                            | 12.1                                                                                                                                                                         | Encourage and support the sector to further promote and develop tourism experiences including ecological, cultural and agricultural tourism.                                                                           |          |
|                            | 12.2                                                                                                                                                                         | Support economic development and destination awareness through events, festivals, creative enterprise and attractions.                                                                                                 |          |
| Performance Measure        | To be developed                                                                                                                                                              |                                                                                                                                                                                                                        |          |
| Statistics                 | Gallery Shop sales                                                                                                                                                           |                                                                                                                                                                                                                        | \$35,250 |
|                            | Gallery attendance numbers                                                                                                                                                   |                                                                                                                                                                                                                        | 8,250    |
| Legislative Responsibility | Nil                                                                                                                                                                          |                                                                                                                                                                                                                        |          |



| Strategic Action |                                                                                                                                                                                                                                                                                                                  | Performance Indicator                                                                                                                                                                                                                                            | Responsible              | 22-23 | 23-24  | 24-25  | 25-26  |
|------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------|-------|--------|--------|--------|
| CS2-1            | Development and implementation of creative industries engagement strategy and other initiatives to ensure continued engagement with groups, networks and local community to support and promote celebration, participation, awareness and economic development in heritage, cultural and creative opportunities. | <ul style="list-style-type: none"> <li>Number of community related projects and activities arising from engagement opportunities.</li> <li>Strategy developed and adopted within nominated timeframe</li> <li>Performance against engagement strategy</li> </ul> | Barossa Regional Gallery | Dev   | Op     | Op     | Op     |
| CS2-2            | Continued planning and support for creative industries and positioning of the Barossa Regional Gallery as a hub for ongoing development and growth within this space.                                                                                                                                            | <ul style="list-style-type: none"> <li>Performance against agreed implementation planning, subject to funding.</li> </ul>                                                                                                                                        | Barossa Regional Gallery | Op    | Op Ext | Op Ext | Op Ext |
| CS2-3            | Further develop and promote arts and cultural tourism experiences throughout region to support creative industries economic development and destination awareness.                                                                                                                                               | <ul style="list-style-type: none"> <li>Performance against creative industries engagement strategy</li> </ul>                                                                                                                                                    | Barossa Regional Gallery | Dev   | Op     | Op     | Op     |

Op = Operational, Cap = Capital, Ext = External Funding, Dev = Develop, Rev = Review

| Service Action                             |                                                              | Service Standard                                                                                       | Critical Service | Responsible              | Nett Cost      |
|--------------------------------------------|--------------------------------------------------------------|--------------------------------------------------------------------------------------------------------|------------------|--------------------------|----------------|
| <b>Output 1 – Barossa Regional Gallery</b> |                                                              |                                                                                                        |                  |                          | <b>\$x,000</b> |
| CS2-O1.1                                   | Coordinate venue applications and approvals                  | <ul style="list-style-type: none"> <li>All applications will be responded to within 8 weeks</li> </ul> | No               | Barossa Regional Gallery |                |
| CS2-O1.2                                   | Host tours and school groups at the Barossa Regional Gallery | <ul style="list-style-type: none"> <li>At least 1 a week</li> </ul>                                    | No               | Barossa Regional Gallery |                |
| CS2-O1.3                                   | Maintain and exhibit the Barossa Vintage Art Collection      | <ul style="list-style-type: none"> <li>Exhibit 1 per annum</li> </ul>                                  | No               | Barossa Regional Gallery |                |

| Service Action                                                                         |                                                                              | Service Standard                                                                                                                                                                                                 | Critical Service | Responsible              | Nett Cost      |
|----------------------------------------------------------------------------------------|------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|--------------------------|----------------|
| CS2-O1.4                                                                               | Coordinating bookings and events via calendar                                | <ul style="list-style-type: none"> <li>All information is current and new information updated within 10 business days</li> </ul>                                                                                 | No               | Barossa Regional Gallery |                |
| CS2-O1.6                                                                               | Manage Consignments                                                          | <ul style="list-style-type: none"> <li>All consignment paperwork completed within 5 working days</li> </ul>                                                                                                      | No               | Barossa Regional Gallery |                |
| CS2-O1.7                                                                               | Respond to customer enquiries                                                | <ul style="list-style-type: none"> <li>Phone calls answered within 3 rings if office is manned</li> <li>Email - within 3 days of receipt</li> <li>In person - immediate if possible but within 1 week</li> </ul> | No               | Barossa Regional Gallery |                |
| CS2-O1.8                                                                               | Stock control / stock take                                                   | <ul style="list-style-type: none"> <li>Six monthly Stocktake Undertaken</li> </ul>                                                                                                                               | No               | Barossa Regional Gallery |                |
| CS2-O1.9                                                                               | Source, promote and stock local artists                                      | <ul style="list-style-type: none"> <li>65% local and 35% Australian</li> </ul>                                                                                                                                   | No               | Barossa Regional Gallery |                |
| CS2-O1.10                                                                              | Manage finances for the Barossa Regional Gallery including the Gallery Shop. | <ul style="list-style-type: none"> <li>All finances are reconciled and banked weekly</li> </ul>                                                                                                                  | No               | Barossa Regional Gallery |                |
| <b>Output 2 – Arts, Music and Cultural Capacity Building / Advocacy / Facilitation</b> |                                                                              |                                                                                                                                                                                                                  |                  |                          | <b>\$x,000</b> |
| CS2-O2.1                                                                               | Regional Gallery Exhibition Support                                          | <ul style="list-style-type: none"> <li>6 - 10 Exhibitions per year</li> </ul>                                                                                                                                    | No               | Barossa Regional Gallery |                |
| CS2-O2.2                                                                               | Create and distribute marketing material for exhibitions                     | <ul style="list-style-type: none"> <li>Every 6 weeks</li> </ul>                                                                                                                                                  | No               | Barossa Regional Gallery |                |
| CS2-O2.3                                                                               | Manage artists paper work and details                                        | <ul style="list-style-type: none"> <li>Every 6 weeks</li> </ul>                                                                                                                                                  | No               | Barossa Regional Gallery |                |
| CS2-O2.4                                                                               | Enter art work into Vend                                                     | <ul style="list-style-type: none"> <li>Details will be entered into Vend within 1 working day of delivery</li> </ul>                                                                                             | No               | Barossa Regional Gallery |                |



| Service Action                                                                                               | Service Standard                                                                                                                   | Critical Service | Responsible                            | Nett Cost      |
|--------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------|------------------|----------------------------------------|----------------|
| CS2-O2.5 Coordinate the opening of exhibition                                                                | <ul style="list-style-type: none"> <li>Every 6 weeks</li> </ul>                                                                    | No               | Barossa Regional Gallery               |                |
| CS2-O2.6 Provide support for hanging exhibitions                                                             | <ul style="list-style-type: none"> <li>Every 6 weeks</li> </ul>                                                                    | No               | Barossa Regional Gallery               |                |
| CS2-O2.7 Coordinate activities to compliment exhibitions                                                     | <ul style="list-style-type: none"> <li>2 - 3 a year</li> </ul>                                                                     | No               | Barossa Regional Gallery               |                |
| CS2-O2.8 Coordinate and Provide Adult Workshop opportunities at the Gallery                                  | <ul style="list-style-type: none"> <li>2 to 3 workshops a year</li> </ul>                                                          | No               | Barossa Regional Gallery               |                |
| CS2-O2.9 Deliver Arts projects either independently or in partnership                                        | <ul style="list-style-type: none"> <li>2 to 3 Projects per annum</li> </ul>                                                        | No               | Barossa Regional Gallery               |                |
| CS2-O2.10 Engage with students, schools and community groups                                                 | <ul style="list-style-type: none"> <li>2 tours a year</li> </ul>                                                                   | No               | Barossa Regional Gallery               |                |
| CS2-O2.11 Coordinate and provide child/school holiday Workshop opportunities at the Barossa Regional Gallery | <ul style="list-style-type: none"> <li>2 schools participate in programs in a year</li> </ul>                                      | No               | Barossa Regional Gallery               |                |
| <b>Output 3 – Arts and Culture Tourism</b>                                                                   |                                                                                                                                    |                  |                                        | <b>\$x,000</b> |
| CS2-O3.1 Coordinate SA and Barossa Artisan Market                                                            | <ul style="list-style-type: none"> <li>Christmas Market held Annually</li> <li>Barossa Made Markets held 4 times a year</li> </ul> | No               | Community and Culture Tourism Services |                |
| CS2-O3.2 Barossa Sculpture Park - promotion and maintenance                                                  | <ul style="list-style-type: none"> <li>Produce flier for distribution every 2 years</li> </ul>                                     | No               | Community and Culture                  |                |
| CS2-O3.3 Coordinate Hill and Son Organ Tours and try days                                                    | <ul style="list-style-type: none"> <li>Every Wednesday from 11.30 am</li> </ul>                                                    | No               | Community and Culture                  |                |

| Service Action |                                                                                                                | Service Standard                                                                                                                                                                                                                                                                                                                  | Critical Service | Responsible                               | Nett Cost |
|----------------|----------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|-------------------------------------------|-----------|
| CS2-O3.4       | Facilitate Hill and Son Organ Concerts                                                                         | <ul style="list-style-type: none"> <li>At least 3 concerts provided throughout the year</li> </ul>                                                                                                                                                                                                                                | No               | Community and Culture                     |           |
| CS2-O3.5       | Respond to arts and culture enquiries                                                                          | <ul style="list-style-type: none"> <li>Email - within 3 days of receipt and messages</li> <li>In person - organise interview time within 4 weeks</li> </ul>                                                                                                                                                                       | No               | Community and Culture                     |           |
| CS2-O3.6       | Promote arts and culture in the Region                                                                         | <ul style="list-style-type: none"> <li>Christmas Market held Annually</li> <li>Barossa Made Market held x 4 times a year</li> <li>Barossa Made Wares, Artisan goods and Food Pantry distribution outlet for local makers through VIC and Gallery Shop</li> <li>Development of Arts and Culture factsheet and itinerary</li> </ul> | No               | Community and Culture<br>Tourism Services |           |
| CS2-O3.7       | Assist Hill and Son Organ by promoting their concert series                                                    | <ul style="list-style-type: none"> <li>Advertising flyers in hardcopy in Gallery</li> <li>Available on Council website</li> <li>Quarterly column in local newspaper highlighting a local organisation and volunteer</li> </ul>                                                                                                    | No               | Community and Culture                     |           |
| CS2-O3.8       | Encourage and support arts and culture in the community - Support Country Arts SA regional Officer in projects | <ul style="list-style-type: none"> <li>Create and make relevant changes to advertising flyers within 10 days of receipt</li> </ul>                                                                                                                                                                                                | No               | Barossa Regional Gallery                  |           |
| CS2-O3.9       | Advice provided to artists regarding artist opportunities and workshops                                        | <ul style="list-style-type: none"> <li>Quarterly Meeting</li> </ul>                                                                                                                                                                                                                                                               | No               | Barossa Regional Gallery                  |           |
| CS2-O3.10      | Creation of promotional material for the Barossa Regional Gallery                                              | <ul style="list-style-type: none"> <li>Material sent out at quarterly</li> </ul>                                                                                                                                                                                                                                                  | No               | Barossa Regional Gallery                  |           |
| CS2-O3.11      | Production of Barossa Regional Gallery Program                                                                 | <ul style="list-style-type: none"> <li>High Quality promotional material will be created in line with Regional Gallery expectations and reviewed quarterly</li> </ul>                                                                                                                                                             | No               | Barossa Regional Gallery                  |           |
| CS2-O3.12      | Sector networking participation                                                                                | <ul style="list-style-type: none"> <li>Gallery Program is distributed half yearly to all local organisations, individuals and libraries</li> </ul>                                                                                                                                                                                | No               | Barossa Regional Gallery                  |           |

| Service Action                                                                                             | Service Standard                                                                                                                                                                                            | Critical Service | Responsible              | Nett Cost |
|------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|--------------------------|-----------|
| CS2-O3.13 Advocate for and encourage services and resources that culturally enrich community               | <ul style="list-style-type: none"> <li>Attendance at Community Network Meetings</li> </ul>                                                                                                                  | No               | Community and Culture    |           |
| CS2-O3.14 Arts promotion via websites and social media                                                     | <ul style="list-style-type: none"> <li>Regular distribution of information through council's communication channels</li> <li>Content updated within 5 days of receipt of new information</li> </ul>         | No               | Barossa Regional Gallery |           |
| CS2-O3.15 Advocate for and encourage services and resources that ensure an artistic and creative community | <ul style="list-style-type: none"> <li>Maintain strong relationship with state government art bodies</li> <li>Provide public programs and professional development centred in creativity and art</li> </ul> | No               | Community and Culture    |           |

| Operational Plans                           | Action Reference |
|---------------------------------------------|------------------|
| Advocacy Strategy                           | 2, 3             |
| Local Economic Development Plan (LEDP)      | Strategy 4, 5    |
| Live Music Action Plan (LMAP)               | All              |
| Disability Access and Inclusion Plan (DAIP) | 2                |

|                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|----------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Service Area</b>        | <b>CS3 - Assets</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| <b>Service Activity</b>    | Planning, construction, maintenance and operation of Council's assets (Transport, Bridges, Community Wastewater Management System, Community, Cultural, Recreation and Stormwater)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| <b>Service Delivery</b>    | Internal, Contractors, Funding bodies                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| <b>Strategic Links</b>     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <b>Goal</b>                | <p>3 We take a proactive approach in responding to key environmental challenges such as climate change, water security and waste management.</p> <p>4 The Barossa fosters community resilience, connection and wellbeing through its social planning, recreation, safety, education, preventative health and social strategies especially for our youth and vulnerable people.</p> <p>5 We are a strong community that is welcoming, safe and enjoys a quality lifestyle that celebrates our local identities, diversities, cultures and histories including our Aboriginal heritage.</p> <p>6 The Barossa maintains and develops infrastructure that meets the needs of the region and is efficient.</p> <p>7 Community infrastructure planning is aligned to both current and the future needs of the community.</p> <p>8 To have a connected and safe transport network that meets the needs of our community.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| <b>Strategy</b>            | <p>3.1 Support community based sustainability initiatives to help reduce the Barossa's contribution to the climate crisis and build on the capacity of local residents and industry to mitigate negative impacts.</p> <p>4.3 Embrace place-making principles when developing community infrastructure and regulate planning and development in public spaces and active recreation.</p> <p>5.2 Create places where people want to live and plan for the future in a coordinated, affordable, appropriate and proactive way.</p> <p>5.3 Create vibrant public spaces that provide places for creative development, cultural interaction and social connections.</p> <p>6.1 Advocate for and identify funding opportunities that support the development of community, cultural, health and other facilities and infrastructure to meet personal and commercial needs of residents and businesses.</p> <p>6.2 Continue to ensure that infrastructure considers placemaking is inclusive and accessible for all.</p> <p>6.3 The use of new and emerging technologies, alternative and renewable materials where appropriate and cost effective will be trialled.</p> <p>7.1 Build on sound asset management practices to deliver sustainable services to ensure that infrastructure is adequate to support the community.</p> <p>7.2 Ensure both current and future infrastructure needs are met in a proactive rather than reactive way.</p> <p>8.2 Ensure a high quality road, shared paths and footpath network throughout the Barossa in partnership with all levels of government.</p> |
| <b>Performance Measure</b> | To be developed                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |

**Statistics**

Length of road

- Sealed

344

- Unsealed

560

Length of road serviced by street sweeper

344

Number of playgrounds

37

Number of sporting ovals / fields (turf)

11

Number of sporting ovals / fields (synthetic)

1

Number of Courts

53

**Legislative  
Responsibility**

Local Government Act 1999

| Strategic Action |                                                                                                                                                                        | Performance Indicator                                                                                                                                                                        | Responsible                             | 22-23      | 23-24      | 24-25   | 25-26  |
|------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------|------------|------------|---------|--------|
| CS3-1            | Continue to engage with the community in relation to the care and management of Barossa assets and community facilities, encouraging a shared responsibility approach. | <ul style="list-style-type: none"> <li>• Engage on current and future programs and projects.</li> </ul>                                                                                      | Works and Operations<br>The Big Project | Op         | Op         | OP      | OP     |
| CS3-2            | Implement main street improvement plans where applicable and funded.                                                                                                   | <ul style="list-style-type: none"> <li>• Implement any approved</li> </ul>                                                                                                                   | Works and Operations                    | Rev        | Rev        |         |        |
| CS3-3            | Maintain all tree screens and increase canopy levels within the region                                                                                                 | <ul style="list-style-type: none"> <li>• Measure through customer request management system and audit/condition assessments for main street tree screens</li> </ul>                          | Works and Operations                    | Op         | Op         | Op      | Op     |
| CS3-4            | Advocate for community facilities that support cultural and community participation.                                                                                   | <ul style="list-style-type: none"> <li>• Deliver annual maintenance programs.</li> <li>• Deliver annual infrastructure and capital programs.</li> </ul>                                      | The Big Project                         | Op<br>Cap  | Op<br>Cap  | OP Cap  | Op Cap |
| CS3-5            | Implement priorities from The Big Project: Angas Recreation Park                                                                                                       | <ul style="list-style-type: none"> <li>• Seek grants and deliver junior oval, club room/change room and show hall upgrades relocate cricket nets</li> </ul>                                  | The Big Project                         | Cap<br>Ext |            |         |        |
| CS3-6            | Implement priorities from The Big Project: Barossa Creative Industries Centre                                                                                          | <ul style="list-style-type: none"> <li>• seek grants and deliver Barossa Creative Industries Centre</li> </ul>                                                                               | The Big Project                         | Dev        | Cap<br>Ext | Cap Ext |        |
| CS3-7            | Implement priorities from The Big Project: Barossa Rugby Park                                                                                                          | <ul style="list-style-type: none"> <li>• Seek grants and deliver rugby pitch, three touch football pitches, LED lighting, change rooms, clubrooms with function space and storage</li> </ul> | The Big Project                         | Cap<br>Ext |            |         |        |



| Strategic Action |                                                                                                                                                                                                            | Performance Indicator                                                                                                                                                                     | Responsible          | 22-23            | 23-24      | 24-25     | 25-26     |
|------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|------------------|------------|-----------|-----------|
| CS3-8            | Implement priorities from The Big Project: Murray Recreation Park                                                                                                                                          | <ul style="list-style-type: none"> <li>Seek grants and deliver alterations to toilet, pavilion, shower and laundry block</li> </ul>                                                       | The Big Project      | Cap              | Cap        | Cap       | Cap       |
| CS3-9            | Implement priorities from The Big Project: Nuriootpa Centennial Park and Coulthard Reserve                                                                                                                 | <ul style="list-style-type: none"> <li>Seek grants and deliver artificial soccer pitch with lighting, change rooms and clubroom facilities</li> </ul>                                     | The Big Project      | Op<br>Cap        | Op         | Op        | Op        |
| CS3-10           | Implement priorities from The Big Project: Southern Barossa Hub                                                                                                                                            | <ul style="list-style-type: none"> <li>Seek grants and deliver 4x turf pitches, oval surface/widening, lighting, club room/change room upgrades, relocation of rugby</li> </ul>           | The Big Project      | Dev              | Cap<br>Ext | Cap<br>Op | Op        |
| CS3-11           | Implement priorities from The Big Project: Stockwell Recreation Park                                                                                                                                       | <ul style="list-style-type: none"> <li>Seek grants and deliver change Room facilities, spectator viewing, BMX track</li> </ul>                                                            | The Big Project      | Dev              | Cap<br>Ext | Cap<br>Op | Op        |
| CS3-12           | Implement priorities from The Big Project: Talunga Park and Old Talunga Park                                                                                                                               | <ul style="list-style-type: none"> <li>Seek grants and deliver tennis and netball court redevelopment, equestrian stabling and linkages, caravan park upgrades</li> </ul>                 | The Big Project      | Cap<br>Op<br>Ext | Op<br>Cap  | Op        | Op        |
| CS3-13           | Implement priorities from The Big Project: Tanunda Recreation Park                                                                                                                                         | <ul style="list-style-type: none"> <li>Seek grants and deliver clubrooms, new playground entrance, junior oval, cricket net relocation, storage and civil works</li> </ul>                | The Big Project      | Cap<br>Op        | Cap<br>Op  | Op        | Op        |
| CS3-14           | Review requirements for the Aquatics Strategy                                                                                                                                                              | <ul style="list-style-type: none"> <li>Determination of requirements for Aquatic Strategy</li> </ul>                                                                                      | The Big Project      | Rev              | Rev        | Dev       | Dev       |
| CS3-15           | Where useful life of technologies and other solutions is comparable and cost effective, seek to include, utilise and trial solutions on capital and operational projects.                                  | <ul style="list-style-type: none"> <li>Number of trials or alternative solutions undertaken per annum.</li> </ul>                                                                         | Works and Operations | Rev              | Rev        |           |           |
| CS3-16           | Maintain assets and programs that directly service the needs of residents, businesses and visitors and aid in the capacity for others to do so as well and where appropriate improve access and inclusion. | <ul style="list-style-type: none"> <li>Deliver annual maintenance programs.</li> <li>Deliver annual infrastructure and capital programs.</li> </ul>                                       | Works and Operations | Cap<br>Op        | Cap<br>Op  | Cap<br>Op | Cap<br>Op |
| CS3-17           | Participate in networks to improve efficient asset management and maintenance.                                                                                                                             | <ul style="list-style-type: none"> <li>Engage in networks and research to contribute to the efficient management of assets and their services and extension of their lifespan.</li> </ul> | Works and Operations | Op               | Op         | Op        | Op        |



| Strategic Action                                                                     |                                                                                                                                                   | Performance Indicator                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Responsible                                       | 22-23  | 23-24  | 24-25  | 25-26  |
|--------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------|--------|--------|--------|--------|
| CS3-18                                                                               | Implement planned maintenance and capital replacement programs and systems reducing reactive investment.                                          | <ul style="list-style-type: none"> <li>Customer request management performance.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                          | Works and Operations                              | Rev    | Rev    | Op     | Op     |
| CS3-19                                                                               | Ensure we have fit for purpose community facilities in line with the needs of the community.                                                      | <ul style="list-style-type: none"> <li>Deliver annual maintenance programs.</li> <li>Deliver annual infrastructure and capital programs.</li> </ul>                                                                                                                                                                                                                                                                                                                                 | The Big project<br>Works and Operations           | Cap Op | Cap Op | Cap Op | Cap Op |
| CS3-20                                                                               | Review and implement the Infrastructure and Asset Management Plans                                                                                | <ul style="list-style-type: none"> <li>Asset plans are reviewed as per legislative requirements.</li> <li>Performance against capital budget.</li> <li>Performance against service levels.</li> </ul>                                                                                                                                                                                                                                                                               | Assets and Infrastructure                         | Rev    | Rev    |        |        |
| CS3-21                                                                               | Develop a formal process for assessing Section 221 permits                                                                                        | <ul style="list-style-type: none"> <li>A process is in place for assessment of lodged applications</li> <li>A process is in place for response to applications, including dispute resolution.</li> <li>Contingencies are in place for staff absence</li> <li>Training is provided to all sub-delegates in the formal section 221 approval process</li> </ul>                                                                                                                        | Engineering Services<br>Development Services      | Rev    |        |        |        |
| CS3-22                                                                               | Formalise a process for prioritising footpaths for maintenance and repair                                                                         | <ul style="list-style-type: none"> <li>Undertake a condition audit of all footpath assets and develop a footpath maintenance schedule that considers the following when prioritising footpaths for maintenance or repair: <ul style="list-style-type: none"> <li>Proximity to public amenities, tourism, schools, aged care, main streets</li> <li>Areas concentrated with vulnerable people</li> <li>Areas where frequent complaints arise (trend analysis)</li> </ul> </li> </ul> | Works and Operations<br>Assets and Infrastructure | Rev    |        |        |        |
| CS3-23                                                                               | Complete an audit of Council Water Tanks to ensure that inspection points are closed off with fixtures in place and access methods are restricted | <ul style="list-style-type: none"> <li>100% of open tanks rectified by 30 September 2022.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                | Works and Operations                              | Rev    |        |        |        |
| CS3-24                                                                               | Investigate and develop a Freight Routes Strategy to maximise freight efficiencies for the region                                                 | <ul style="list-style-type: none"> <li>Adoption by Council</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                               | Assets and Infrastructure                         |        |        | Dev    |        |
| Op = Operational, Cap = Capital, Ext = External Funding, Dev = Develop, Rev = Review |                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                   |        |        |        |        |

| Service Action                                                                                                            | Service Standard                                                                                                                                                                                                                                                                                                                                                                                            | Critical Service | Responsible               | Nett Cost      |
|---------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|---------------------------|----------------|
| <b>Output 1 – Strategic Asset Management and Planning</b>                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                             |                  |                           | <b>\$x,000</b> |
| CS3-O1.1 Design roads, drains, paths, cycle ways and associated infrastructure                                            | <ul style="list-style-type: none"> <li>Assets are appealing, safe and accessible</li> <li>Planning considers current and future needs of the community and infrastructure is accessible to all, prioritisation and decisions are based on evidence and are consistent.</li> <li>Legislative requirements are met</li> <li>Environmental considerations to reduce carbon footprint are considered</li> </ul> | No               | Assets and Infrastructure |                |
| CS3-O1.2 Design: buildings, recreational infrastructure, roads, drains, paths, cycle ways and associated infrastructure   | <ul style="list-style-type: none"> <li>In accordance with adopted master plans and budgets</li> </ul>                                                                                                                                                                                                                                                                                                       | No               | The Big Project           |                |
| <b>Output 2 – Asset Policy Development, Technical Design and Assessment</b>                                               |                                                                                                                                                                                                                                                                                                                                                                                                             |                  |                           | <b>\$x,000</b> |
| CS3-O2.1 Establish a set of guidelines for the management of Council's assets                                             | <ul style="list-style-type: none"> <li>Council's assets are managed to meet the required service levels in the most cost-effective manner for present and future customers</li> </ul>                                                                                                                                                                                                                       | No               | Assets and Infrastructure |                |
| <b>Output 3 – Asset Renewal, Upgrade and Disposal</b>                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                             |                  |                           | <b>\$x,000</b> |
| CS3-O3.1 Manage Street Light Installation Request                                                                         | <ul style="list-style-type: none"> <li>Requests responded to within nominated timeframe</li> </ul>                                                                                                                                                                                                                                                                                                          | No               | Assets and Infrastructure |                |
| CS3-O3.2 Construct and maintain community infrastructure assets.                                                          | <ul style="list-style-type: none"> <li>Condition assessment audits regularly undertaken</li> <li>Intervention levels based on condition rating 3 – fair</li> <li>Projects delivered to agreed budget and timeframe</li> </ul>                                                                                                                                                                               | No               | Assets and Infrastructure |                |
| CS3-O3.3 Construct buildings, recreational infrastructure, roads, drains, paths, cycle ways and associated infrastructure | <ul style="list-style-type: none"> <li>In accordance with adopted master plans and budgets</li> </ul>                                                                                                                                                                                                                                                                                                       | No               | The Big Project           |                |

| Service Action                                                  |                                                                                                                            | Service Standard                                                                                                                                                                                                                                                            | Critical Service | Responsible                             | Nett Cost      |
|-----------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|-----------------------------------------|----------------|
| <b>Output 4 – Asset Maintenance and Operations: Facilities</b>  |                                                                                                                            |                                                                                                                                                                                                                                                                             |                  |                                         | <b>\$x,000</b> |
| CS3-O4.1                                                        | Manage Street Light Maintenance Request                                                                                    | <ul style="list-style-type: none"> <li>Requests responded to within nominated timeframe</li> </ul>                                                                                                                                                                          | Yes              | Works and Operations                    |                |
| CS3-O4.2                                                        | Street Sweeping of Township Main/Collector Roads                                                                           | <ul style="list-style-type: none"> <li>Main/Collector Roads swept within nominated timeframe</li> </ul>                                                                                                                                                                     | No               | Works and Operations                    |                |
| CS3-O4.3                                                        | Manage Defects Liability Periods and transition to Business as Usual operational maintenance                               | <ul style="list-style-type: none"> <li>In accordance with defects liability requirements and any agreed maintenance arrangement schedules</li> </ul>                                                                                                                        | No               | The Big Project                         |                |
| <b>Output 5 – Asset Maintenance and Operations: CWMS</b>        |                                                                                                                            |                                                                                                                                                                                                                                                                             |                  |                                         | <b>\$x,000</b> |
| CS3-O5.1                                                        | Operation and maintenance of CWMS infrastructure, including upgrade and renewal                                            | <ul style="list-style-type: none"> <li>As per the Customer Charter – Water and Sewerage Services</li> </ul>                                                                                                                                                                 | Yes              | Community Wastewater Management         |                |
| <b>Output 6 – Asset Maintenance and Operations: Trees</b>       |                                                                                                                            |                                                                                                                                                                                                                                                                             |                  |                                         | <b>\$x,000</b> |
| CS3-O6.1                                                        | Future provision, enhancement, maintenance and management of streetscapes and street trees.                                | <ul style="list-style-type: none"> <li>Undertake strategic tree audits and implement recommendations</li> <li>Develop annual main street projects in consultation with business and community groups</li> </ul>                                                             | No               | Works and Operations                    |                |
| <b>Output 7 – Asset Maintenance and Operations: Civil</b>       |                                                                                                                            |                                                                                                                                                                                                                                                                             |                  |                                         | <b>\$x,000</b> |
| CS3-O7.1                                                        | Manage and maintain all road network, footpaths and relevant work in new residential, community and industrial development | <ul style="list-style-type: none"> <li>Condition assessment audits regularly undertaken</li> <li>Intervention levels based on condition rating 3 – fair</li> </ul>                                                                                                          | Yes              | Works and Operations                    |                |
| <b>Output 8 – Asset Maintenance and Operations: Open Spaces</b> |                                                                                                                            |                                                                                                                                                                                                                                                                             |                  |                                         | <b>\$x,000</b> |
| CS3-O8.1                                                        | Future provision, enhancement, maintenance, and management of open space, and playgrounds.                                 | <ul style="list-style-type: none"> <li>Playgrounds to be managed in accordance with the requirements of Australian Standards</li> <li>Customer requests are resolved within nominated timeframes</li> <li>Implement tree replacement programs in The Big Project</li> </ul> | No               | Works and Operations<br>The Big Project |                |

| Service Action                                                   | Service Standard                                                                                                                                                                                                                                    | Critical Service | Responsible                                       | Nett Cost      |
|------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|---------------------------------------------------|----------------|
| <b>Output 9 – Asset Maintenance and Operations: Quarry</b>       |                                                                                                                                                                                                                                                     |                  |                                                   | <b>\$x,000</b> |
| CS3-O9.1    Raise and crush quarry rubble.                       | <ul style="list-style-type: none"> <li>Rubble meets specification and required quantities to meet annual works programs</li> </ul>                                                                                                                  | No               | Works and Operations                              |                |
| <b>Output 10 – Fleet Management and Operations</b>               |                                                                                                                                                                                                                                                     |                  |                                                   | <b>\$x,000</b> |
| CS3-O10.1    Manage Council's vehicle, plant and machinery fleet | <ul style="list-style-type: none"> <li>Asset acquisition and disposal as per policies</li> <li>Schedule maintenance is undertaken at defined intervention points</li> <li>Plant utilisation continually reviewed and actions implemented</li> </ul> | No               | Assets and Infrastructure<br>Works and Operations |                |

| Operational Plans                                                                | Action Reference |
|----------------------------------------------------------------------------------|------------------|
| Community Land Management Plan (CLMP)                                            |                  |
| o Plan 1 - Council Reserves and Gardens – Developed                              |                  |
| o Plan 2 - Council Reserves and Gardens – Undeveloped or with Minor Improvements |                  |
| o Plan 3 - Recreation Reserves                                                   | All              |
| o Plan 4 - Institutes and Community Halls                                        |                  |
| o Plan 5 - Car Park Land                                                         |                  |
| o Plan 7 - Established Trails, Bikeways and Walkways                             |                  |
| Infrastructure and Asset Management Plans (IAMP)                                 | All              |
| Local Economic Development Plan (LEDP)                                           | Strategy 1       |
| Regional Public Health Plan                                                      | 5.1, 12.1        |



**Service Area****CS4 - Caravan Park****Service Activity**

Management of caravan parks, including maintenance, enquiries, and bookings

**Service Delivery**

Internal, Contractors

**Strategic Links****Goal**

- 5 We are a strong community that is welcoming, safe and enjoys a quality lifestyle that celebrates our local identities, diversities, cultures and histories including our Aboriginal heritage.
- 10 Our region enjoys the benefits of sustainable community groups, networks and facilities that encourage everybody to participate in the community.
- 11 The Barossa has a strong local economy that adapts, innovates and thrives on change and strives for a diverse industry base that provides a sustainable range of business and job opportunities for people.
- 12 We are a visitor destination of choice.
- 13 The Barossa is competitive and in a strong position to attract both private and public investment in the development of new and existing businesses, services and industry.

**Strategy**

- 5.2 Create places where people want to live and plan for the future in a coordinated, affordable, appropriate and proactive way.
- 10.2 Advocate for and encourage services that ensure equity and support inclusion and at risk members of the community.
- 11.3 Promote the Barossa as a place for businesses to thrive, invest, innovate, take measured risks and prosper.
- 12.1 Encourage and support the sector to further promote and develop tourism experiences including ecological, cultural and agricultural tourism.
- 12.3 Provide experiences and infrastructure that continue to support the needs of the tourism market.
- 13.1 Foster small business and industry confidence and growth that translates into innovation and strong employment figures.

**Performance Measure** To be developed**Statistics**

Number of Council owned parks

4

**Legislative****Responsibility**

Local Government Act 1999

Residential Parks Act 2007

Residential Tenancies Act 2010

| Strategic Action |                                                                | Performance Indicator | Responsible | 22-23 | 23-24 | 24-25 | 25-26 |
|------------------|----------------------------------------------------------------|-----------------------|-------------|-------|-------|-------|-------|
| CS4-1            | Will be incorporated once leases and licenses review completed | •                     |             |       |       |       |       |

| Strategic Action | Performance Indicator | Responsible | 22-23 | 23-24 | 24-25 | 25-26 |
|------------------|-----------------------|-------------|-------|-------|-------|-------|
|------------------|-----------------------|-------------|-------|-------|-------|-------|

Op = Operational, Cap = Capital, Ext = External Funding, Dev = Develop, Rev = Review

| Service Action                                       | Service Standard                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Critical Service | Responsible        | Nett Cost      |
|------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|--------------------|----------------|
| <b>Output 1 – Management and Administration</b>      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                  |                    | <b>\$x,000</b> |
| CS4-O1.1    Respond to maintenance requests          | <ul style="list-style-type: none"> <li>Triage System as per Pathway Priorities above</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | No               | Community Projects |                |
| CS4-O1.2    Manage Caravan Parks Complaints          | <ul style="list-style-type: none"> <li>1 Week</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | No               | Community Projects |                |
| <b>Output 2 – Accommodation Services</b>             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                  |                    | <b>\$x,000</b> |
| CS4-O2.1    Provision of Council owned caravan parks | <p>Nuriootpa –</p> <ul style="list-style-type: none"> <li>Cabins, Powered Sites, Unpowered Sites, Tourist Information, pool, games / meeting room               <ul style="list-style-type: none"> <li>57 Multi grade cabins</li> <li>70 Grassed caravan sites</li> <li>50 All-weather caravan sites</li> <li>20 Grassed Tent Sites</li> <li>10 All Weather test sites</li> </ul> </li> </ul> <p>Williamstown –</p> <ul style="list-style-type: none"> <li>Cabins, Powered Sites, Unpowered Sites (on oval), informal dump point, Tourist Information               <ul style="list-style-type: none"> <li>4 cabins</li> <li>8 Powered sites</li> <li>flexible unpowered sites</li> </ul> </li> </ul> <p>Mount Pleasant –</p> <ul style="list-style-type: none"> <li>Powered Sites, Unpowered Sites, Dump Point               <ul style="list-style-type: none"> <li>Approx. 30 Mix of Powered and unpowered sites for caravans and tents</li> </ul> </li> </ul> <p>Eden Valley –</p> <ul style="list-style-type: none"> <li>Cabins, Powered Sites, Unpowered Sites</li> </ul> | No               | Community Projects |                |



| Service Action                               |                                                                                       | Service Standard                                                                                                                                                                                                                                        | Critical Service        | Responsible        | Nett Cost      |
|----------------------------------------------|---------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------|--------------------|----------------|
|                                              |                                                                                       | <ul style="list-style-type: none"> <li>- Approx. 30 Mix of Powered and unpowered sites for caravans and tents</li> </ul> All site – <ul style="list-style-type: none"> <li>• Amenities (Bathrooms, Laundry), Camp Kitchen, BBQs, playgrounds</li> </ul> |                         |                    |                |
| <b>Output 3 – Management and Maintenance</b> |                                                                                       |                                                                                                                                                                                                                                                         |                         |                    | <b>\$x,000</b> |
| CS4-O3.1                                     | Contractor (Caretaker) Management - Support, guide and monitor contractor performance | <ul style="list-style-type: none"> <li>• As needs support provided</li> <li>Annual performance review conducted</li> </ul>                                                                                                                              | No                      | Community Projects |                |
| <b>Operational Plans</b>                     |                                                                                       |                                                                                                                                                                                                                                                         | <b>Action Reference</b> |                    |                |
| Local Economic Development Plan (LEDP)       |                                                                                       |                                                                                                                                                                                                                                                         | Strategy 1, 2, 3, 4, 5  |                    |                |

**Service Area****CS5 - Cemetery****Service Activity**

The efficient and effective management and maintenance of Council cemeteries in a caring and equitable manner in line with community expectations

**Service Delivery**

Internal

**Strategic Links****Goal**

7 Community infrastructure planning is aligned to both current and the future needs of the community.

**Strategy**

7.1 Build on sound asset management practices to deliver sustainable services to ensure that infrastructure is adequate to support the community.

7.2 Ensure both current and future infrastructure needs are met in a proactive rather than reactive way.

**Performance Measure**

To be developed

**Statistics**

Number of council operated cemeteries

7

**Legislative Responsibility**

Burial and Cremation Act 2013

| Strategic Action                                                                     | Performance Indicator | Responsible | 22-23 | 23-24 | 24-25 | 25-26 |
|--------------------------------------------------------------------------------------|-----------------------|-------------|-------|-------|-------|-------|
| Nil                                                                                  |                       |             |       |       |       |       |
| Op = Operational, Cap = Capital, Ext = External Funding, Dev = Develop, Rev = Review |                       |             |       |       |       |       |

| Service Action                                        | Service Standard                                                                                                                            | Critical Service | Responsible              | Nett Cost      |
|-------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------|------------------|--------------------------|----------------|
| <b>Output 1 – Cemetery Enquiry Management</b>         |                                                                                                                                             |                  |                          | <b>\$x,000</b> |
| CS5-O1.1    Manage Cemetery/Interment Right Enquiries | <ul style="list-style-type: none"> <li>In accordance with the Act and Regulations, service levels and Cemetery Management Policy</li> </ul> | Yes              | Works and Operations     |                |
| CS5-O1.2    Action Cemetery maintenance requests      | <ul style="list-style-type: none"> <li>Enter Customer Request and respond in nominated timeframe</li> </ul>                                 | Yes              | Asset and Infrastructure |                |

| Service Action                                       | Service Standard                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Critical Service | Responsible              | Nett Cost      |
|------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|--------------------------|----------------|
| <b>Output 2 – Burial/Interment Management</b>        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                  |                          | <b>\$x,000</b> |
| CS5-O2.1 Provision of cemeteries at:                 | <p>Number and type of interment options offered and maintained:</p> <p>Angaston Cemetery</p> <ul style="list-style-type: none"> <li>Grave – monument only, no lawn option</li> <li>Children's Section</li> <li>Niche Wall</li> <li>Memorial Rose Garden (ashes)</li> </ul> <p>Nuriootpa Cemetery</p> <ul style="list-style-type: none"> <li>Grave – lawn and monument</li> <li>Children's Section</li> <li>Niche Wall</li> <li>Memory Garden (ashes)</li> <li>RSL Lawn Section</li> <li>RSL Niche Wall</li> </ul> <p>Eden Valley</p> <ul style="list-style-type: none"> <li>Grave</li> </ul> <p>Lyndoch Cemetery</p> <ul style="list-style-type: none"> <li>Grave – monument only – no lawn option</li> <li>Niche Wall</li> </ul> <p>Mount Crawford</p> <ul style="list-style-type: none"> <li>Grave</li> </ul> <p>Mount Pleasant</p> <ul style="list-style-type: none"> <li>Grave – monument only – no lawn option</li> <li>Niche Wall</li> </ul> <p>Williamstown</p> <ul style="list-style-type: none"> <li>Grave – monument only – no lawn option</li> <li>Niche Wall</li> </ul> | Yes              | Asset and Infrastructure |                |
| <b>Output 3 – Cemetery Maintenance</b>               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                  |                          | <b>\$x,000</b> |
| Maintain cemeteries at appropriate amenity standards | <ul style="list-style-type: none"> <li>Maintain in accordance with Community Land Management Plan 6:</li> <li>Regular maintenance and grounds work of lawned and/or garden areas as appropriate.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Yes              | Works and Operations     |                |

| Service Action | Service Standard                                                                                                                                                                                                                                                                                                                                                                   | Critical Service | Responsible | Nett Cost |
|----------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|-------------|-----------|
|                | <ul style="list-style-type: none"> <li>Periodic maintenance inspections of fencing, toilets and cemetery infrastructure to be undertaken.               <ul style="list-style-type: none"> <li>Grass Maintenance – Monthly</li> <li>Spraying/Weed Maintenance – Monthly</li> <li>Landscaping/Replanting – Monthly</li> <li>Grave site top dressing – Weekly</li> </ul> </li> </ul> |                  |             |           |

| Operational Plans                     | Action Reference |
|---------------------------------------|------------------|
| Community Land Management Plan (CLMP) |                  |
| o Plan 6 - Cemetery Land              | All              |

|                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|-------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Service Area</b>     | <b>CS6 - Community</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| <b>Service Activity</b> | To help the prosperity and wellbeing of the community. Community grants programs. Support for community groups – networking, advice, input to The Big Project                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| <b>Service Delivery</b> | Internal                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <b>Strategic Links</b>  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <b>Goal</b>             | <p>4 The Barossa fosters community resilience, connection and wellbeing through its social planning, recreation, safety, education, preventative health and social strategies especially for our youth and vulnerable people.</p> <p>5 We are a strong community that is welcoming, safe and enjoys a quality lifestyle that celebrates our local identities, diversities, cultures and histories including our Aboriginal heritage.</p> <p>7 Community infrastructure planning is aligned to both current and the future needs of the community.</p> <p>8 To have a connected and safe transport network that meets the needs of our community.</p> <p>9 Our community has fair and equitable access to the resources and services they need to lead a safe, healthy, inclusive and connected lifestyle.</p> <p>10 Our region enjoys the benefits of sustainable community groups, networks and facilities that encourage everybody to participate in the community.</p> <p>11 The Barossa has a strong local economy that adapts, innovates and thrives on change and strives for a diverse industry base that provides a sustainable range of business and job opportunities for people.</p>                                                                                                                                                                                                                                                                                                                    |
| <b>Strategy</b>         | <p>4.1 Build on a strong sense of community pride with active community groups and individuals participating in local decision making and community building activities.</p> <p>4.2 Continue creating strong and sustainable community networks, and support young people to actively participate in the community and develop the leaders of the future.</p> <p>5.1 Support the development of activities that celebrate the history, art and culture of the Barossa and its people.</p> <p>5.4 Recognising and celebrating the community successes and learning from opportunities.</p> <p>7.1 Build on sound asset management practices to deliver sustainable services to ensure that infrastructure is adequate to support the community.</p> <p>8.1 Support opportunities to increase community transport and access to services and facilities.</p> <p>9.1 Work towards combating loneliness and social isolation and ensuring that people enjoy a sense of inclusion and feel connected.</p> <p>9.2 Promote a healthy community through a planned approach to public health and safety.</p> <p>10.1 Children and young people are supported to feel safe and to engage, thrive and feel empowered within the community.</p> <p>10.2 Advocate for and encourage services that ensure equity and support inclusion and at risk members of the community.</p> <p>10.3 Build on the capacity of community members to participate in cultural, creative, recreational, sporting and learning opportunities.</p> |

11.3 Promote the Barossa as a place for businesses to thrive, invest, innovate, take measured risks and prosper.

**Performance Measure** To be developed

**Statistics** NA

**Legislative Responsibility** Local Government Act 1999

| Strategic Action                                                                     | Performance Indicator                                                                                                                                                                                                         | Responsible     | 22-23 | 23-24 | 24-25 | 25-26 |
|--------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|-------|-------|-------|-------|
| CS6-1 Provide opportunities for community involvement in The Big Project             | <ul style="list-style-type: none"> <li>Participation in Big Project Working Groups</li> <li>Participation in Big Project procurement processes</li> <li>Participation in provision of in-kind support for projects</li> </ul> | The Big Project | Cap   | Cap   | Cap   | Rev   |
| Op = Operational, Cap = Capital, Ext = External Funding, Dev = Develop, Rev = Review |                                                                                                                                                                                                                               |                 |       |       |       |       |

| Service Action                                                                                                                                | Service Standard                                                                                                                                                                                                                                                                                                              | Critical Service | Responsible                        | Nett Cost      |
|-----------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|------------------------------------|----------------|
| <b>Output 1 – Planning and Support (Capacity Building)</b>                                                                                    |                                                                                                                                                                                                                                                                                                                               |                  |                                    | <b>\$x,000</b> |
| CS6-O1.1 Support community to leverage The Big Project infrastructure outcomes to grow and develop their organisations, activities and events | <ul style="list-style-type: none"> <li>Provide advice and support for new sport and recreation events / initiatives</li> <li>Promote funding opportunities that will improve usage of new and redeveloped facilities</li> </ul>                                                                                               | No               | The Big Project Community Projects |                |
| <b>Output 2 – Community Development Infrastructure Projects</b>                                                                               |                                                                                                                                                                                                                                                                                                                               |                  |                                    | <b>\$x,000</b> |
| CS6-O2.1 Implementation of Priority 1 Big Project work supported by community groups                                                          | <ul style="list-style-type: none"> <li>Participation in project working groups</li> </ul>                                                                                                                                                                                                                                     | No               | The Big Project                    |                |
| <b>Output 3 – Community Assistance Scheme – General</b>                                                                                       |                                                                                                                                                                                                                                                                                                                               |                  |                                    | <b>\$x,000</b> |
| CS6-O3.1 Manage General Grant program through Community Assistance Scheme                                                                     | <ul style="list-style-type: none"> <li>1 Funding Round Per Annum of Grants issued</li> <li>Applicants must be a resident or beneficiaries must reside within the Barossa region</li> <li>Applications acknowledged within 5 business days of receipt</li> <li>Feedback provided by staff within 2 Weeks of request</li> </ul> | No               | Community Services                 |                |



| Service Action                                                                  | Service Standard                                                                                                                                                                                                                                                                                                                                                                                                                                         | Critical Service        | Responsible        | Nett Cost      |
|---------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------|--------------------|----------------|
|                                                                                 | <ul style="list-style-type: none"> <li>Acquittals requested within 12 months of awarding Grant</li> <li>Prepare report on grants funded under the scheme</li> </ul>                                                                                                                                                                                                                                                                                      |                         |                    |                |
| <b>Output 4 – Community Assistance Scheme – Youth</b>                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                         |                    | <b>\$x,000</b> |
| CS6-O4.1      Manage Youth Grant program through Community Assistance Scheme    | <ul style="list-style-type: none"> <li>1 Funding Round Per Annum of Grants issued</li> <li>Applicants must be a resident or beneficiaries must reside within the Barossa region</li> <li>Applications acknowledged within 5 business days of receipt</li> <li>Feedback provided by staff within 2 Weeks of request</li> <li>Acquittals requested within 12 months of awarding Grant</li> <li>Prepare report on grants funded under the scheme</li> </ul> | No                      | Community Services |                |
| <b>Output 5 – Community Assistance Scheme – Heritage</b>                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                         |                    | <b>\$x,000</b> |
| CS6-O5.1      Manage Heritage Grant program through Community Assistance Scheme | <ul style="list-style-type: none"> <li>1 Funding Round Per Annum of Grants issued</li> <li>Applicants must be a resident or beneficiaries must reside within the Barossa region</li> <li>Applications acknowledged within 5 business days of receipt</li> <li>Feedback provided by staff within 2 Weeks of request</li> <li>Acquittals requested within 12 months of awarding Grant</li> <li>Prepare report on grants funded under the scheme</li> </ul> | No                      | Planning Services  |                |
| <b>Operational Plans</b>                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                          | <b>Action Reference</b> |                    |                |
| Local Economic Development Plan (LEDP)                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Strategy 1, 2, 3, 4     |                    |                |

|                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|-----------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Service Area</b>               | <b>CS7 - Community Emergency, Hazard Planning and Management</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| <b>Service Activity</b>           | Response to emergency management situations, from prevention through to emergency response and recovery, as well as building the resilience of communities to respond to emergencies. Critical Council infrastructure and public safety is maintained internally at an appropriate level of service 24 hours a day. After hours management by on-call depot officers, sometimes additional staff assist in emergencies.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| <b>Service Delivery</b>           | Internal, External                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| <b>Strategic Links</b>            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| <b>Goal</b>                       | <p>3 We take a proactive approach in responding to key environmental challenges such as climate change, water security and waste management.</p> <p>4 The Barossa fosters community resilience, connection and wellbeing through its social planning, recreation, safety, education, preventative health and social strategies especially for our youth and vulnerable people.</p> <p>6 The Barossa maintains and develops infrastructure that meets the needs of the region and is efficient.</p> <p>7 Community infrastructure planning is aligned to both current and the future needs of the community.</p> <p>9 Our community has fair and equitable access to the resources and services they need to lead a safe, healthy, inclusive and connected lifestyle.</p> <p>11 The Barossa has a strong local economy that adapts, innovates and thrives on change and strives for a diverse industry base that provides a sustainable range of business and job opportunities for people.</p> |
| <b>Strategy</b>                   | <p>3.1 Support community based sustainability initiatives to help reduce the Barossa's contribution to the climate crisis and build on the capacity of local residents and industry to mitigate negative impacts.</p> <p>4.1 Build on a strong sense of community pride with active community groups and individuals participating in local decision making and community building activities.</p> <p>6.3 The use of new and emerging technologies, alternative and renewable materials where appropriate and cost effective will be trialled.</p> <p>7.2 Ensure both current and future infrastructure needs are met in a proactive rather than reactive way.</p> <p>9.2 Promote a healthy community through a planned approach to public health and safety.</p> <p>11.2 Support proactive population growth that is incremental, well managed and is backed up by local planning and development opportunities.</p>                                                                          |
| <b>Performance Measure</b>        | To be developed                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <b>Statistics</b>                 | NA                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| <b>Legislative Responsibility</b> | Emergency Management Act 2004<br>Fire and Emergency Services Act 2005<br>Local Government Act 1999                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |

| Strategic Action |                                                                                                                     | Performance Indicator                                                                                                                                                                                   | Responsible | 22-23  | 23-24  | 24-25  | 25-26  |
|------------------|---------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|--------|--------|--------|--------|
| CS7-1            | Manage stormwater and flood mitigation infrastructure and pursue plans and strategies to manage flood risks.        | <ul style="list-style-type: none"> <li>Implement approved storm water and flood mitigation works</li> <li>Continue to revise or development storm water management plans for high risk areas</li> </ul> | Engineering | Op Cap | Op Cap | Op Cap | Op Cap |
| CS7-2            | Work with the community to improve disaster preparedness and climate change solutions and programs.                 | <ul style="list-style-type: none"> <li>Community education to drive behaviour change.</li> </ul>                                                                                                        | All         | Rev    | Dev    |        |        |
| CS7-3            | Co-ordinate the construction, operation and maintenance of flood mitigation infrastructure in the Gawler River area | <ul style="list-style-type: none"> <li>Based on GRFMA Board Strategic Plan</li> </ul>                                                                                                                   | TBA         | Op Cap | Op Cap | Op Cap | Op Cap |

Op = Operational, Cap = Capital, Ext = External Funding, Dev = Develop, Rev = Review

| Service Action                                                              |                                                                                               | Service Standard                                                                                                                                                                                                                                                                                                                                                  | Critical Service | Responsible          | Nett Cost      |
|-----------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|----------------------|----------------|
| <b>Output 1 – Community Emergency Management Planning</b>                   |                                                                                               |                                                                                                                                                                                                                                                                                                                                                                   |                  |                      | <b>\$x,000</b> |
| CS7-O1.1                                                                    | Maintain and champion the implementation of Councils Community Emergency Management Framework | <ul style="list-style-type: none"> <li>Documentation is reviewed and updated every 4 years</li> <li>Community Emergency training is delivered at reasonable intervals for existing staff unless mandated more frequently</li> <li>All new relevant staff receive induction upon commencement</li> <li>Performance standards for self-insurance are met</li> </ul> | No               | Corporate Services   |                |
| BS11-O1.2                                                                   | Provide Community Emergency Management Tools and Templates                                    | <ul style="list-style-type: none"> <li>Tools and templates are available to support Supervisors and Workers to implement policies, Processes, standards and best practice approaches.</li> <li>Templates reviewed and updated within nominated timeframe following identification of new legislative requirement or opportunity for improvement</li> </ul>        | No               | Corporate Services   |                |
| <b>Output 2 – Community Emergency Incident Response Operational Support</b> |                                                                                               |                                                                                                                                                                                                                                                                                                                                                                   |                  |                      | <b>\$x,000</b> |
| CS7-O2.1                                                                    | Management of response to emergency events or public safety issues - Flood                    | <ul style="list-style-type: none"> <li>24 hour/7 day a week response</li> </ul>                                                                                                                                                                                                                                                                                   | No               | Works and Operations |                |

| Service Action                                                                                                                             | Service Standard                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Critical Service | Responsible          | Nett Cost |
|--------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|----------------------|-----------|
|                                                                                                                                            | <ul style="list-style-type: none"> <li>Two depot offers on call for base level after hours response</li> <li>Immediate contact via Answering Adelaide and On-Call Officer</li> <li>Install temporary flood barriers as per operating procedure</li> <li>Supply plant and operators at request of incident controller (SAPOL / CFS / SES)</li> <li>Minimum response time for Officer 1 to be on ground within 1 hour</li> <li>Provision of engineering advice</li> </ul>                                                                                     |                  |                      |           |
| CS7-O2.2 Management of response to emergency events or public safety issues - Fire                                                         | <ul style="list-style-type: none"> <li>24 hour/7 day a week response</li> <li>Two depot offers on call for base level after hours response</li> <li>Immediate contact via Answering Adelaide and On-Call Officer</li> <li>Supply plant and operators at request of incident controller (SAPOL / CFS / SES) - operators will not provide frontline firefighting capacity</li> <li>Supply light vehicles for logistics coordination to control agency/hazard responders</li> <li>Minimum response time for Officer 1 to be on ground within 1 hour</li> </ul> | No               | Works and Operations |           |
| CS7-O2.3 Management of response to emergency events or public safety issues - Major Road Infrastructure Defect - traffic safety issue only | <ul style="list-style-type: none"> <li>24 hour/7 day a week response</li> <li>Two depot offers on call for base level after hours response</li> <li>Immediate contact via Answering Adelaide and On-Call Officer</li> <li>Immediate response will involve either temporary rectification, traffic redirection/signage or road closure</li> <li>Minimum response time for Officer 1 to be on ground within 1 hour</li> </ul>                                                                                                                                 | No               | Works and Operations |           |
| CS7-O2.4 Management of response to emergency events or public safety issues - Stormwater                                                   | <ul style="list-style-type: none"> <li>24 hour/7 day a week response</li> <li>Two depot offers on call for base level after hours response</li> <li>Immediate contact via Answering Adelaide and On-Call Officer</li> <li>Immediate response will involve temporary or permanent rectification of causal factors</li> </ul>                                                                                                                                                                                                                                 | No               | Works and Operations |           |



| Service Action                                                                                                                                           | Service Standard                                                                                                                                                                                                                                                                                                                                                                                                                                             | Critical Service | Responsible          | Nett Cost |
|----------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|----------------------|-----------|
|                                                                                                                                                          | <ul style="list-style-type: none"> <li>Minimum response time for Officer 1 to be on ground within 1 hour</li> </ul>                                                                                                                                                                                                                                                                                                                                          |                  |                      |           |
| CS7-O2.5 Management of response to emergency events or public safety issues - Tree/Branch Obstruction - only where branch or tree obstructs Council road | <ul style="list-style-type: none"> <li>24 hour/7 day a week response</li> <li>Two depot offers on call for base level after hours response</li> <li>Immediate contact via Answering Adelaide and On-Call Officer</li> <li>Immediate response will involve removal of branch from roadway</li> <li>Minimum response time for Officer 1 to be on ground within 1 hour</li> </ul>                                                                               | No               | Works and Operations |           |
| CS7-O2.6 Management of reports relating to infrastructure failure/breakdown - Public Convenience Blockage/Leak/Biological Hazard                         | <ul style="list-style-type: none"> <li>24 hour/7 day a week response</li> <li>Two depot offers on call for base level after hours response</li> <li>Immediate contact via Answering Adelaide and On-Call Officer</li> <li>Immediate response will involve rectification of biological hazards and callout of contracted plumber to rectify blockages where appropriate</li> <li>Minimum response time for Officer 1 to be on ground within 1 hour</li> </ul> | No               | Works and Operations |           |
| CS7-O2.7 Management of reports relating to infrastructure failure/breakdown - Leaking Pipes/Irrigation                                                   | <ul style="list-style-type: none"> <li>24 hour/7 day a week response</li> <li>Two depot offers on call for base level after hours response</li> <li>Immediate contact via Answering Adelaide and On-Call Officer</li> <li>Immediate response will involve isolation or rectification of leak</li> <li>Minimum response time for Officer 1 to be on ground within 1 hour</li> </ul>                                                                           | No               | Works and Operations |           |
| CS7-O2.8 Management of reports relating to infrastructure failure/breakdown - Tree/Branch Obstruction - only where branch or tree obstructs Council road | <ul style="list-style-type: none"> <li>24 hour/7 day a week response</li> <li>Two depot offers on call for base level after hours response</li> <li>Immediate contact via Answering Adelaide and On-Call Officer</li> <li>Immediate response will involve temporary or permanent rectification</li> <li>Minimum response time for Officer 1 to be on ground within 1 hour</li> </ul>                                                                         | No               | Works and Operations |           |

| Service Action                                                                             | Service Standard                                                                                                                                                                                                                                                                                                                                                                                                           | Critical Service | Responsible          | Nett Cost |
|--------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|----------------------|-----------|
| CS7-O2.9 Removal of Rubbish - Asbestos / Glass or Illegally Dumped Refuse on Council Roads | <ul style="list-style-type: none"> <li>24 hour/7 day a week response</li> <li>Two depot offers on call for base level after hours response</li> <li>Immediate contact via Answering Adelaide and On-Call Officer</li> <li>Immediate response will involve removal of refuse or isolation of site/engagement of contractor (asbestos)</li> <li>Minimum response time for Officer 1 to be on ground within 1 hour</li> </ul> | No               | Works and Operations |           |
| CS7-O2.10 Dead animal removal from Council Roads – Rural                                   | <ul style="list-style-type: none"> <li>24 hour/7 day a week response</li> <li>Two depot offers on call for base level after hours response</li> <li>Immediate contact via Answering Adelaide and On-Call Officer</li> <li>Immediate response will involve placement of animal on the verge</li> <li>Minimum response time for Officer 1 to be on ground within 1 hour</li> </ul>                                           | No               | Works and Operations |           |
| CS7-O2.11 Dead animal removal from Council Roads – Township                                | <ul style="list-style-type: none"> <li>24 hour/7 day a week response</li> <li>Two depot offers on call for base level after hours response</li> <li>Immediate contact via Answering Adelaide and On-Call Officer</li> <li>Immediate response will involve removal of animal and disposal</li> <li>Minimum response time for Officer 1 to be on ground within 1 hour</li> </ul>                                             | No               | Works and Operations |           |

| Operational Plans                             | Action Reference |
|-----------------------------------------------|------------------|
| Advocacy Strategy                             | 5                |
| GRFMA Strategic Plan                          | All              |
| The Barossa Zone Emergency Management Plan    | All              |
| Council's Community Emergency Management Plan | All              |



|                            |                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                       |     |
|----------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|
| Service Area               | CS8 - Compliance, Monitoring and Enforcement                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                       |     |
| Service Activity           | Conducting compliance, monitoring and responding to non-compliance associated with planning, building, swimming pool, fire safety, public health and safety (including hoarding, unsanitary conditions, noise, mosquitoes, notifiable diseases, odour, pollution, vermin, and swimming pool), to ensure assets and community are safe and meet minimum industry standards and in accordance with legislation and relevant approvals. |                                                                                                                                                                                       |     |
| Service Delivery           | Internal                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                       |     |
| Strategic Links            |                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                       |     |
| Goal                       | 1                                                                                                                                                                                                                                                                                                                                                                                                                                    | The Barossa has sustainable farmland providing diverse and stable returns, while protecting the unique natural environment and biodiversity of the region.                            |     |
|                            | 7                                                                                                                                                                                                                                                                                                                                                                                                                                    | Community infrastructure planning is aligned to both current and the future needs of the community.                                                                                   |     |
|                            | 9                                                                                                                                                                                                                                                                                                                                                                                                                                    | Our community has fair and equitable access to the resources and services they need to lead a safe, healthy, inclusive and connected lifestyle.                                       |     |
| Strategy                   | 1.1                                                                                                                                                                                                                                                                                                                                                                                                                                  | Ensure land use planning protects the quality of the natural environment, the existing character of rural landscapes, the historic significance and the high value agricultural land. |     |
|                            | 7.1                                                                                                                                                                                                                                                                                                                                                                                                                                  | Build on sound asset management practices to deliver sustainable services to ensure that infrastructure is adequate to support the community.                                         |     |
|                            | 9.2                                                                                                                                                                                                                                                                                                                                                                                                                                  | Promote a healthy community through a planned approach to public health and safety.                                                                                                   |     |
| Performance Measure        | To be developed                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                       |     |
| Statistics                 | Number of food premises                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                       | 460 |
|                            | Number of food inspections                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                       | 71  |
|                            | Number of food audit premises                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                       | 10  |
|                            | Number of food audits                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                       | 7   |
|                            | Number of public swimming pools                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                       | 30  |
|                            | Number of cooling towers / warm water units (Legionella)                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                       | 19  |
|                            | Number of commercial uses of footpath permits                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                       | 30  |
|                            | Number of applications for community banners                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                       | 10  |
|                            | Number of applications - mobile food vendors                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                       | 12  |
|                            | Annual number of swimming pool inspections (average)                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                       | 120 |
|                            | Annual number of liquor license applications (average)                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                       | 35  |
| Legislative Responsibility | Food Act 2001<br>South Australian Public Health Act 2011<br>Liquor Licensing Act 1997<br>Local Nuisance and Litter Control Act 2016<br>Planning, Developmet and Infrastructure Act 2016                                                                                                                                                                                                                                              |                                                                                                                                                                                       |     |

Environment, Resources and Development Court Act 1993  
 Expiation of Offences Act 1996  
 Road Traffic Act 1961  
 By-Law 1 – Permits and Penalties  
 By-Law 2 – Moveable Signs  
 By-Law 3 – Roads  
 By-Law 4 – Local Government Land

| Strategic Action                                                                     | Performance Indicator | Responsible | 22-23 | 23-24 | 24-25 | 25-26 |
|--------------------------------------------------------------------------------------|-----------------------|-------------|-------|-------|-------|-------|
| Nil                                                                                  |                       |             |       |       |       |       |
| Op = Operational, Cap = Capital, Ext = External Funding, Dev = Develop, Rev = Review |                       |             |       |       |       |       |

| Service Action                                                                                                              | Service Standard                                                                                                                                                                                                                                                              | Critical Service | Responsible                              | Nett Cost      |
|-----------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|------------------------------------------|----------------|
| <b>Output 1 – Monitoring and Inspection - Building and Planning</b>                                                         |                                                                                                                                                                                                                                                                               |                  |                                          | <b>\$x,000</b> |
| CS8-O1.1    Inspect, investigate and enforce development compliance                                                         | <ul style="list-style-type: none"> <li>Site inspections undertaken within 3 working days</li> <li>Scheduled Compliance inspections completed within 3 months (substantial completed)</li> <li>Building Work Inspection upon notification followed up within 2 days</li> </ul> | Yes              | Compliance Services                      |                |
| CS8-O1.2    Undertake building compliance inspections in accordance with the Building (and Swimming Pool) Inspection Policy | <ul style="list-style-type: none"> <li>Complaints acknowledged within 1 working day</li> <li>Swimming pool inspections followed up within 5 days</li> <li>Swimming Pools Fencing/Building followed up within 3 days</li> </ul>                                                | Yes              | Building Services                        |                |
| <b>Output 2 – Compliance and Enforcement - Building and Planning</b>                                                        |                                                                                                                                                                                                                                                                               |                  |                                          | <b>\$x,000</b> |
| CS8-O2.1    Undertake compliance/appeal action, as required                                                                 | <ul style="list-style-type: none"> <li>Assessment Panel decisions upheld</li> </ul>                                                                                                                                                                                           | No               | Compliance Services<br>Planning Services |                |

| Service Action                                               |                                                                                            | Service Standard                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Critical Service | Responsible         | Nett Cost |
|--------------------------------------------------------------|--------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|---------------------|-----------|
| Output 3 – Compliance and Enforcement - Building Fire Safety |                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                  |                     | \$x,000   |
| CS8-O3.1                                                     | Ensure effective Building Fire Safety of public buildings                                  | <ul style="list-style-type: none"><li>Inspections carried out when:<ul style="list-style-type: none"><li>Council requests a Fire Safety report on a building;</li><li>at the request of the fire authority;</li><li>when complaints are received;</li><li>an audit-based inspection is required.</li></ul></li><li>Inspections prioritised as follows:<ol style="list-style-type: none"><li>Complaints</li><li>Accommodation<ul style="list-style-type: none"><li>2A. no prior MFS, CFS, Committee or Council knowledge or in bushfire prone area<ul style="list-style-type: none"><li>2A1. vulnerable patrons</li><li>2A2. public</li></ul></li><li>2B. prior MFS, CFS, Committee or Council knowledge<ul style="list-style-type: none"><li>2B1. vulnerable patrons</li><li>2B2. public</li></ul></li></ul></li><li>Public Assembly Buildings<ul style="list-style-type: none"><li>3A. with liquor license or vulnerable patrons</li><li>3B. other</li></ul></li><li>Large Public Population / Large Fire Load<ul style="list-style-type: none"><li>4A. Shopping Centres &amp; Large / Multi-storey Shops</li><li>4B. Large warehouses &amp; Factories (i.e. &gt;2000m2)</li></ul></li><li>Aged or Disabled Independent Living</li><li>Other Commercial &amp; Educational Premises</li></ol></li></ul> | Yes              | Building Services   |           |
| Output 4 – Compliance and Enforcement - Road/Traffic         |                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                  |                     | \$x,000   |
| CS8-O4.1                                                     | Undertake actions in associated with abandoned vehicles and road/traffic management issues | <ul style="list-style-type: none"><li>Parking complaints investigated within 2 weeks</li><li>Investigations</li><li>Abandoned Vehicles investigated within 2 weeks</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | No               | Regulatory Services |           |

| Service Action                                                                                                                                            | Service Standard                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Critical Service | Responsible         | Nett Cost      |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|---------------------|----------------|
| <b>Output 5 – Compliance and Enforcement - By-Laws</b>                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                  |                     | <b>\$x,000</b> |
| CS8-O5.1 Undertake actions in accordance with by-laws and other legislation.                                                                              | <ul style="list-style-type: none"> <li>Private Vegetation encroaching in a public area complaint investigated within 1 week</li> <li>Temporary Event Signage on Public Land complaints investigated within 1 week</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | No               | Regulatory Services |                |
| <b>Output 6 – Compliance and Enforcement – Permits</b>                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                  |                     | <b>\$x,000</b> |
| CS8-O6.1 Undertake actions in associated with outdoor dining permits                                                                                      | <ul style="list-style-type: none"> <li>Footpath Occupancy Complaints investigated within 2 weeks</li> <li>Outdoor dining permits issued within 1 week</li> <li>Commercial Use of Footpath permits issued within 1 week</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | No               | Regulatory Services |                |
| <b>Output 7 – Compliance and Enforcement - Health</b>                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                  |                     | <b>\$x,000</b> |
| CS8-O7.1 Action and investigate customer requests relating to public health standards in accordance with SA Public Health Act and associated Regulations. | <p>Complaints:</p> <ul style="list-style-type: none"> <li>Notifiable Diseases (not food borne) followed up within 2 days</li> <li>Asbestos Complaints followed up within 3 days</li> <li>General Health Complaints followed up within 5 days</li> </ul> <p>Investigations:</p> <ul style="list-style-type: none"> <li>Reported Hoarding followed up within 5 days</li> <li>Tattoo and Body Piercing followed up within 5 days</li> <li>Illegal Drug Manufacture followed up within 5 days</li> <li>Insanitary Conditions followed up within 3 days</li> <li>Sanitary Facilities followed up within 3 days</li> <li>Swimming Pools - Private Property followed up within 5 days</li> <li>Swimming Pools - Community followed up within 2 days</li> </ul> | Yes              | Health Services     |                |
| CS8-O7.2 Ensure registration of all high risk manufactured water systems                                                                                  | <ul style="list-style-type: none"> <li>Legionella investigations followed up within 1 day</li> <li>Average of 2 weeks to resolve investigation</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Yes              | Health Services     |                |

| Service Action                                                             | Service Standard                                                                                                                                                                                                                                                                                                                                                        | Critical Service        | Responsible                                                    | Nett Cost      |
|----------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------|----------------------------------------------------------------|----------------|
| <b>Output 8 – Compliance and Enforcement - Food</b>                        |                                                                                                                                                                                                                                                                                                                                                                         |                         |                                                                | <b>\$x,000</b> |
| CS8-O8.1 Ensure food safety and hygiene                                    | Complaints: <ul style="list-style-type: none"> <li>Food Complaint followed up within 2 days</li> </ul> Investigations: <ul style="list-style-type: none"> <li>Safety Drinking Water Private Property followed up within 2 days</li> <li>Grease Trap Maintenance followed up within 5 days</li> <li>Notifiable Disease - Food Borne followed up within 2 days</li> </ul> | Yes                     | Health Services                                                |                |
| <b>Output 9 – Assessment and Advice - Liquor Licences</b>                  |                                                                                                                                                                                                                                                                                                                                                                         |                         |                                                                | <b>\$x,000</b> |
| CS8-O9.1 Undertake actions in accordance with liquor license applications. | <ul style="list-style-type: none"> <li>Assess General Liquor License applications issued within 2 days</li> <li>Assess Limited License applications issued within 2 weeks</li> </ul>                                                                                                                                                                                    | No                      | Planning Services<br>Regulatory Services                       |                |
| <b>Output 10 – Compliance and Enforcement - Local Nuisance</b>             |                                                                                                                                                                                                                                                                                                                                                                         |                         |                                                                | <b>\$x,000</b> |
| CS8-O10.1 Address nuisance (Noise, Air Quality and Property) complaints    | <ul style="list-style-type: none"> <li>Noise Complaints followed up within 2 weeks</li> <li>Wood Heaters/Smoke/nuisance followed up within 5 days</li> <li>EPA Air Quality complaints investigated within 5 days</li> <li>Illegal Camping complaints investigated within 2 weeks</li> </ul>                                                                             | No                      | Regulatory Services<br>Health Services<br>Compliance           |                |
| <b>Output 11 – Compliance and Enforcement - Litter Control</b>             |                                                                                                                                                                                                                                                                                                                                                                         |                         |                                                                | <b>\$x,000</b> |
| CS8-O11.1 Address litter control complaints                                | <ul style="list-style-type: none"> <li>Litter complaints investigated within 2 weeks</li> <li>Asbestos Dumping complaints investigated within 1 day</li> </ul>                                                                                                                                                                                                          | Yes                     | Regulatory Services<br>Health Services<br>Works and Operations |                |
| <b>Operational Plans</b>                                                   |                                                                                                                                                                                                                                                                                                                                                                         | <b>Action Reference</b> |                                                                |                |
| Advocacy Strategy                                                          |                                                                                                                                                                                                                                                                                                                                                                         | 6                       |                                                                |                |



| Operational Plans                     | Action Reference                   |
|---------------------------------------|------------------------------------|
| Regional Public Health Plan (RPHP)    | 9.2                                |
| Regional Waste Management Plan (RWMP) | 1.21, 1.22, 1.23, 1.24, 1.25, 1.26 |

**Service Area****CS9 - Customers****Service Activity**

Provision of customer services walk in (front counter and Library, Visitor Centre, Branches, Gallery) mail, phone, web, email including managing enquiries, payments, bookings, retail sales and election support. Customers of Council have a positive experience, where contact is convenient, they are attended to promptly, staff are courteous and requests are correctly recorded and actioned.

**Service Delivery**

Internal, External (After Hours Service)

**Strategic Links****Goal**

14 Striving to meet the standards of good governance and achieve a culture of service and continuous improvement.

**Strategy**

14.1 Council's administration will strive to implement systems and processes that are accountable and effective, following principles of continuous improvement, sound governance and support community engagement.

14.2 Council and its administration will work together to achieve the Community Plan vision and implement approved plans.

**Performance Measure** To be developed**Statistics**

Number of calls/ enquiries/ transactions by customer support team

34,160

**Legislative**

Local Government Act 1999

**Responsibility**

| Strategic Action                                                                     |                                                                                                                   | Performance Indicator                                                                                                                                                                                                                                                                         | Responsible      | 22-23 | 23-24 | 24-25 | 25-26 |
|--------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|-------|-------|-------|-------|
| CS9-1                                                                                | Work with internal and external stakeholders to continually improve and educate in all areas of customer service. | <ul style="list-style-type: none"> <li>Engage in networks and research to contribute to the efficient delivery of customer service and customer feedback across all Council business units</li> <li>Coordinate and deliver quarterly Community Information Sessions to the public.</li> </ul> | Customer Support | Dev   | Rev   | Op    | Op    |
| Op = Operational, Cap = Capital, Ext = External Funding, Dev = Develop, Rev = Review |                                                                                                                   |                                                                                                                                                                                                                                                                                               |                  |       |       |       |       |

| Service Action                         | Service Standard | Critical Service | Responsible | Nett Cost |
|----------------------------------------|------------------|------------------|-------------|-----------|
| Output 1 – Customer Request Management |                  |                  |             | \$x,000   |

| Service Action                                                |                                                                                                                              | Service Standard                                                                                                                                                                                                                    | Critical Service | Responsible                                              | Nett Cost      |
|---------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|----------------------------------------------------------|----------------|
| CS9-O1.1                                                      | Provision of Face to Face Customer Service                                                                                   | <ul style="list-style-type: none"> <li>Percentage of time Customer Support available during nominated opening hours</li> </ul>                                                                                                      | No               | Customer Support<br>Library Services<br>Tourism Services |                |
| CS9-O1.2                                                      | Telephone Customer Service Channel                                                                                           | <ul style="list-style-type: none"> <li>Call answered within 3 rings. Voicemail after 40 seconds during business hours.</li> <li>Afterhours call to live service -Answering Adelaide 5pm – 9am unless otherwise arranged.</li> </ul> | Yes              | Customer Support<br>Tourism Services                     |                |
| CS9-O1.3                                                      | Electronic Customer Service Channel (Email / Social Media)                                                                   | <ul style="list-style-type: none"> <li>Percentage of data entered within nominated timeframe</li> <li>Reply/acknowledgement within 24hours</li> </ul>                                                                               | No               | Customer Support<br>Tourism Services                     |                |
| CS9-O1.4                                                      | Request Entry - Customer Request Management System                                                                           | <ul style="list-style-type: none"> <li>Percentage of data entered within nominated timeframe</li> </ul>                                                                                                                             | No               | Customer Support                                         |                |
| CS9-O1.5                                                      | Request Follow up and Advice to Customer                                                                                     | <ul style="list-style-type: none"> <li>Percentage of customers with an unresolved customer request contacted regarding the status of their request</li> </ul>                                                                       | Yes              | Customer Support                                         |                |
| <b>Output 2 – Customer Relationship Management - External</b> |                                                                                                                              |                                                                                                                                                                                                                                     |                  |                                                          | <b>\$x,000</b> |
| CS9-O2.1                                                      | Appointment management                                                                                                       | <ul style="list-style-type: none"> <li>Guest greeted and Officer Contacted within 3 Minutes of presentation at counter when no line-up</li> </ul>                                                                                   | No               | Customer Support                                         |                |
| CS9-O2.2                                                      | Coordination of Public Information - Registers, Agendas, Minutes, Public Viewing Plans. Consultations, Tender Responses etc. | <ul style="list-style-type: none"> <li>Daily update of information as required</li> </ul>                                                                                                                                           | No               | Customer Support                                         |                |
| CS9-O2.3                                                      | Delivery processing                                                                                                          | <ul style="list-style-type: none"> <li>Deliveries processed within 15 minutes of receipt when no line up.</li> </ul>                                                                                                                | No               | Customer Support                                         |                |
| CS9-O2.4                                                      | Fact Sheets and Brochure Maintenance                                                                                         | <ul style="list-style-type: none"> <li>Information updated bi-weekly in conjunction with other business units within the organisation.</li> </ul>                                                                                   | No               | Customer Support<br>Tourism Services                     |                |

| Service Action                                                |                                                            | Service Standard                                                                                                                        | Critical Service | Responsible      | Nett Cost      |
|---------------------------------------------------------------|------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------|------------------|------------------|----------------|
| <b>Output 3 – Customer Relationship Management – Internal</b> |                                                            |                                                                                                                                         |                  |                  | <b>\$x,000</b> |
| CS9-O3.1                                                      | New Residents letters                                      | <ul style="list-style-type: none"> <li>Information collated and emailed to Customer Support from Rates on a monthly cycle.</li> </ul>   | No               | Customer Support |                |
| CS9-O3.2                                                      | Stationery Purchasing - All of Council, Printing Envelopes | <ul style="list-style-type: none"> <li>Stationery Orders processed fortnightly or when required. Printing orders bi-annually</li> </ul> | No               | Customer Support |                |
| CS9-O3.3                                                      | Staff Uniform Purchasing management                        | <ul style="list-style-type: none"> <li>Annual Purchase</li> </ul>                                                                       | No               | Customer Support |                |

| Operational Plans | Action Reference |
|-------------------|------------------|
|                   |                  |

**Service Area****CS10 - Economic Development****Service Activity**

Facilitating the economic well-being and quality of life of the local businesses and the community. The Barossa has a strong local economy that includes a diverse industry base.

**Service Delivery**

Internal, Partnerships, Funding bodies

**Strategic Links****Goal**

- 1 The Barossa has sustainable farmland providing diverse and stable returns, while protecting the unique natural environment and biodiversity of the region.
- 5 We are a strong community that is welcoming, safe and enjoys a quality lifestyle that celebrates our local identities, diversities, cultures and histories including our Aboriginal heritage.
- 6 The Barossa maintains and develops infrastructure that meets the needs of the region and is efficient.
- 7 Community infrastructure planning is aligned to both current and the future needs of the community.
- 10 Our region enjoys the benefits of sustainable community groups, networks and facilities that encourage everybody to participate in the community.
- 11 The Barossa has a strong local economy that adapts, innovates and thrives on change and strives for a diverse industry base that provides a sustainable range of business and job opportunities for people.
- 12 We are a visitor destination of choice.
- 13 The Barossa is competitive and in a strong position to attract both private and public investment in the development of new and existing businesses, services and industry.

**Strategy**

- 1.2 Support tourism development that is sensitive to the natural environment and ensures that the unique character of the rural landscape is appropriately managed and promoted.
- 5.3 Create vibrant public spaces that provide places for creative development, cultural interaction and social connections.
- 6.2 Continue to ensure that infrastructure considers placemaking is inclusive and accessible for all.
- 7.2 Ensure both current and future infrastructure needs are met in a proactive rather than reactive way.
- 10.3 Build on the capacity of community members to participate in cultural, creative, recreational, sporting and learning opportunities.
- 11.1 Work closely with State Government, Federal Government and other key stakeholders to support economic growth, development and job creation.
- 11.2 Support proactive population growth that is incremental, well managed and is backed up by local planning and development opportunities.
- 11.3 Promote the Barossa as a place for businesses to thrive, invest, innovate, take measured risks and prosper.
- 12.1 Encourage and support the sector to further promote and develop tourism experiences including ecological, cultural and agricultural tourism.
- 12.2 Support economic development and destination awareness through events, festivals, creative enterprise and attractions.



- 12.3 Provide experiences and infrastructure that continue to support the needs of the tourism market.
- 13.1 Foster small business and industry confidence and growth that translates into innovation and strong employment figures.
- 13.2 Attract investment for new and innovative industries, and facilitate business growth by supporting local industry and their capacity to compete for government contracts.

**Performance Measure** To be developed

**Statistics** NA

**Legislative Responsibility** Nil

| Strategic Action |                                                                                                                                                          | Performance Indicator                                                                                                                                               | Responsible | 22-23 | 23-24 | 24-25 | 25-26 |
|------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|-------|-------|-------|-------|
| CS10-1           | Support education and training programs that directly respond to workforce gaps and innovation.                                                          | <ul style="list-style-type: none"> <li>Keep under review necessary skills and abilities and deliver targeted training and development.</li> </ul>                   | OMCEO       | Op    | Op    | Op    | Op    |
| CS10-2           | Implement the COVID-19 recovery plan.                                                                                                                    | <ul style="list-style-type: none"> <li>Deliver the approved plan and keep under review.</li> </ul>                                                                  | OMCEO       | Op    | Op    | Op    | Op    |
| CS10-3           | Where possible, use local industry-based purchasing processes to capture local benefit.                                                                  | <ul style="list-style-type: none"> <li>Number of local contractors.</li> </ul>                                                                                      | OMCEO       | Op    | Op    | Op    | Op    |
| CS10-4           | Support industry associations, Regional Development Australia with advocacy, relevant funding and in-kind support to develop the economy.                | <ul style="list-style-type: none"> <li>Funding provided on nominated basis to RDA Barossa</li> </ul>                                                                | OMCEO       | Op    | Op    | Op    | Op    |
| CS10-5           | Collaborate with industry leaders to ensure informed decision making and Council representation in relation to economic growth, planning and development | <ul style="list-style-type: none"> <li>Support regional growth through industry partnerships, collaboration and/or funding projects and programs.</li> </ul>        | OMCEO       | Op    | Op    | Op    | Op    |
| CS10-6           | Ensure advice and support for small business is available.                                                                                               | <ul style="list-style-type: none"> <li>Fund the business to business network through Regional Development Australia.</li> </ul>                                     | OMCEO       | Op    | Op    | Op    | Op    |
| CS10-7           | Keep under review the regional investment prospectus in collaboration with relevant partners.                                                            | <ul style="list-style-type: none"> <li>Work with Regional Development Australia to review prospectus as part of the local economic development strategy.</li> </ul> | OMCEO       | Op    | Op    | Op    | Op    |

| Strategic Action                                                                     |                                                                                                                                                                              | Performance Indicator                                                                                                                                                                                                                     | Responsible                                                    | 22-23 | 23-24 | 24-25 | 25-26 |
|--------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------|-------|-------|-------|-------|
| CS10-8                                                                               | Drive support of economic development through a coordinated local economic development strategy and enabling land use policy.                                                | <ul style="list-style-type: none"> <li>Implement approved actions from economic development strategy.</li> </ul>                                                                                                                          | OMCEO<br>Development Services                                  | Op    | Op    | Op    | Op    |
| CS10-9                                                                               | Continue to identify areas of red tape reduction and implement solutions to make doing business with The Barossa Council as easy as possible (within legislative frameworks) | <ul style="list-style-type: none"> <li>Statutory authorisations administered by Council assessment in accordance with legislative timeframes.</li> <li>Promote customer centric approach and education of statutory obligation</li> </ul> | Development Services<br>Health Services<br>Regulatory Services | Op    | Op    | Op    | Op    |
| CS10-10                                                                              | Develop Growth and Infrastructure Investment Strategy (NEW INITIATIVE – Subject to Budget adoption)                                                                          | <ul style="list-style-type: none"> <li>Formulate structure plans, strategies and policies which provide guidance and direction for growth and infrastructure investment.</li> <li>Adoption of strategy by Council</li> </ul>              | Planning<br>Engineering<br>Assets and Infrastructure           | Dev   |       |       |       |
| Op = Operational, Cap = Capital, Ext = External Funding, Dev = Develop, Rev = Review |                                                                                                                                                                              |                                                                                                                                                                                                                                           |                                                                |       |       |       |       |

| Service Action                         |                                                                                                                                                                                | Service Standard                                                                                                                                              | Critical Service | Responsible | Nett Cost      |
|----------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|-------------|----------------|
| <b>Output 1 – Economic Development</b> |                                                                                                                                                                                |                                                                                                                                                               |                  |             | <b>\$x,000</b> |
| CS10-O1.1                              | Maximise local, regional and state employment and economic benefits through utilisation of industry participation and evaluation initiatives aimed at benefiting our suppliers | <ul style="list-style-type: none"> <li>Standard Templates include industry participation assessment criteria</li> </ul>                                       | No               | OMCEO       |                |
| CS10-O1.2                              | Develop and implement long term The Big Project to grow existing and new opportunities in sport and recreation tourism, arts and culture industry and tourism generally        | <ul style="list-style-type: none"> <li>Masterplans developed for each in-scope project Implementation plans agreed and implemented from 2018 -2033</li> </ul> | No               | OMCEO       |                |

| Service Action                                                                                                                                          | Service Standard                                                                                                                                                           | Critical Service        | Responsible               | Nett Cost      |
|---------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------|---------------------------|----------------|
| CS10-O1.3 Pursue and support projects either directly or indirectly that build economic outcome and are consistent with the principles of Brand Barossa | <ul style="list-style-type: none"> <li>Projects assessed on a case by case basis</li> <li>Senior Officer support provided based on economic growth to community</li> </ul> | No                      | OMCEO<br>Tourism Services |                |
| <b>Output 2 – Strategy, Industry Support and Advice</b>                                                                                                 |                                                                                                                                                                            |                         |                           | <b>\$x,000</b> |
| CS10-O2.1 Provide advice and support for small business in competing for local government contracts                                                     | <ul style="list-style-type: none"> <li>Tendering Guide available via Website</li> <li>Supplier information sessions held prior to release of panel tenders</li> </ul>      | No                      | OMCEO                     |                |
| CS10-O2.2 Establish and maintain standing offer supplier panels for key categories of outsourced Council services                                       | <ul style="list-style-type: none"> <li>Three panels maintained</li> </ul>                                                                                                  | No                      | OMCEO                     |                |
| CS10-O2.3 Support industry accreditation and reward programs                                                                                            | <ul style="list-style-type: none"> <li>Annual funding provided to RDA Barossa</li> <li>In-kind and advocacy support provided to industry groups</li> </ul>                 | No                      | OMCEO<br>Tourism Services |                |
| <b>Operational Plans</b>                                                                                                                                |                                                                                                                                                                            | <b>Action Reference</b> |                           |                |
| Advocacy Strategy                                                                                                                                       |                                                                                                                                                                            | 1, 2                    |                           |                |
| Local Economic Development Plan                                                                                                                         |                                                                                                                                                                            | Strategies 3, 4, 5      |                           |                |
| Regional Public Health Plan                                                                                                                             |                                                                                                                                                                            | 11.1, 11.2, 11.3,       |                           |                |

|                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|-----------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Service Area</b>               | <b>CS11 - Events</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| <b>Service Activity</b>           | Management of community development projects and events, including enquiries and logistics. Event management supporting a variety of internal service areas and community that support the delivery of successful, community focused events throughout the region, through in-kind support, partnerships with volunteers and Council and approved financial contributions.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| <b>Service Delivery</b>           | Internal, Partnerships                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| <b>Strategic Links</b>            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <b>Goal</b>                       | <p>4 The Barossa fosters community resilience, connection and wellbeing through its social planning, recreation, safety, education, preventative health and social strategies especially for our youth and vulnerable people.</p> <p>5 We are a strong community that is welcoming, safe and enjoys a quality lifestyle that celebrates our local identities, diversities, cultures and histories including our Aboriginal heritage.</p> <p>10 Our region enjoys the benefits of sustainable community groups, networks and facilities that encourage everybody to participate in the community.</p> <p>12 We are a visitor destination of choice.</p>                                                                                                                                                                                                                     |
| <b>Strategy</b>                   | <p>4.1 Build on a strong sense of community pride with active community groups and individuals participating in local decision making and community building activities.</p> <p>4.3 Embrace place-making principles when developing community infrastructure and regulate planning and development in public spaces and active recreation.</p> <p>5.1 Support the development of activities that celebrate the history, art and culture of the Barossa and its people.</p> <p>10.3 Build on the capacity of community members to participate in cultural, creative, recreational, sporting and learning opportunities.</p> <p>12.2 Support economic development and destination awareness through events, festivals, creative enterprise and attractions.</p> <p>12.3 Provide experiences and infrastructure that continue to support the needs of the tourism market.</p> |
| <b>Performance Measure</b>        | To be developed                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| <b>Statistics</b>                 | NA                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <b>Legislative Responsibility</b> | Work Health Safety Act 2012<br>Fair Work Act 1994                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |

| Strategic Action |                                                                                         | Performance Indicator                                                                                                                                            | Responsible                               | 22-23 | 23-24 | 24-25 | 25-26 |
|------------------|-----------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------|-------|-------|-------|-------|
| CS11-1           | Invest in and support a vibrant and growing arts, cultural, heritage and events sector. | <ul style="list-style-type: none"> <li>Deliver on the implementation of arts, library, heritage, cultural and historical programs and infrastructure.</li> </ul> | Community and Culture<br>Library Services | Op    | Op    | Op    | Op    |

| Strategic Action                                                                                               | Performance Indicator                                                                                    | Responsible           | 22-23 | 23-24 | 24-25 | 25-26 |
|----------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------|-----------------------|-------|-------|-------|-------|
|                                                                                                                |                                                                                                          | Tourism Services      |       |       |       |       |
|                                                                                                                |                                                                                                          | Community and Culture |       |       |       |       |
|                                                                                                                |                                                                                                          | Heritage Projects     |       |       |       |       |
| CS11-2 Support events that are connected to tourism, job growth, The Big Project and the heritage of the area. | <ul style="list-style-type: none"> <li>Number of events.</li> <li>Number attending events.</li> </ul>    | Tourism Services      | Op    | Op    | Op    | Op    |
|                                                                                                                |                                                                                                          | Community Projects    |       |       |       |       |
|                                                                                                                |                                                                                                          | Customer Support      |       |       |       |       |
|                                                                                                                |                                                                                                          | The Big Project       |       |       |       |       |
| CS11-3 Investigate and implement a whole of Council Event Management Framework                                 | <ul style="list-style-type: none"> <li>Event Management Framework implemented and operational</li> </ul> | Community Services    | Dev   | Op    |       |       |
| Op = Operational, Cap = Capital, Ext = External Funding, Dev = Develop, Rev = Review                           |                                                                                                          |                       |       |       |       |       |

| Service Action                                           | Service Standard                                                                                                                                                                                                                                                                                            | Critical Service | Responsible                                                         | Nett Cost      |
|----------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|---------------------------------------------------------------------|----------------|
| <b>Output 1 – Events delivery – External</b>             |                                                                                                                                                                                                                                                                                                             |                  |                                                                     | <b>\$x,000</b> |
| CS11-O1.1 Ongoing annual event management and activation | <ul style="list-style-type: none"> <li>Majors events delivered annually               <ul style="list-style-type: none"> <li>Tour Down Under</li> <li>Australia Day Breakfast</li> <li>Adornment</li> <li>Vintage Festival</li> <li>4 x Barossa Made Markets</li> <li>Sports Tourism</li> </ul> </li> </ul> | No               | OMCEO<br>Community Projects<br>Customer Support<br>Tourism Services |                |
| CS11-O1.2 Ad hoc event management                        | <ul style="list-style-type: none"> <li>As required</li> </ul>                                                                                                                                                                                                                                               | No               | Customer Support<br>Community Services                              |                |



| Service Action                                                                                                                                                          | Service Standard                                                                                                                                                                                                       | Critical Service | Responsible                                                                      | Nett Cost |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|----------------------------------------------------------------------------------|-----------|
| CS11-O1.3 Process event request forms to facilitate council venue bookings including electronic booking management and advising event organiser of booking confirmation | <ul style="list-style-type: none"> <li>5 business days</li> </ul>                                                                                                                                                      | No               | Customer Support                                                                 |           |
| CS11-O1.4 Facilitate invoicing and payment for event bookings                                                                                                           | <ul style="list-style-type: none"> <li>As required</li> </ul>                                                                                                                                                          | No               | Customer Support                                                                 |           |
| CS11-O1.5 Facilitate traffic management arrangements and advise affected stakeholders - including road closures                                                         | <ul style="list-style-type: none"> <li>3 months</li> </ul>                                                                                                                                                             | No               | Engineering Works and Operations<br>Customer Support                             |           |
| CS11-O1.6 Coordinate provision of required waste management assets (bins/toilets) for community events                                                                  | <ul style="list-style-type: none"> <li>1 Month</li> </ul>                                                                                                                                                              | No               | Works and Operations                                                             |           |
| CS11-O1.7 Implement traffic management arrangements                                                                                                                     | <ul style="list-style-type: none"> <li>As required, set by event</li> </ul>                                                                                                                                            | No               | Works and Operations                                                             |           |
| CS11-O1.8 Planning activities and approval guidance/advice                                                                                                              | <ul style="list-style-type: none"> <li>Requests for support acknowledged within 10 days</li> <li>Advice turnaround within 10 days</li> <li>Approval turnaround post 100% information provided within 5 days</li> </ul> | No               | Community Projects<br>Customer Support<br>Health Services<br>Regulatory Services |           |
| CS11-O1.9 Budget preparation for Council Advisory Group events                                                                                                          | <ul style="list-style-type: none"> <li>Requests for budget acknowledged within 10 days</li> <li>Budget recommendations added to base budgets annually</li> </ul>                                                       | No               | Community Projects                                                               |           |
| CS11-O1.10 Ad hoc sport and recreation event management (opening events and peak body sponsored events) associated with Big Project investment / sports tourism         | <ul style="list-style-type: none"> <li>Deliver on funding agreements re launch events</li> <li>Attract 1 x state, national championship every 2 years</li> </ul>                                                       | No               | The Big Project                                                                  |           |

| Service Action                                                                      | Service Standard                                                                                                                                                                                                                           | Critical Service        | Responsible                                                                                                                                                                                                 | Nett Cost      |
|-------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|
| <b>Output 2 – Events delivery – Internal</b>                                        |                                                                                                                                                                                                                                            |                         |                                                                                                                                                                                                             | <b>\$x,000</b> |
| CS11-O2.1 Provide support for major/regional community, heritage and tourism events | <ul style="list-style-type: none"> <li>Barossa Bushgardens Open Day - Annually</li> <li>Reconciliation Week – Annually</li> <li>NADOC Week – Annually</li> <li>Vintage Festival – Annually</li> <li>History Festival – Annually</li> </ul> | No                      | Community and Engagement<br>Community Services<br>Community Projects<br>Environmental Services<br>Barossa Regional Gallery<br>Heritage Projects<br>Library Services<br>Social Inclusion<br>Tourism Services |                |
| <b>Operational Plans</b>                                                            |                                                                                                                                                                                                                                            | <b>Action Reference</b> |                                                                                                                                                                                                             |                |
| Advocacy Strategy                                                                   |                                                                                                                                                                                                                                            | 3                       |                                                                                                                                                                                                             |                |

|                     |                                                                                                                                                                                                            |                                                                                                                                                                                                                          |   |
|---------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|
| Service Area        | CS12 - Facility and Community Land                                                                                                                                                                         |                                                                                                                                                                                                                          |   |
| Service Activity    | Management of buildings, maintenance, and occupancy, including inspections and advice to enable safe, accessible, fit for purpose and well managed community facilities, office spaces and community land. |                                                                                                                                                                                                                          |   |
| Service Delivery    | Internal, Contractors                                                                                                                                                                                      |                                                                                                                                                                                                                          |   |
| Strategic Links     |                                                                                                                           |                                                                                                                                                                                                                          |   |
| Goal                | 1                                                                                                                                                                                                          | The Barossa has sustainable farmland providing diverse and stable returns, while protecting the unique natural environment and biodiversity of the region.                                                               |   |
|                     | 2                                                                                                                                                                                                          | The history of our region including aboriginal sites is reflected in our streetscapes and our historic buildings are maintained for future generations.                                                                  |   |
|                     | 4                                                                                                                                                                                                          | The Barossa fosters community resilience, connection and wellbeing through its social planning, recreation, safety, education, preventative health and social strategies especially for our youth and vulnerable people. |   |
|                     | 6                                                                                                                                                                                                          | The Barossa maintains and develops infrastructure that meets the needs of the region and is efficient.                                                                                                                   |   |
|                     | 7                                                                                                                                                                                                          | Community infrastructure planning is aligned to both current and the future needs of the community.                                                                                                                      |   |
|                     | 10                                                                                                                                                                                                         | Our region enjoys the benefits of sustainable community groups, networks and facilities that encourage everybody to participate in the community.                                                                        |   |
| Strategy            | 1.1                                                                                                                                                                                                        | Ensure land use planning protects the quality of the natural environment, the existing character of rural landscapes, the historic significance and the high value agricultural land.                                    |   |
|                     | 1.2                                                                                                                                                                                                        | Support tourism development that is sensitive to the natural environment and ensures that the unique character of the rural landscape is appropriately managed and promoted.                                             |   |
|                     | 4.1                                                                                                                                                                                                        | Build on a strong sense of community pride with active community groups and individuals participating in local decision making and community building activities.                                                        |   |
|                     | 4.3                                                                                                                                                                                                        | Embrace place-making principles when developing community infrastructure and regulate planning and development in public spaces and active recreation.                                                                   |   |
|                     | 5.2                                                                                                                                                                                                        | Create places where people want to live and plan for the future in a coordinated, affordable, appropriate and proactive way.                                                                                             |   |
|                     | 5.3                                                                                                                                                                                                        | Create vibrant public spaces that provide places for creative development, cultural interaction and social connections.                                                                                                  |   |
|                     | 6.2                                                                                                                                                                                                        | Continue to ensure that infrastructure considers placemaking is inclusive and accessible for all.                                                                                                                        |   |
|                     | 7.1                                                                                                                                                                                                        | Build on sound asset management practices to deliver sustainable services to ensure that infrastructure is adequate to support the community.                                                                            |   |
| Performance Measure | To be developed                                                                                                                                                                                            |                                                                                                                                                                                                                          |   |
| Statistics          | Number of community facilities                                                                                                                                                                             |                                                                                                                                                                                                                          | 4 |
|                     | • Aquatic facilities                                                                                                                                                                                       |                                                                                                                                                                                                                          | 9 |
|                     | • Football ovals                                                                                                                                                                                           |                                                                                                                                                                                                                          | 1 |
|                     | • Soccer pitches                                                                                                                                                                                           |                                                                                                                                                                                                                          | 1 |

|                                                                         |     |
|-------------------------------------------------------------------------|-----|
| • Hockey fields                                                         | 6   |
| • Netball courts                                                        | 1   |
| • Basketball courts                                                     |     |
| Number of community land parcels                                        |     |
| • Council Reserves and Gardens – developed                              | 30  |
| • Council Reserves and Gardens – Undeveloped or with Minor Improvements | 255 |
| • Recreation Reserves                                                   | 61  |
| • Institutes and Community Halls                                        | 27  |
| • Car Park Land                                                         | 14  |
| • Cemetery Land                                                         | 11  |
| • Established Trails, Bikeways and Walkways                             | 7   |
| • Talunga Village                                                       | 10  |

#### Legislative Responsibility

Crown Land Management Act 2009  
 Native Vegetation Act 1991  
 Local Government Act 1999  
 Liquor Licensing Act 1997  
 Food Act 2001  
 Land and Business (Sale and Conveyancing) 1994  
 Community Titles Act 1996  
 Development Act 1993  
 Planning, Development and Infrastructure Act 2016  
 Disability Discrimination Act 1992  
 South Australian Public Health Act 2011  
 Building Code of Australia

| Strategic Action |                                            | Performance Indicator                                                                                                                                                    | Responsible                                                                                       | 22-23 | 23-24 | 24-25 | 25-26 |
|------------------|--------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------|-------|-------|-------|-------|
| CS12-1           | Review the Community Land Management Plans | <ul style="list-style-type: none"> <li>Public Consultation in accordance with Consultation Policy</li> <li>Adoption of revised Community Plan Management Plan</li> </ul> | Corporate Governance<br>Assets and Infrastructure<br>Community Projects<br>Environmental Services | Rev   |       |       |       |

| Strategic Action                                                                     |                                                                                                                                                                 | Performance Indicator                                                                                                                                                                                              | Responsible                                  | 22-23                   | 23-24                   | 24-25                   | 25-26                   |
|--------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
| CS12-3                                                                               | Deliver community infrastructure and public space planning activities which incorporate place-making principles and consider the future needs of the community. | <ul style="list-style-type: none"> <li>Deliver approved capital programs.</li> </ul>                                                                                                                               | Assets and Infrastructure<br>The Big Project | Dev<br>Ext<br>Op<br>Cap | Dev<br>Ext<br>Op<br>Cap | Dev<br>Ext<br>Op<br>Cap | Dev<br>Ext<br>Op<br>Cap |
| CS12-4                                                                               | Implement priorities from The Big Project.                                                                                                                      | <ul style="list-style-type: none"> <li>Seek grants and deliver projects and programs as authorised by Council current target plan for The Big Project – allocate maintenance funding where appropriate.</li> </ul> | The Big project                              | Dev<br>Ext<br>Op<br>Cap | Dev<br>Ext<br>Op<br>Cap | Dev<br>Ext<br>Op<br>Cap | Dev<br>Ext<br>Op<br>Cap |
| CS12-5                                                                               | Implement and support activities that grow the use of Council facilities and ensure a managed environment.                                                      | <ul style="list-style-type: none"> <li>Number of facility usages.</li> </ul>                                                                                                                                       | Community Projects                           | Op                      | Op                      | Op                      | Op                      |
| Op = Operational, Cap = Capital, Ext = External Funding, Dev = Develop, Rev = Review |                                                                                                                                                                 |                                                                                                                                                                                                                    |                                              |                         |                         |                         |                         |

| Service Action                                        |                                                   | Service Standard                                                                                                                | Critical Service | Responsible                                                                                         | Nett Cost      |
|-------------------------------------------------------|---------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------|------------------|-----------------------------------------------------------------------------------------------------|----------------|
| <b>Output 1 – Management: Community Land Register</b> |                                                   |                                                                                                                                 |                  |                                                                                                     | <b>\$x,000</b> |
| CS12-O1.1                                             | Develop and Review Community Facility Masterplans | <ul style="list-style-type: none"> <li>Plans reviewed every 4 years</li> </ul>                                                  | No               | Corporate Governance<br>Assets and Infrastructure<br>Community Projects                             |                |
| CS12-O1.2                                             | Maintain Community Land Register                  | <ul style="list-style-type: none"> <li>Register updated quarterly</li> <li>New parcels added to register as required</li> </ul> | No               | Corporate Governance<br>Rates and Administration<br>Assets and Infrastructure<br>Community Projects |                |



| Service Action                                              |                                                                                                                               | Service Standard                                                                                                                          | Critical Service | Responsible                                                             | Nett Cost      |
|-------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------|------------------|-------------------------------------------------------------------------|----------------|
| <b>Output 2 – Management: Lease and Licenses</b>            |                                                                                                                               |                                                                                                                                           |                  |                                                                         | <b>\$x,000</b> |
| CS12-O2.1                                                   | Negotiate, determine shared or exclusive usage, document and manage                                                           | <ul style="list-style-type: none"> <li>Lease and Licenses executed to define usage, requirements and obligations</li> </ul>               | No               | Community Projects                                                      |                |
| <b>Output 3 – Management: Service Agreements</b>            |                                                                                                                               |                                                                                                                                           |                  |                                                                         | <b>\$x,000</b> |
| CS12-O3.1                                                   | Negotiate, determine shared or exclusive usage, document and manage                                                           | <ul style="list-style-type: none"> <li>Service Agreements executed to define usage, requirements and obligations</li> </ul>               | No               | Community Projects                                                      |                |
| <b>Output 4 – Facility Availability and Bookings</b>        |                                                                                                                               |                                                                                                                                           |                  |                                                                         | <b>\$x,000</b> |
| CS12-O4.1                                                   | Community Halls - utilised by the community, user groups and sporting clubs with availability for ad hoc hiring               | <ul style="list-style-type: none"> <li>Halls utilised but with availability for ad hoc hiring</li> </ul>                                  | No               | Customer Support<br>Community Projects                                  |                |
| CS12-O4.3                                                   | Recreation Parks and Reserves - utilised by the community, user groups and sporting clubs with availability for ad hoc hiring | <ul style="list-style-type: none"> <li>Rec parks and reserves utilised but with availability for ad hoc hiring</li> </ul>                 | No               | Customer Support<br>Community Projects                                  |                |
| <b>Output 5 – Management and Maintenance: Sports Fields</b> |                                                                                                                               |                                                                                                                                           |                  |                                                                         | <b>\$x,000</b> |
| CS12-O5.1                                                   | Coordinate Planned Buildings and Structure maintenance                                                                        | <ul style="list-style-type: none"> <li>Planned Maintenance carried out per Asset Management Plans and 10-year maintenance plan</li> </ul> | No               | Assets and Infrastructure<br>Works and Operations<br>Community Projects |                |
| CS12-O5.2                                                   | Conduct Periodic condition assessment to determine 10-year maintenance plan                                                   | <ul style="list-style-type: none"> <li>Periodic Condition Assessment completed every 4 years</li> </ul>                                   | No               | Assets and Infrastructure<br>Works and Operations                       |                |

| Service Action                                                                                                                                                                                 | Service Standard                                                                                                                                       | Critical Service | Responsible                                                             | Nett Cost |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|-------------------------------------------------------------------------|-----------|
|                                                                                                                                                                                                |                                                                                                                                                        |                  | Community Projects                                                      |           |
| CS12-O5.3 Conduct scheduled site visits to identify reactive maintenance requirements                                                                                                          | <ul style="list-style-type: none"> <li>Quarterly site visits conducted or as issues reported. Triage System as per Pathway Priorities above</li> </ul> | No               | Assets and Infrastructure<br>Works and Operations<br>Community Projects |           |
| CS12-O5.4 Actively engage community committee, volunteer groups and volunteers to provide advice on repair and maintenance, associated budgets, new initiative requests and facility occupancy | <ul style="list-style-type: none"> <li>Proactive and as per Request for Service Policy</li> </ul>                                                      | No               | Assets and Infrastructure<br>Works and Operations<br>Community Projects |           |
| CS12-O5.5 Facilitate New Asset Proposal through New Initiative process                                                                                                                         | <ul style="list-style-type: none"> <li>Generally assessed during budget process and ad hoc during year</li> </ul>                                      | No               | Assets and Infrastructure<br>Works and Operations<br>Community Projects |           |
| CS12-O5.6 Facilitate Upgrade/New Facilities Assets                                                                                                                                             | <ul style="list-style-type: none"> <li>Renewal and upgrade / new asset projects identified via New Initiative or Asset Management plans</li> </ul>     | No               | Assets and Infrastructure<br>Works and Operations<br>Community Projects |           |
| CS12-O5.7 Renewal - Renewal of existing assets at an optimum time in their lifecycle                                                                                                           | <ul style="list-style-type: none"> <li>Accurate budgeting and full expenditure of allocated budgets. Community satisfaction.</li> </ul>                | No               | Assets and Infrastructure<br>Works and Operations<br>Community Projects |           |
| CS12-O5.8 Renewal - Planned works that requires replacement identified as part of periodic inspection                                                                                          | <ul style="list-style-type: none"> <li>Planned Renewal Works</li> </ul>                                                                                | No               | Assets and Infrastructure                                               |           |

| Service Action                                                                                                                                                                                 | Service Standard                                                                                                                                       | Critical Service | Responsible                                                             | Nett Cost      |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|-------------------------------------------------------------------------|----------------|
|                                                                                                                                                                                                |                                                                                                                                                        |                  | Works and Operations<br>Community Projects                              |                |
| <b>Output 6 – Management and Maintenance: Indoor Facility</b>                                                                                                                                  |                                                                                                                                                        |                  |                                                                         | <b>\$x,000</b> |
| CS12-O6.1 Coordinate Planned Buildings and Structure maintenance                                                                                                                               | <ul style="list-style-type: none"> <li>Planned Maintenance carried out per Asset Management Plans and 10-year maintenance plan</li> </ul>              | No               | Assets and Infrastructure<br>Works and Operations<br>Community Projects |                |
| CS12-O6.2 Conduct Periodic condition assessment to determine 10-year maintenance plan                                                                                                          | <ul style="list-style-type: none"> <li>Periodic Condition Assessment completed every 4 years</li> </ul>                                                | No               | Assets and Infrastructure<br>Works and Operations<br>Community Projects |                |
| CS12-O6.3 Conduct scheduled site visits to identify reactive maintenance requirements                                                                                                          | <ul style="list-style-type: none"> <li>Quarterly site visits conducted or as issues reported. Triage System as per Pathway Priorities above</li> </ul> | No               | Assets and Infrastructure<br>Works and Operations<br>Community Projects |                |
| CS12-O6.4 Actively engage community committee, volunteer groups and volunteers to provide advice on repair and maintenance, associated budgets, new initiative requests and facility occupancy | <ul style="list-style-type: none"> <li>Proactive and as per Request for Service Policy</li> </ul>                                                      | No               | Assets and Infrastructure<br>Works and Operations<br>Community Projects |                |
| CS12-O6.5 Facilitate New Asset Proposal through New Initiative process                                                                                                                         | <ul style="list-style-type: none"> <li>Generally assessed during budget process and ad hoc during year</li> </ul>                                      | No               | Assets and Infrastructure<br>Works and Operations                       |                |

| Service Action                                                                                        | Service Standard                                                                                                                                       | Critical Service | Responsible                                                             | Nett Cost      |
|-------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|-------------------------------------------------------------------------|----------------|
|                                                                                                       |                                                                                                                                                        |                  | Community Projects                                                      |                |
| CS12-O6.6 Facilitate Upgrade/New Facilities Assets                                                    | <ul style="list-style-type: none"> <li>Renewal and upgrade / new asset projects identified via New Initiative or Asset Management plans</li> </ul>     | No               | Assets and Infrastructure<br>Works and Operations<br>Community Projects |                |
| CS12-O6.7 Renewal - Renewal of existing assets at an optimum time in their lifecycle                  | <ul style="list-style-type: none"> <li>Accurate budgeting and full expenditure of allocated budgets<br/>Community satisfaction</li> </ul>              | No               | Assets and Infrastructure<br>Works and Operations<br>Community Projects |                |
| CS12-O6.8 Renewal - Planned works that requires replacement identified as part of periodic inspection | <ul style="list-style-type: none"> <li>Planned Renewal Works</li> </ul>                                                                                | No               | Assets and Infrastructure<br>Works and Operations<br>Community Projects |                |
| <b>Output 7 – Management and Maintenance: Aquatic Facility</b>                                        |                                                                                                                                                        |                  |                                                                         | <b>\$x,000</b> |
| CS12-O7.1 Coordinate Planned Buildings and Structure maintenance                                      | <ul style="list-style-type: none"> <li>Planned Maintenance carried out per Asset Management Plans and 10-year maintenance plan</li> </ul>              | No               | Assets and Infrastructure<br>Community Projects                         |                |
| CS12-O7.2 Conduct Periodic condition assessment to determine 10-year maintenance plan                 | <ul style="list-style-type: none"> <li>Periodic Condition Assessment completed every 4 years</li> </ul>                                                | No               | Assets and Infrastructure<br>Community Projects                         |                |
| CS12-O7.3 Conduct scheduled site visits to identify reactive maintenance requirements                 | <ul style="list-style-type: none"> <li>Quarterly site visits conducted or as issues reported. Triage System as per Pathway Priorities above</li> </ul> | No               | Assets and Infrastructure<br>Community Projects                         |                |

| Service Action                                                                                                                                                                                 | Service Standard                                                                                                                                           | Critical Service | Responsible                                     | Nett Cost      |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|-------------------------------------------------|----------------|
| CS12-O7.4 Actively engage community committee, volunteer groups and volunteers to provide advice on repair and maintenance, associated budgets, new initiative requests and facility occupancy | <ul style="list-style-type: none"> <li>Proactive and as per Request for Service Policy</li> </ul>                                                          | No               | Assets and Infrastructure<br>Community Projects |                |
| CS12-O7.5 Facilitate New Asset Proposal through New Initiative process                                                                                                                         | <ul style="list-style-type: none"> <li>Generally assessed during budget process and ad hoc during year</li> </ul>                                          | No               | Assets and Infrastructure<br>Community Projects |                |
| CS12-O7.6 Facilitate Upgrade/New Facilities Assets                                                                                                                                             | <ul style="list-style-type: none"> <li>Renewal and upgrade / new asset projects identified via New Initiative or Asset Management plans</li> </ul>         | No               | Assets and Infrastructure<br>Community Projects |                |
| CS12-O7.7 Renewal - Renewal of existing assets at an optimum time in their lifecycle                                                                                                           | <ul style="list-style-type: none"> <li>Accurate budgeting and full expenditure of allocated budgets.<br/>Community satisfaction.</li> </ul>                | No               | Assets and Infrastructure<br>Community Projects |                |
| CS12-O7.8 Renewal - Planned works that requires replacement identified as part of periodic inspection                                                                                          | <ul style="list-style-type: none"> <li>Planned Renewal Works</li> </ul>                                                                                    | No               | Assets and Infrastructure<br>Community Projects |                |
| <b>Output 8 – Management and Maintenance: Community Housing Facility</b>                                                                                                                       |                                                                                                                                                            |                  |                                                 | <b>\$x,000</b> |
| CS12-O8.1 Coordinate Planned Buildings and Structure maintenance                                                                                                                               | <ul style="list-style-type: none"> <li>Planned Maintenance carried out per Asset Management Plans and 10-year maintenance plan</li> </ul>                  | No               | Community Projects                              |                |
| CS12-O8.2 Conduct Periodic condition assessment to determine 10-year maintenance plan                                                                                                          | <ul style="list-style-type: none"> <li>Periodic Condition Assessment completed every 4 years</li> </ul>                                                    | No               | Community Projects                              |                |
| CS12-O8.3 Conduct scheduled site visits to identify reactive maintenance requirements                                                                                                          | <ul style="list-style-type: none"> <li>Quarterly site visits conducted or as issues reported.<br/>Triage System as per Pathway Priorities above</li> </ul> | No               | Community Projects                              |                |



| Service Action                                                                                                                                                                                 | Service Standard                                                                                                                                   | Critical Service | Responsible        | Nett Cost |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------|------------------|--------------------|-----------|
| CS12-O8.4 Actively engage community committee, volunteer groups and volunteers to provide advice on repair and maintenance, associated budgets, new initiative requests and facility occupancy | <ul style="list-style-type: none"> <li>Proactive and as per Request for Service Policy</li> </ul>                                                  | No               | Community Projects |           |
| CS12-O8.5 Facilitate New Asset Proposal through New Initiative process                                                                                                                         | <ul style="list-style-type: none"> <li>Generally assessed during budget process and ad hoc during year</li> </ul>                                  | No               | Community Projects |           |
| CS12-O8.6 Facilitate Upgrade/New Facilities Assets                                                                                                                                             | <ul style="list-style-type: none"> <li>Renewal and upgrade / new asset projects identified via New Initiative or Asset Management plans</li> </ul> | No               | Community Projects |           |
| CS12-O8.7 Renewal - Renewal of existing assets at an optimum time in their lifecycle                                                                                                           | <ul style="list-style-type: none"> <li>Accurate budgeting and full expenditure of allocated budgets. Community satisfaction.</li> </ul>            | No               | Community Projects |           |
| CS12-O8.8 Renewal - Planned works that requires replacement identified as part of periodic inspection                                                                                          | <ul style="list-style-type: none"> <li>Planned Renewal Works</li> </ul>                                                                            | No               | Community Projects |           |

| Operational Plans                         | Action Reference |
|-------------------------------------------|------------------|
| Advocacy Strategy (AS)                    | 5, 6             |
| Community Land Management Plan (CLMP)     |                  |
| o Plan 4 - Institutes and Community Halls | All              |
| o Plan 5 - Car Park Land                  |                  |
| o Plan 8 - Talunga Village                |                  |
| Regional Public Health Plan (RPHP)        | 7.1              |

**Service Area****CS13 - Fire Prevention****Service Activity**

Fire prevention activities including issuing fire prevention notices and working with fire agencies to reduce fire risks.

**Service Delivery**

Internal, Contractors

**Strategic Links****Goal**

9 Our community has fair and equitable access to the resources and services they need to lead a safe, healthy, inclusive and connected lifestyle.

**Strategy**

9.2 Promote a healthy community through a planned approach to public health and safety.

**Performance Measure**

To be developed

**Statistics**

|                                                                                |        |
|--------------------------------------------------------------------------------|--------|
| Average number - Properties inspected for excessive fuel loads                 | 10,000 |
| Average number - Compliance notices issued                                     | 350    |
| Average number - Enforcement warning notices issued                            | 100    |
| Average number - Regional Fuel Load and Fuel Curing Assessments reports to CFS | 25     |
| Average number - Advanced season warning letters sent                          | 350    |

**Legislative**

Native Vegetation Act 1991

**Responsibility**

| Strategic Action                                                                     | Performance Indicator | Responsible | 22-23 | 23-24 | 24-25 | 25-26 |
|--------------------------------------------------------------------------------------|-----------------------|-------------|-------|-------|-------|-------|
| Nil                                                                                  |                       |             |       |       |       |       |
| Op = Operational, Cap = Capital, Ext = External Funding, Dev = Develop, Rev = Review |                       |             |       |       |       |       |

| Service Action                                                                                       | Service Standard                                                                                                                                                                                                                                                                                           | Critical Service        | Responsible         | Nett Cost      |
|------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------|---------------------|----------------|
| <b>Output 1 – Management and assessment of fuel loads on private land</b>                            |                                                                                                                                                                                                                                                                                                            |                         |                     | <b>\$x,000</b> |
| CS13-O1.1 Undertake actions in reducing fuel loads on private land                                   | <ul style="list-style-type: none"> <li>Audit of townships and identified areas for excessive fuel loads prior to, and during Fire Danger Season.</li> <li>Respond to reports of excessive vegetation within 2 weeks.</li> <li>Notices followed up within 4 weeks of issue.</li> </ul>                      | Yes                     | Regulatory Services |                |
| <b>Output 2 – Management of use of fire and high-risk activities</b>                                 |                                                                                                                                                                                                                                                                                                            |                         |                     | <b>\$x,000</b> |
| CS13-O2.1 Assessment of requests for permits for high-risk activities during the fire danger season. | <ul style="list-style-type: none"> <li>Permit applications assessed within 2 weeks.</li> <li>Permits issued in accordance with CFS Policy and guidelines.</li> </ul>                                                                                                                                       | Yes                     | Regulatory Services |                |
| <b>Output 3 – Information and advice: Property preparedness</b>                                      |                                                                                                                                                                                                                                                                                                            |                         |                     | <b>\$x,000</b> |
| CS13-O3.1 Provide information and advice to property owners and agencies.                            | <ul style="list-style-type: none"> <li>Provide information, advice and educational material, including signage, electronic and printed media.</li> <li>Provide information and advice to property owners in identified risk areas.</li> <li>Undertake fuel curing and loading reporting to CFS.</li> </ul> | Yes                     | Regulatory Services |                |
| <b>Operational Plans</b>                                                                             |                                                                                                                                                                                                                                                                                                            | <b>Action Reference</b> |                     |                |
| Community Land Management Plan (CLMP)                                                                |                                                                                                                                                                                                                                                                                                            | All                     |                     |                |
| o Plan 7 - Established Trails, Bikeways and Walkways                                                 |                                                                                                                                                                                                                                                                                                            | All                     |                     |                |
| Roadside Vegetation Management Plan (RVMP)                                                           |                                                                                                                                                                                                                                                                                                            | All                     |                     |                |
| Regional Public Health Plan (RPHP)                                                                   |                                                                                                                                                                                                                                                                                                            | 7.2                     |                     |                |

|                            |                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                               |  |
|----------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| Service Area               | CS14 - Heritage                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                               |  |
| Service Activity           | Support of the heritage network (museums, historical societies), including running events for these and access to historical records and archives. The heritage of the Barossa is internally and externally recorded and provides access to historical records is made available to the community. |                                                                                                                                                                                               |  |
| Service Delivery           | Internal, Volunteers                                                                                                                                                                                                                                                                               |                                                                                                                                                                                               |  |
| Strategic Links            |                                                                                                                                                                                                                   |                                                                                                                                                                                               |  |
| Goal                       | 2                                                                                                                                                                                                                                                                                                  | The history of our region including aboriginal sites is reflected in our streetscapes and our historic buildings are maintained for future generations.                                       |  |
|                            | 5                                                                                                                                                                                                                                                                                                  | We are a strong community that is welcoming, safe and enjoys a quality lifestyle that celebrates our local identities, diversities, cultures and histories including our Aboriginal heritage. |  |
|                            | 6                                                                                                                                                                                                                                                                                                  | The Barossa maintains and develops infrastructure that meets the needs of the region and is efficient.                                                                                        |  |
| Strategy                   | 2.1                                                                                                                                                                                                                                                                                                | Continue to maintain streetscapes that reflect the character and heritage of the region and facilitate opportunities to repurpose or find alternative uses of built heritage.                 |  |
|                            | 5.1                                                                                                                                                                                                                                                                                                | Support the development of activities that celebrate the history, art and culture of the Barossa and its people.                                                                              |  |
|                            | 6.2                                                                                                                                                                                                                                                                                                | Continue to ensure that infrastructure considers placemaking is inclusive and accessible for all.                                                                                             |  |
| Performance Measure        | To be developed                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                               |  |
| Statistics                 | NA                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                               |  |
| Legislative Responsibility | Aboriginal Heritage Act 1988<br>Heritage Places Act 1993<br>Character Preservation (Barossa Valley) Act 2012                                                                                                                                                                                       |                                                                                                                                                                                               |  |

| Strategic Action |                                                                                                                                                          | Performance Indicator                                                                                                                                            | Responsible       | 22-23 | 23-24 | 24-25 | 25-26 |
|------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|-------|-------|-------|-------|
| CS14-1           | Collaborate with the Aboriginal community to provide visibility of Aboriginal heritage to ensure that it is acknowledged and preserved.                  | <ul style="list-style-type: none"> <li>Work towards building relationships and supporting understanding and reconciliation.</li> </ul>                           | Community Service | Op    | Op    | Op    | Op    |
| CS14-2           | Improve public access to heritage collections, historic records and artefacts through digitisation and innovative interpretation and use of collections. | <ul style="list-style-type: none"> <li>Deliver on the implementation of arts, library, heritage, cultural and historical programs and infrastructure.</li> </ul> | Heritage Projects | Op    | Op    | Op    | Op    |

| Strategic Action                                                                                                                                  | Performance Indicator                                                                                                                                            | Responsible                                                                                | 22-23 | 23-24 | 24-25 | 25-26 |
|---------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------|-------|-------|-------|-------|
| CS14-3 Deliver resources and programs that support the collection, sharing and preservation of Barossa stories and grow community connections.    | <ul style="list-style-type: none"> <li>Deliver on the implementation of arts, library, heritage, cultural and historical programs and infrastructure.</li> </ul> | Community and Culture<br>Barossa Regional Gallery<br>Heritage Projects<br>Library Services | Op    | Op    | Op    | Op    |
| CS14-4 Use the Barossa heritage assets to interpret and distribute stories more broadly for locals and visitors.                                  | <ul style="list-style-type: none"> <li>Deliver on the implementation of arts, library, heritage, cultural and historical programs and infrastructure.</li> </ul> | Heritage Projects<br>Barossa Regional Gallery<br>Library Services                          | Op    | Op    | Op    | Op    |
| CS14-5 Ensure nomination for National Heritage listing of the Mount Lofty Ranges is completed (as a precursor to a subsequent World Heritage Bid) | <ul style="list-style-type: none"> <li>Endorsement of nomination by Council</li> </ul>                                                                           | Planning Services                                                                          | Op    | Op    | Op    | Op    |
| Op = Operational, Cap = Capital, Ext = External Funding, Dev = Develop, Rev = Review                                                              |                                                                                                                                                                  |                                                                                            |       |       |       |       |

| Service Action                                                                                                       | Service Standard                                                                                                                                | Critical Service | Responsible       | Nett Cost      |
|----------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------|------------------|-------------------|----------------|
| <b>Output 1 – Heritage Strategy Facilitation</b>                                                                     |                                                                                                                                                 |                  |                   | <b>\$x,000</b> |
| CS14-O1.1 Implementation of Regional Heritage Strategy                                                               | <ul style="list-style-type: none"> <li>4 Network Meeting per Year - 8 hours;</li> <li>Working Group Meetings and projects - 20 hours</li> </ul> | No               | Heritage Projects |                |
| CS14-O1.2 Support the development of activities that celebrate the history and culture of the Barossa and its people | <ul style="list-style-type: none"> <li>20 Hours Preparation per Large Event;</li> <li>Event 2-4 hours</li> </ul>                                | No               | Heritage Projects |                |



| Service Action                                                | Service Standard                                                                                                                                   | Critical Service        | Responsible                                                           | Nett Cost      |
|---------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------|-----------------------------------------------------------------------|----------------|
|                                                               |                                                                                                                                                    |                         | Barossa Regional Gallery<br>Library Services                          |                |
| <b>Output 2 – Heritage Advice and Promotion</b>               |                                                                                                                                                    |                         |                                                                       | <b>\$x,000</b> |
| CS14-O2.1 Promotion of the Regional Heritage Network Strategy | <ul style="list-style-type: none"> <li>Heritage Map</li> <li>Facebook Barossa</li> <li>Heritage Page</li> </ul>                                    | No                      | Heritage Projects                                                     |                |
| <b>Output 3 – Historical Records Management</b>               |                                                                                                                                                    |                         |                                                                       | <b>\$x,000</b> |
| CS14-O3.1 Council and Local History Collection Management     | <ul style="list-style-type: none"> <li>New items added as needed</li> </ul>                                                                        | No                      | Barossa Regional Gallery<br>Heritage Projects<br>Information services |                |
| CS14-O3.2 Digitising Records, Photographs etc.                | <ul style="list-style-type: none"> <li>New items added as needed</li> </ul>                                                                        | No                      | Heritage Projects<br>Information services                             |                |
| CS14-O3.3 Advice and Support for Local Heritage Groups        | <ul style="list-style-type: none"> <li>5 Minute Phone call</li> <li>1-hour Meeting or</li> <li>Ongoing project Working Group - 20 hours</li> </ul> | No                      | Heritage Projects                                                     |                |
| <b>Operational Plans</b>                                      |                                                                                                                                                    | <b>Action Reference</b> |                                                                       |                |
| Advocacy Strategy                                             |                                                                                                                                                    | 2                       |                                                                       |                |
| Community Land Management Plan (CLMP)                         |                                                                                                                                                    | All                     |                                                                       |                |
| o Plan 4 - Institutes and Community Halls                     |                                                                                                                                                    |                         |                                                                       |                |

|                            |                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                             |     |
|----------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|
| Service Area               | CS15 - Land Use and Development                                                                                                                                                                                                                                                     |                                                                                                                                                                                                             |     |
| Service Activity           | Urban and regional planning, including project work to give advice on new large developments that are novel or do not fit a pre-existing category. The region is developed externally and sustainability whilst preserving the Barossa's unique heritage.                           |                                                                                                                                                                                                             |     |
| Service Delivery           | Internal, External, Contractors                                                                                                                                                                                                                                                     |                                                                                                                                                                                                             |     |
| Strategic Links            |                                                                                                                   |                                                                                                                                                                                                             |     |
| Goal                       | 1                                                                                                                                                                                                                                                                                   | The Barossa has sustainable farmland providing diverse and stable returns, while protecting the unique natural environment and biodiversity of the region.                                                  |     |
|                            | 2                                                                                                                                                                                                                                                                                   | The history of our region including aboriginal sites is reflected in our streetscapes and our historic buildings are maintained for future generations.                                                     |     |
|                            | 11                                                                                                                                                                                                                                                                                  | The Barossa has a strong local economy that adapts, innovates and thrives on change and strives for a diverse industry base that provides a sustainable range of business and job opportunities for people. |     |
|                            | 12                                                                                                                                                                                                                                                                                  | We are a visitor destination of choice.                                                                                                                                                                     |     |
| Strategy                   | 1.1                                                                                                                                                                                                                                                                                 | Ensure land use planning protects the quality of the natural environment, the existing character of rural landscapes, the historic significance and the high value agricultural land.                       |     |
|                            | 1.2                                                                                                                                                                                                                                                                                 | Support tourism development that is sensitive to the natural environment and ensures that the unique character of the rural landscape is appropriately managed and promoted.                                |     |
|                            | 2.2                                                                                                                                                                                                                                                                                 | Ensure clearly defined townships are maintained to manage residential and commercial development that is sensitive to the natural environment and areas of historical significance.                         |     |
|                            | 11.2                                                                                                                                                                                                                                                                                | Support proactive population growth that is incremental, well managed and is backed up by local planning and development opportunities.                                                                     |     |
|                            | 12.1                                                                                                                                                                                                                                                                                | Encourage and support the sector to further promote and develop tourism experiences including ecological, cultural and agricultural tourism.                                                                |     |
|                            | 12.3                                                                                                                                                                                                                                                                                | Provide experiences and infrastructure that continue to support the needs of the tourism market.                                                                                                            |     |
| Performance Measure        | To be developed                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                             |     |
| Statistics                 | Average number of Development Application lodged per year                                                                                                                                                                                                                           |                                                                                                                                                                                                             | 850 |
|                            | Average number of Development Application approved per year                                                                                                                                                                                                                         |                                                                                                                                                                                                             | 900 |
| Legislative Responsibility | Character Preservation (Barossa Valley) Act 2012<br>Community Titles Act 1996<br>Development Act 1993<br>Environment Protection Act 1993<br>Heritage Places Act 1993<br>Housing Improvement Act 2016<br>Planning, Development and Infrastructure Act 2016<br>Urban Renewal Act 1995 |                                                                                                                                                                                                             |     |

| Strategic Action                                                                                                                                                               | Performance Indicator                                                                                          | Responsible                            | 22-23 | 23-24 | 24-25 | 25-26 |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------|----------------------------------------|-------|-------|-------|-------|
| CS15-1 Monitor and report on the implementation of the Planning, Development and Infrastructure Act                                                                            | <ul style="list-style-type: none"> <li>Elected Members regularly informed on PDI Act implementation</li> </ul> | Planning Services<br>Building Services | Op    | Op    | Op    | Op    |
| CS15-2 Advocate for development policies that align with Council strategic vision for the Concordia Growth Area in the proposed (Developer Funded/Ministerial) Code Amendment. | <ul style="list-style-type: none"> <li>Code Amendment adopted to the satisfaction of Council</li> </ul>        | Planning Services                      | Op    | Op    |       |       |
| CS15-3 Advocate for development policies that are responsive to housing needs (affordability and diversity of housing choice). <b>(DRAFT LEDP)</b>                             | <ul style="list-style-type: none"> <li>Number of advocacy opportunities.</li> </ul>                            | Planning Services                      | Op    | Op    | Op    | Op    |
| Op = Operational, Cap = Capital, Ext = External Funding, Dev = Develop, Rev = Review                                                                                           |                                                                                                                |                                        |       |       |       |       |

| Service Action                                                                                                                                                      | Service Standard                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Critical Service | Responsible                            | Nett Cost      |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|----------------------------------------|----------------|
| <b>Output 1 – Advice and Assessment: Planning, Building and Heritage</b>                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                  |                                        | <b>\$x,000</b> |
| CS15-O1.1 Provide advice and undertake efficient and effective planning, building and heritage assessment in line with Planning, Development and Infrastructure Act | <p>Verification:</p> <ul style="list-style-type: none"> <li>all applications – 5 days</li> </ul> <p>Planning Consent:</p> <ul style="list-style-type: none"> <li>Deemed to satisfy – 5 days</li> <li>Performance Assessed – 20 days + 20-30 days if Referral</li> <li>+ 15 days if Public Notification</li> <li>+ 15 days applicant response</li> <li>+ 20 days for commission/panel decision</li> <li>Land Division – 60 days</li> </ul> <p>Building Consent:</p> <ul style="list-style-type: none"> <li>Class 1 or 10 – 30 days</li> <li>+ 10 day when referred to commission</li> <li>Classes 2-9 – 60 days</li> <li>+ 10 day when referred to commission</li> </ul> | Yes              | Planning Services<br>Building Services |                |

| Service Action                                                        | Service Standard                                                                                                                                                                                                                               | Critical Service        | Responsible       | Nett Cost      |
|-----------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------|-------------------|----------------|
|                                                                       | Development Approval: <ul style="list-style-type: none"> <li>All application – 5 days</li> </ul>                                                                                                                                               |                         |                   |                |
| <b>Output 2 – Zone/Code Amendment/Reviews</b>                         |                                                                                                                                                                                                                                                |                         |                   | <b>\$x,000</b> |
| CS15-O2.2 Facilitate the Barossa Character Strategic Planning Project | <ul style="list-style-type: none"> <li>Recommended pathway for aligning planning policy to the vision and opportunities supported/adopted by the State Planning Commission</li> <li>Project delivered in line with agreed timeframe</li> </ul> | No                      | Planning Services |                |
| <b>Operational Plans</b>                                              |                                                                                                                                                                                                                                                | <b>Action Reference</b> |                   |                |
| Advocacy Strategy (AS)                                                |                                                                                                                                                                                                                                                | 6, 7, 8                 |                   |                |
| Disability Access and Inclusion Plan (DAIP)                           |                                                                                                                                                                                                                                                | Theme 1 and 3           |                   |                |
| Local Economic Development Plan (LEDP)                                |                                                                                                                                                                                                                                                | Strategies 2            |                   |                |
| Regional Public Health Plan (RPHP)                                    |                                                                                                                                                                                                                                                | 5.2, 5.3, 7.1, 7.2      |                   |                |

|                            |                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                          |       |
|----------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------|
| Service Area               | CS16 - Library                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                          |       |
| Service Activity           | Provision of public library services across multiple physical branches, online and via outreach programs. This includes providing access to a physical and online collection (including speciality collections and the OneCard network); children's programs and groups; adult programs, workshops and activity groups; information and reference services; community spaces; and access to, and education for, digital technology. |                                                                                                                                                                                                                          |       |
| Service Delivery           | Internal and outreach delivery, Volunteers                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                          |       |
| Strategic Links            |                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                          |       |
| Goal                       | 4                                                                                                                                                                                                                                                                                                                                                                                                                                   | The Barossa fosters community resilience, connection and wellbeing through its social planning, recreation, safety, education, preventative health and social strategies especially for our youth and vulnerable people. |       |
|                            | 5                                                                                                                                                                                                                                                                                                                                                                                                                                   | We are a strong community that is welcoming, safe and enjoys a quality lifestyle that celebrates our local identities, diversities, cultures and histories including our Aboriginal heritage.                            |       |
|                            | 9                                                                                                                                                                                                                                                                                                                                                                                                                                   | Our community has fair and equitable access to the resources and services they need to lead a safe, healthy, inclusive and connected lifestyle.                                                                          |       |
|                            | 10                                                                                                                                                                                                                                                                                                                                                                                                                                  | Our region enjoys the benefits of sustainable community groups, networks and facilities that encourage everybody to participate in the community.                                                                        |       |
| Strategy                   | 4.2                                                                                                                                                                                                                                                                                                                                                                                                                                 | Continue creating strong and sustainable community networks, and support young people to actively participate in the community and develop the leaders of the future.                                                    |       |
|                            | 5.3                                                                                                                                                                                                                                                                                                                                                                                                                                 | Vibrant public spaces that provide places for creative development, cultural interaction and social connections.                                                                                                         |       |
|                            | 5.4                                                                                                                                                                                                                                                                                                                                                                                                                                 | Recognising and celebrating the community successes and learning from opportunities.                                                                                                                                     |       |
|                            | 9.1                                                                                                                                                                                                                                                                                                                                                                                                                                 | Work towards combating loneliness and social isolation and ensuring that people enjoy a sense of inclusion and feel connected.                                                                                           |       |
|                            | 10.1                                                                                                                                                                                                                                                                                                                                                                                                                                | Children and young people are supported to feel safe and to engage, thrive and feel empowered within the community.                                                                                                      |       |
|                            | 10.3                                                                                                                                                                                                                                                                                                                                                                                                                                | Build on the capacity of community members to participate in cultural, creative, recreational, sporting and learning opportunities.                                                                                      |       |
| Performance Measure        | To be developed                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                          |       |
| Statistics                 | Visits per capita                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                          | 4.08  |
|                            | Loans per capita                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                          | 10.28 |
| Legislative Responsibility | Libraries Act 1982<br>Copyright Act 1878                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                                                          |       |



| Strategic Action                                                                     | Performance Indicator                                                                 | Responsible      | 22-23 | 23-24 | 24-25 | 25-26 |
|--------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|------------------|-------|-------|-------|-------|
| CS16-1 Facilitate Library Service Review.                                            | <ul style="list-style-type: none"> <li>Review outcomes endorsed by Council</li> </ul> | Library Services | Dev   |       |       |       |
| Op = Operational, Cap = Capital, Ext = External Funding, Dev = Develop, Rev = Review |                                                                                       |                  |       |       |       |       |

| Service Action                                                                      | Service Standard                                                                                                                                                                                             | Critical Service | Responsible                          | Nett Cost      |
|-------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|--------------------------------------|----------------|
| <b>Output 1 – Library Services and Spaces</b>                                       |                                                                                                                                                                                                              |                  |                                      | <b>\$x,000</b> |
| CS16-O1.1 Provide inviting, inclusive public library spaces.                        | <ul style="list-style-type: none"> <li>Number of Library visits per year exceeds the ALIA enhanced target</li> </ul>                                                                                         | No               | Library Services                     |                |
| CS16-O1.2 Provide free library membership                                           | <ul style="list-style-type: none"> <li>Percentage of community who are library members is stable or increases per year</li> </ul>                                                                            | No               | Library Services                     |                |
| CS16-O1.3 Circulation of Library Item Loans - Books, DVDs, Magazines, Kits, etc.    | <ul style="list-style-type: none"> <li>Number of loans per capita per year exceeds the ALIA enhanced target</li> </ul>                                                                                       | No               | Library Services                     |                |
| CS16-O1.4 Provide access to PCs, Internet and Wi-Fi                                 | <ul style="list-style-type: none"> <li>Free Wi-Fi provided at each Library</li> <li>Public PCs available with minimal wait times, number of community members per PC exceeds ALIA enhanced target</li> </ul> | No               | Library Services                     |                |
| CS16-O1.5 Provide photocopying, printing and laminating services for minimal charge | <ul style="list-style-type: none"> <li>At least one photocopier and laminator at each library</li> </ul>                                                                                                     | No               | Library Services                     |                |
| CS16-O1.6 Provide Council customer services at Mount Pleasant and Lyndoch libraries | <ul style="list-style-type: none"> <li>Number of Council enquiries resolved/fulfilled per year</li> </ul>                                                                                                    | No               | Library Services<br>Customer Support |                |

| Service Action                                                                                                        | Service Standard                                                                                                                                                                                                                              | Critical Service | Responsible                | Nett Cost      |
|-----------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|----------------------------|----------------|
| <b>Output 2 – Collection</b>                                                                                          |                                                                                                                                                                                                                                               |                  |                            | <b>\$x,000</b> |
| CS16-O2.1 Maintenance of Library collection                                                                           | <ul style="list-style-type: none"> <li>Number items per capita exceeds ALIA enhanced target</li> <li>Number of loans per collection item per year exceeds ALIA baseline target; stretch goal is ALIA enhanced target</li> </ul>               | No               | Collection Branch Services |                |
| CS16-O2.2 Provision of E-Resources                                                                                    | <ul style="list-style-type: none"> <li>24 hours access online in the library or externally</li> </ul>                                                                                                                                         | No               | Collection                 |                |
| CS16-O2.3 Manage and maintain specific collections                                                                    | <ul style="list-style-type: none"> <li>Loans per capita per year of this collection remains stable or increases per year</li> <li>Access/views per capita per year of not for loan collection remains stable or increases per year</li> </ul> | No               | Collection                 |                |
| CS16-O3.4 Acquire additional resources as requested. E.g. One Card Network hold, Interlibrary loans, purchase request | <ul style="list-style-type: none"> <li>Requests processed within ten business days</li> </ul>                                                                                                                                                 | No               | Collection                 |                |
| <b>Output 3 – Information and Reference Services</b>                                                                  |                                                                                                                                                                                                                                               |                  |                            | <b>\$x,000</b> |
| CS16-O3.1 Undertake enquiries and research for customers                                                              | <ul style="list-style-type: none"> <li>Requests for research responded to within 5 business days</li> </ul>                                                                                                                                   | No               | Branch Services            |                |
| CS16-O3.2 Provide access to online resources (e.g. research databases for children and adults)                        | <ul style="list-style-type: none"> <li>Number of customers accessing the resources per year</li> </ul>                                                                                                                                        | No               | Branch Services            |                |
| CS16-O3.3 Provide local history reference services                                                                    | <ul style="list-style-type: none"> <li>Requests for research responded to within 5 business days</li> </ul>                                                                                                                                   | No               | Branch Services            |                |
| <b>Output 4 – Programs</b>                                                                                            |                                                                                                                                                                                                                                               |                  |                            | <b>\$x,000</b> |
| CS16-O4.1 Early childhood programs                                                                                    | <ul style="list-style-type: none"> <li>Regular (≥ one per week) in the library during school terms</li> </ul>                                                                                                                                 | No               | Branch Services            |                |

| Service Action                                  | Service Standard                                                                                                                                                                                                                                                                                                                                                     | Critical Service | Responsible     | Nett Cost |
|-------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|-----------------|-----------|
|                                                 | <ul style="list-style-type: none"> <li>Occasional in house and outreach programs as requested by the community, including to early childhood settings</li> <li>Percentage of population (families with this age group) attending these programs exceeds average for regional libraries in SA</li> </ul>                                                              |                  |                 |           |
| CS16-O4.2 School aged programs                  | <ul style="list-style-type: none"> <li>Regular (≥ one per week) school term program</li> <li>Outreach to schools and home-schooling groups</li> <li>Workshops and events during school holidays (≥ two per holiday block)</li> <li>Percentage of population (primary aged children) attending these programs exceeds average for regional libraries in SA</li> </ul> | No               | Branch Services |           |
| CS16-O4.3 Home library services                 | <ul style="list-style-type: none"> <li>Monthly deliveries to clients at home and in residential care or hospital facilities</li> <li>Number of clients remains stable or increases each year</li> </ul>                                                                                                                                                              | No               | Branch Services |           |
| CS16-O4.4 Digital inclusion programs            | <ul style="list-style-type: none"> <li>Weekly and as requested one to one help</li> <li>Group programs as requested</li> </ul>                                                                                                                                                                                                                                       | No               | Branch Services |           |
| CS16-O4.5 Adult programs, workshops and groups. | <ul style="list-style-type: none"> <li>One event per quarter</li> <li>Percentage of population attending these programs exceeds average for regional libraries in SA</li> </ul>                                                                                                                                                                                      | No               | Branch Services |           |

| Operational Plans | Action Reference |
|-------------------|------------------|
| Advocacy Strategy | 4                |

|                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|----------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Service Area</b>        | <b>CS17 - Natural Resources</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| <b>Service Activity</b>    | Regional development and management of the environment including natural resource management to ensure the region is managed sustainably and the environment is protected and enhanced.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| <b>Service Delivery</b>    | Internal, Contractors, Volunteers, Partnerships                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| <b>Strategic Links</b>     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <b>Goal</b>                | <p>1 The Barossa has sustainable farmland providing diverse and stable returns, while protecting the unique natural environment and biodiversity of the region.</p> <p>3 We take a proactive approach in responding to key environmental challenges such as climate change, water security and waste management.</p> <p>5 We are a strong community that is welcoming, safe and enjoys a quality lifestyle that celebrates our local identities, diversities, cultures and histories including our Aboriginal heritage.</p> <p>7 Community infrastructure planning is aligned to both current and the future needs of the community.</p> <p>10 Our region enjoys the benefits of sustainable community groups, networks and facilities that encourage everybody to participate in the community.</p> <p>11 The Barossa has a strong local economy that adapts, innovates and thrives on change and strives for a diverse industry base that provides a sustainable range of business and job opportunities for people.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <b>Strategy</b>            | <p>1.2 Support tourism development that is sensitive to the natural environment and ensures that the unique character of the rural landscape is appropriately managed and promoted</p> <p>1.3 Build on the conservation of the region's natural heritage including bush eco-systems, grassy woodlands, agricultural landscapes and recreational green spaces.</p> <p>3.1 Support community based sustainability initiatives to help reduce the Barossa's contribution to the climate crisis and build on the capacity of local residents and industry to mitigate negative impacts.</p> <p>3.3 Ensure long term confidence in the Barossa's capacity to access water to meet its industrial, domestic and environmental needs.</p> <p>5.1 Support the development of activities that celebrate the history, art and culture of the Barossa and its people.</p> <p>5.3 Create vibrant public spaces that provide places for creative development, cultural interaction and social connections.</p> <p>7.1 Build on sound asset management practices to deliver sustainable services to ensure that infrastructure is adequate to support the community.</p> <p>10.3 Build on the capacity of community members to participate in cultural, creative, recreational, sporting and learning opportunities.</p> <p>11.1 Work closely with State Government, Federal Government and other key stakeholders to support economic growth, development and job creation.</p> |
| <b>Performance Measure</b> | To be developed                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |

|                                   |                                                             |                  |
|-----------------------------------|-------------------------------------------------------------|------------------|
| <b>Statistics</b>                 | Number of plants and seeds propagated each season (approx.) | 15,000           |
|                                   | Number of plants sold (approx.)                             | 12,100           |
|                                   | Number of events held at Barossa Bushgardens                | 67               |
|                                   | Number of environment groups active in the region           | 9                |
|                                   | Hectares of natural reserves                                | Approx. 1,550 Ha |
| <b>Legislative Responsibility</b> | Crown Land Management Act 2009                              |                  |
|                                   | Landscape South Australia Act 2019                          |                  |
|                                   | Local Government Act 1999                                   |                  |
|                                   | National Parks and Wildlife Act 1972                        |                  |
|                                   | Native Vegetation Act 1991                                  |                  |

| Strategic Action |                                                                                                                                                                   | Performance Indicator                                                                                                                                                                                                                                                                                                                                                                                            | Responsible                                                                                                                                | 22-23  | 23-24  | 24-25  | 25-26  |
|------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------|--------|--------|--------|--------|
| CS17-1           | Promote and seek to expand conservation and land management initiatives at conservation sites managed by volunteer groups or the State.                           | <ul style="list-style-type: none"> <li>Number of active environmental projects supported</li> <li>Number of volunteer and officer hours allocated to environmental projects</li> <li>Partner with State bodies to assist in projects and actions that manage the landscape</li> <li>Number of active environmental projects supported Partner with State bodies to assist management of the landscape</li> </ul> | Environmental Services                                                                                                                     | Op Ext | Op Ext | Op Ext | Op Ext |
| CS17-2           | Assist in education and awareness regarding global and local climate change impacts and practical solutions that can be implemented on a local or domestic level. | <ul style="list-style-type: none"> <li>Community education to drive behaviour change</li> <li>Number of Library participants in climate change programs</li> </ul>                                                                                                                                                                                                                                               | Environmental Services                                                                                                                     | Op     | Op     | Op     | Op     |
| CS17-3           | Participate and partner in sustainability initiative across council operations, assets and facilities.                                                            | <ul style="list-style-type: none"> <li>Number of initiatives supported</li> <li>Reduction in building and facility and plant energy consumption</li> <li>Carbon/Ecological footprint reporting</li> </ul>                                                                                                                                                                                                        | Assets and Infrastructure<br>Facilities Management<br>Community Projects<br>Enterprise technology and Innovation<br>Environmental Services | Rev    | Cap    | Cap    | Cap    |



| Strategic Action |                                                                                                                                                    | Performance Indicator                                                                                                                                                                                                                                                                                                                    | Responsible                     | 22-23 | 23-24 | 24-25 | 25-26 |
|------------------|----------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------|-------|-------|-------|-------|
| CS17-4           | Develop and Implement a Sustainability Strategy/Framework                                                                                          | <ul style="list-style-type: none"> <li>Adaptation Strategy/Framework adopted by Council</li> </ul>                                                                                                                                                                                                                                       | Environmental Services          | Dev   | Op    | Op    | Op    |
| CS17-5           | Advocate for water security in the Barossa, working with government partners to ensure sufficient supply to support key activities into the future | <ul style="list-style-type: none"> <li>Facilitate equitable and sustainable water management through the Barossa Water Allocation Plan and Barossa Water Security Strategy</li> <li>Progress water allocation planning issues to facilitate equitable, sustainable and implementation of aquifer recharge in the council area</li> </ul> | OMCEO<br>Environmental Services | Op    | Op    | Op    | Op    |

Op = Operational, Cap = Capital, Ext = External Funding, Dev = Develop, Rev = Review

| Service Action                                          |                                                                                 | Service Standard                                                               | Critical Service | Responsible                                    | Nett Cost      |
|---------------------------------------------------------|---------------------------------------------------------------------------------|--------------------------------------------------------------------------------|------------------|------------------------------------------------|----------------|
| <b>Output 1 – Sustainability</b>                        |                                                                                 |                                                                                |                  |                                                | <b>\$x,000</b> |
| CS17-O1.1                                               | Support sustainability initiatives and programs within the region               | Delivery of agreed programs                                                    | No               | Environmental Services                         |                |
| <b>Output 2 – Land, Water and Biodiversity</b>          |                                                                                 |                                                                                |                  |                                                | <b>\$x,000</b> |
| CS17-O2.1                                               | Support land, water and biodiversity initiatives and programs within the region | <ul style="list-style-type: none"> <li>Delivery of agreed programs</li> </ul>  | No               | Environmental Services<br>Works and Operations |                |
| <b>Output 3 – Environmental Education and Awareness</b> |                                                                                 |                                                                                |                  |                                                | <b>\$x,000</b> |
| CS17-O3.1                                               | Administer/conduct environmental education and awareness programs               | <ul style="list-style-type: none"> <li>Delivery of annual work plan</li> </ul> | No               | Environmental Services                         |                |

| Service Action                                                              | Service Standard                                                                                                                                                                                                                                                         | Critical Service | Responsible            | Nett Cost      |
|-----------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|------------------------|----------------|
| <b>Output 4 – Bushgardens Nursery</b>                                       |                                                                                                                                                                                                                                                                          |                  |                        | <b>\$x,000</b> |
| CS17-O4.1 Provision of nursery for the production and sale of native plants | <ul style="list-style-type: none"> <li>10,000 plants and seeds propagated each season</li> <li>\$17,000 plant sales each year</li> <li>Minimum 50% of indigenous plants provided from local seed</li> <li>Seasonal collection and propagation of seeds/plants</li> </ul> | No               | Environmental Services |                |

| Operational Plans                                                                | Action Reference      |
|----------------------------------------------------------------------------------|-----------------------|
| Advocacy Strategy                                                                | 6, 8, 9               |
| Barossa Bushgardens Strategic Plan (BBSP)                                        | Key Result Areas 1, 2 |
| Community Land Management Plan (CLMP)                                            |                       |
| o Plan 2 - Council Reserves and Gardens – Undeveloped or with Minor Improvements | All                   |
| o Plan 3 - Recreation Reserves                                                   |                       |
| Regional Public Health Plan (RPHP)                                               | 8.1, 8.2, 10.1        |
| Roadside Vegetation Management Plan (RVMP)                                       | All                   |

**Service Area****CS18 - Public Health****Service Activity**

Public health services seek provide for the protection of the health of the public including routine inspections, awareness events, and subsidising online food handler training, immunisation, pests and vermin, and wastewater applications.

**Service Delivery**

Internal, Partnerships.

**Strategic Links****Goal**

9 Our community has fair and equitable access to the resources and services they need to lead a safe, healthy, inclusive and connected lifestyle.

**Strategy**

9.2 Promote a healthy community through a planned approach to public health and safety.

**Performance Measure**

To be developed

**Statistics**

Average number of school immunisations 245  
Average Number of Wastewater Applications per year 250

**Legislative Responsibility**

Environment Protection Act 1993  
Food Act 2001  
Housing Improvement Act 1940  
Local Government Act 1999  
Local Nuisance and Litter Control Act 2016  
SA Public Health Act 2011  
Safe Drinking Water Act 2011  
National Food Safety Standards

| Strategic Action |                                                                                                                                                    | Performance Indicator                                                                                                                                                                                                                        | Responsible           | 22-23 | 23-24 | 24-25 | 25-26 |
|------------------|----------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|-------|-------|-------|-------|
| CS18-1           | Advocate for critical and medical transport services to the community.                                                                             | <ul style="list-style-type: none"> <li>Provision of transport services to the community</li> </ul>                                                                                                                                           | Community and Culture | Op    | Op    | Op    | Op    |
| CS18-2           | Maintain and improve wellbeing in the community through implementation of the identified 'Lighthouse' projects in the Regional Public Health Plan. | <ul style="list-style-type: none"> <li>Implement Regional Public Health Plan</li> </ul> <p><b>Note: Subject to adoption of new RPHP</b></p>                                                                                                  | Various TBD           | Op    | Op    | Op    | Op    |
| CS18-3           | Promote community and stakeholder ownership of public health priorities through regional engagement and collaboration.                             | <ul style="list-style-type: none"> <li>Undertake necessary compliance and monitoring activity.</li> <li>Ensure infrastructure and programs assist in delivering healthy communities.</li> <li>Number of engagement opportunities.</li> </ul> | All                   | Op    | Op    | Op    | Op    |

| Strategic Action                                                                                      | Performance Indicator                                                                                                                                                                                                                        | Responsible | 22-23 | 23-24 | 24-25 | 25-26 |
|-------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|-------|-------|-------|-------|
| CS18-4 Facilitate social planning to identify and address critical health issues and community needs. | <ul style="list-style-type: none"> <li>Undertake necessary compliance and monitoring activity.</li> <li>Ensure infrastructure and programs assist in delivering healthy communities.</li> <li>Number of engagement opportunities.</li> </ul> | All         | Op    | Op    | Op    | Op    |
| Op = Operational, Cap = Capital, Ext = External Funding, Dev = Develop, Rev = Review                  |                                                                                                                                                                                                                                              |             |       |       |       |       |

| Service Action                                                                                     | Service Standard                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Critical Service | Responsible     | Nett Cost      |
|----------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|-----------------|----------------|
| <b>Output 1 – Immunisation Management</b>                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                  |                 | <b>\$x,000</b> |
| CS18-O1.1 Conduct Immunisation Clinics in accord with service agreement with SA Health             | <ul style="list-style-type: none"> <li>Ongoing</li> <li>Scheduled Immunisation Clinics conducted</li> <li>Students fully immunised</li> <li>Immunisation Queries followed up within 3 days</li> <li>Immunisation Register updated within 3 months of receipt of data</li> </ul>                                                                                                                                                                                    | No               | Health Services |                |
| <b>Output 2 – Sharps Management</b>                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                  |                 | <b>\$x,000</b> |
| CS18-O2.1 Deliver and promote health and community services and facilities (i.e. sharps)           | <ul style="list-style-type: none"> <li>Sharps container disposed of within 2 weeks</li> </ul>                                                                                                                                                                                                                                                                                                                                                                      | Yes              | Health Services |                |
| <b>Output 3 – Pest Control</b>                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                  |                 | <b>\$x,000</b> |
| CS18-O3.1 Address nuisance and environmental risk associated with animals, vermin and pest control | <p>Complaints:</p> <ul style="list-style-type: none"> <li>Vermin - Private Property followed up within 5 days</li> <li>Insects (not bees or wasps) followed up within 5 days</li> <li>Bees on Council Land followed up within 3 days</li> <li>Wasps followed up within 1 day</li> <li>Mosquitos followed up within 5 days.</li> </ul> <p>Control:</p> <ul style="list-style-type: none"> <li>Destruction/ removal of Wasp nest followed up within 1 day</li> </ul> | No               | Health Services |                |

| Service Action                                  |                                                                                                                                                                          | Service Standard                                                                                                                                                                                     | Critical Service | Responsible     | Nett Cost      |
|-------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|-----------------|----------------|
| <b>Output 4 – Waste Water Systems</b>           |                                                                                                                                                                          |                                                                                                                                                                                                      |                  |                 | <b>\$x,000</b> |
| CS18-O4.1                                       | Provide effective assessment processes and regulatory activities of Septic Tank Applications                                                                             | <ul style="list-style-type: none"> <li>Complaints followed up within 2 days</li> <li>Applications completed within 2 weeks</li> <li>Failing wastewater systems followed up within 2 weeks</li> </ul> | No               | Health Services |                |
| <b>Output 5 – Assessment and Advice: Health</b> |                                                                                                                                                                          |                                                                                                                                                                                                      |                  |                 | <b>\$x,000</b> |
| CS18-O5.1                                       | Provide public health assessment and advice to customers / small business to enable compliance with accepted public health standards, relevant legislation and practices | <ul style="list-style-type: none"> <li>Customer Requests acknowledged within 1 business day</li> </ul>                                                                                               | No               | Health Services |                |
| <b>Operational Plans</b>                        |                                                                                                                                                                          | <b>Action Reference</b>                                                                                                                                                                              |                  |                 |                |
| Advocacy Strategy                               |                                                                                                                                                                          | 5                                                                                                                                                                                                    |                  |                 |                |
| Regional Public Health Plan (RPHP)              |                                                                                                                                                                          | 9.1                                                                                                                                                                                                  |                  |                 |                |



**Service Area****CS19 - Social Inclusion****Service Activity**

Advocate and work in collaboration with core service providers to ensure that vulnerable people have increased access and inclusion. Vulnerable people within our community are connected with their community and have access to facilities and opportunities to improve their lives. Aboriginal Reconciliation support. Youth Development. Social Planning. Support for older people.

**Service Delivery**

Internal, Partnerships

**Strategic Links****Goal**

- 2 The history of our region including aboriginal sites is reflected in our streetscapes and our historic buildings are maintained for future generations.
- 4 The Barossa fosters community resilience, connection and wellbeing through its social planning, recreation, safety, education, preventative health and social strategies especially for our youth and vulnerable people.
- 5 We are a strong community that is welcoming, safe and enjoys a quality lifestyle that celebrates our local identities, diversities, cultures and histories including our Aboriginal heritage.
- 7 Community infrastructure planning is aligned to both current and the future needs of the community.
- 8 To have a connected and safe transport network that meets the needs of our community.
- 9 Our community has fair and equitable access to the resources and services they need to lead a safe, healthy, inclusive and connected lifestyle.
- 10 Our region enjoys the benefits of sustainable community groups, networks and facilities that encourage everybody to participate in the community.
- 11 The Barossa has a strong local economy that adapts, innovates and thrives on change and strives for a diverse industry base that provides a sustainable range of business and job opportunities for people.

**Strategy**

- 2.1 Continue to maintain streetscapes that reflect the character and heritage of the region and facilitate opportunities to repurpose or find alternative uses of built heritage.
- 4.1 Build on a strong sense of community pride with active community groups and individuals participating in local decision making and community building activities.
- 4.2 Continue creating strong and sustainable community networks, and support young people to actively participate in the community and develop the leaders of the future.
- 4.3 Embrace place-making principles when developing community infrastructure and regulate planning and development in public spaces and active recreation.
- 5.2 Create places where people want to live and plan for the future in a coordinated, affordable, appropriate and proactive way.
- 5.3 Create vibrant public spaces that provide places for creative development, cultural interaction and social connections.
- 7.2 Ensure both current and future infrastructure needs are met in a proactive rather than reactive way.
- 8.1 Support opportunities to increase community transport and access to services and facilities.

- 8.2 Ensure a high quality road, shared paths and footpath network throughout the Barossa in partnership with all levels of government.
- 9.1 Work towards combating loneliness and social isolation and ensuring that people enjoy a sense of inclusion and feel connected.
- 9.2 Promote a healthy community through a planned approach to public health and safety.
- 10.1 Children and young people are supported to feel safe and to engage, thrive and feel empowered within the community.
- 10.2 Advocate for and encourage services that ensure equity and support inclusion and at risk members of the community.
- 10.3 Build on the capacity of community members to participate in cultural, creative, recreational, sporting and learning opportunities.
- 11.1 Work closely with State Government, Federal Government and other key stakeholders to support economic growth, development and job creation.

**Performance Measure**

To be developed

**Statistics**

|                                                                         |       |
|-------------------------------------------------------------------------|-------|
| Proportion of population with a disability - severe and profound        | 5.0%  |
| Proportion of population that are Aboriginal or Torres Strait Islanders | 0.9%  |
| Proportion of population that are over 65                               | 27%   |
| Proportion of population that are youth                                 | 14.5% |

**Legislative  
Responsibility**

Disability Inclusion Act 2018  
Disability Discrimination Act 1992

| Strategic Action |                                                                                                                                                                                             | Performance Indicator                                                                                                                                                                                                                                             | Responsible                                                                                  | 22-23 | 23-24 | 24-25 | 25-26 |
|------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------|-------|-------|-------|-------|
| CS19-1           | Integrate DDA requirements into the development approval process and will reflect the principles of the Barossa Disability Access and Inclusion Action Plan                                 | <ul style="list-style-type: none"> <li>Applications for government, commercial and industrial buildings meet DDA requirements.</li> <li>Builders and developers informed of access obligations pursuant to the DDA and the National Construction Code.</li> </ul> | Development Services                                                                         | Op    | Op    | Op    | Op    |
| CS19-2           | Through implementation of capital or maintenance programs have regard to the Disability Access and Inclusion Action Plan and design solutions that meet the targets and goals of this plan. | <ul style="list-style-type: none"> <li>Deliver annual maintenance programs.</li> <li>Deliver annual infrastructure and capital programs.</li> <li>Deliver on The Big project outcomes</li> <li>Consult with DAIA</li> </ul>                                       | Engineering Services<br>Works and Operations<br>Assets and Infrastructure<br>The Big Project | Op    | Op    | Op    | Op    |

| Strategic Action                                                                     |                                                                                                                                                                       | Performance Indicator                                                                                                                                                                                                                  | Responsible                               | 22-23 | 23-24 | 24-25 | 25-26 |
|--------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------|-------|-------|-------|-------|
| CS19-3                                                                               | Support local businesses to assist them in increasing access to their services                                                                                        | <ul style="list-style-type: none"> <li>Liaise with local businesses and provide guidelines encouraging DDA compliance.</li> <li>Facilitate opportunities for input from the Disability Access and Inclusion Advisory Group.</li> </ul> | Development Services                      | Op    | Op    | Op    | Op    |
| CS19-4                                                                               | Collaborate with Ngadjuri, Peramangk and Kaurna Nations to develop relationships and explore future opportunities including support for the Reconciliation Committee. | <ul style="list-style-type: none"> <li>Development of future intent document</li> </ul>                                                                                                                                                | Community and Culture                     | Op    | Op    | Op    | Op    |
| CS19-5                                                                               | Be actively engaged with schools and other youth programs to support youth engagement.                                                                                | <ul style="list-style-type: none"> <li>Deliver youth programs.</li> <li>Support schools with programs and other activities when appropriate.</li> <li>Number of library school and youth services participants.</li> </ul>             | Community and Culture                     | Op    | Op    | Op    | Op    |
| CS19-6                                                                               | Provide community transport services that do not duplicate public transport services available                                                                        | <ul style="list-style-type: none"> <li>Number of Community Transport services provided to passengers and carers.</li> </ul>                                                                                                            | Community and Culture                     | Op    | Op    | Op    | Op    |
| CS19-7                                                                               | Encourage a learning community through our libraries, youth programs and technology support programs.                                                                 | <ul style="list-style-type: none"> <li>Deliver library and heritage services.</li> <li>Number of participants.</li> </ul>                                                                                                              | Community and Culture<br>Library Services | Op    | Op    | Op    | Op    |
| Op = Operational, Cap = Capital, Ext = External Funding, Dev = Develop, Rev = Review |                                                                                                                                                                       |                                                                                                                                                                                                                                        |                                           |       |       |       |       |

| Service Action                    |                            | Service Standard                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Critical Service | Responsible                         | Nett Cost      |
|-----------------------------------|----------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|-------------------------------------|----------------|
| <b>Output 1 – Home Assistance</b> |                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                  |                                     | <b>\$x,000</b> |
| CS19-O1.1                         | Manage client requirements | <ul style="list-style-type: none"> <li>Within the guidelines of Council's Customer Service charter and the requirements of funding bodies:               <ul style="list-style-type: none"> <li>Process client referrals and registration within 5 working days of receipt</li> <li>Respond to requests for work to be carried out within 2 working days</li> <li>Carry out requested work within 4 weeks of request</li> <li>Carry out client services reviews for Commonwealth Home Support Program clients annually</li> </ul> </li> </ul> | Yes              | Community Transport and Home Assist |                |

| Service Action                                                              | Service Standard                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Critical Service | Responsible                         | Nett Cost      |
|-----------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|-------------------------------------|----------------|
|                                                                             | <ul style="list-style-type: none"> <li>Carry out ongoing quality checks to the agreed timeframe</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                  |                  |                                     |                |
| CS19-O1.2 Manage the contractor requirements                                | <ul style="list-style-type: none"> <li>Within the guidelines of Council's Contractor policies and the requirements of funding bodies:               <ul style="list-style-type: none"> <li>Register, screen and induct new contractors to the required standards</li> <li>Review and keep updated the required screenings and licences to the required standards</li> <li>Process contractor payments within the agreed timeframes</li> <li>Carry out ongoing quality checks to the agreed timeframe</li> </ul> </li> </ul> | No               | Community Transport and Home Assist |                |
| CS19-O1.3 Manage the planning, funding agreement and budgetary requirements | <ul style="list-style-type: none"> <li>Within the guidelines of Council's financial policies and the requirements of funding bodies:               <ul style="list-style-type: none"> <li>Create and manage home assist income and expenditure budgets</li> <li>Manage the funding contracts and liaison with funding bodies</li> <li>Manage the financial acquittals and statistical requirements of the funding contracts to the specified timeframes and schedules</li> </ul> </li> </ul>                                | No               | Community Transport and Home Assist |                |
| CS19-O1.4 Manage promotion and awareness                                    | <ul style="list-style-type: none"> <li>Within the guidelines of Council's communication policies and the requirements of funding bodies:               <ul style="list-style-type: none"> <li>Create accurate and up to date promotional materials for varying formats and audiences</li> <li>Network and liaise with other stakeholders on a regular basis</li> </ul> </li> </ul>                                                                                                                                          | No               | Community Transport and Home Assist |                |
| <b>Output 2 – Community Transport</b>                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                  |                                     | <b>\$x,000</b> |
| CS19-O2.1 Manage the client requirements of the Community Transport program | <ul style="list-style-type: none"> <li>Within the guidelines of Council's Customer Service charter and the requirements of funding bodies:               <ul style="list-style-type: none"> <li>Process client referrals and registration within 5 working days of receipt</li> <li>Respond to requests for transport (i.e. booking car trips, shopping bus trips or the hire of a bus, wheelchair accessible vehicle) within 2 working days</li> </ul> </li> </ul>                                                         | Yes              | Community Transport and Home Assist |                |



| Service Action                                                                                                                                                               | Service Standard                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Critical Service | Responsible                         | Nett Cost      |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|-------------------------------------|----------------|
|                                                                                                                                                                              | <ul style="list-style-type: none"> <li>Carry out client services reviews for Commonwealth Home Support Program clients annually</li> <li>Carry out ongoing quality checks to the agreed timeframe</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                   |                  |                                     |                |
| CS19-O2.2 Manage the funding agreement and budgetary requirements of the Community Transport program                                                                         | <ul style="list-style-type: none"> <li>Within the guidelines of Council's financial policies and the requirements of funding bodies:               <ul style="list-style-type: none"> <li>Create and manage Community Transport income and expenditure budgets</li> <li>Manage the funding contracts and liaison with funding bodies</li> <li>Manage the financial acquittals and statistical requirements of the funding contracts to the specified timeframes and schedules</li> </ul> </li> </ul>                                                                                           | No               | Community Transport and Home Assist |                |
| CS19-O2.3 Manage the asset requirements of the Community Transport program                                                                                                   | <ul style="list-style-type: none"> <li>Within the guidelines of Council's asset management policies, the requirements of Department Infrastructure Transport and the requirements of funding bodies:               <ul style="list-style-type: none"> <li>Ensure Community Transport vehicles have the relevant up to date and documented registrations, services and inspections</li> <li>Ensure Community Transport vehicles are maintained and clean</li> <li>Ensure Community Transport vehicles are replaced as per Council's replacement guidelines and schedules</li> </ul> </li> </ul> | Yes              | Community Transport and Home Assist |                |
| CS19-O2.4 Manage promotion and awareness of the Community Transport program                                                                                                  | <ul style="list-style-type: none"> <li>Within the guidelines of Council's communication policies and the requirements of funding bodies:               <ul style="list-style-type: none"> <li>Create accurate and up to date promotional materials for varying formats and audiences</li> <li>Network and liaise with other stakeholders on a regular basis</li> </ul> </li> </ul>                                                                                                                                                                                                             | No               | Community Transport and Home Assist |                |
| <b>Output 3 – Social Planning and Advocacy</b>                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                  |                                     | <b>\$x,000</b> |
| CS19-O3.1 Participate in State-wide Collaborative Project Officer Network initiatives that advocate to Commonwealth Govt on impact of aged care reform policies on SA sector | <ul style="list-style-type: none"> <li>As per Activity Work Plan approved by the funding body</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | No               | Community and Culture               |                |



| Service Action                                                                                                                                                            | Service Standard                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Critical Service | Responsible           | Nett Cost      |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|-----------------------|----------------|
| CS19-O3.2 Advocate for and encourage services and resources that ensure equity and support for disadvantaged, people with disability and at-risk members of the community | <ul style="list-style-type: none"> <li>Participation in:               <ul style="list-style-type: none"> <li>Local Government Access and Inclusion Network</li> <li>Reconciliation Action Group</li> <li>Dementia Friendly Communities Committee</li> <li>Barossa Community Services Network</li> <li>Gawler and Districts Community Services Forum</li> <li>Legatus</li> </ul> </li> </ul>                                                                                                       | No               | Community and Culture |                |
| CS19-O3.3 Facilitation of utilisation of the expertise of the Disability Access and Inclusion Advisory Group                                                              | <ul style="list-style-type: none"> <li>Provide ongoing consultation and input on community infrastructure and services</li> </ul>                                                                                                                                                                                                                                                                                                                                                                  | No               | Community and Culture |                |
| CS19-O3.4 Ensure that all of Councils plans and projects incorporate social inclusion considerations                                                                      | <ul style="list-style-type: none"> <li>All New Initiatives and Project Scopes will consider Social Inclusion Impacts</li> </ul>                                                                                                                                                                                                                                                                                                                                                                    | No               | Community and Culture |                |
| CS19-O3.5 Work collaboratively with service providers and communities to identify gaps in service provision                                                               | <ul style="list-style-type: none"> <li>Development of projects that attract funding to enable research, community engagement and community development initiatives to address local social issues</li> </ul>                                                                                                                                                                                                                                                                                       | No               | Community and Culture |                |
| <b>Output 4 – Social Support Groups</b>                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                  |                       | <b>\$x,000</b> |
| CS19-O4.1 Manage the client requirements of the Social Support Groups Program                                                                                             | <ul style="list-style-type: none"> <li>Within the guidelines of Council's Customer Service charter and the requirements of funding bodies:</li> <li>Process client referrals and registration within 5 working days of receipt</li> <li>Respond to requests for social support group bookings within 5 working days</li> <li>Carry out client services reviews for Commonwealth Home Support Program clients annually</li> <li>Carry out ongoing quality checks to the agreed timeframe</li> </ul> | No               | Community and Culture |                |
| CS19-O4.2 Manage the funding agreement and budgetary requirements of the Social Support Groups program                                                                    | <ul style="list-style-type: none"> <li>Within the guidelines of Council's financial policies and the requirements of funding bodies:</li> <li>Create and manage income and expenditure budgets</li> <li>Manage the funding contracts and liaison with funding bodies</li> </ul>                                                                                                                                                                                                                    | No               | Community and Culture |                |

| Service Action                                                                                                                                                                                                                                                    | Service Standard                                                                                                                                                                                                                                                                                                           | Critical Service | Responsible            | Nett Cost      |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|------------------------|----------------|
|                                                                                                                                                                                                                                                                   | <ul style="list-style-type: none"> <li>Manage the financial acquittals and statistical requirements of the funding contracts to the specified timeframes and schedule</li> </ul>                                                                                                                                           |                  |                        |                |
| CS19-O4.3 Manage the asset requirements of the Social Support program                                                                                                                                                                                             | <ul style="list-style-type: none"> <li>Within the guidelines of Council's asset management policies and the requirements of funding bodies:</li> <li>Ensure the Men's Shed building is maintained, safe and clean</li> </ul>                                                                                               | No               | Community and Culture  |                |
| CS19-O4.4 Manage promotion and awareness of the Social Support Group Programs (Out and About and Men's Shed)                                                                                                                                                      | <ul style="list-style-type: none"> <li>Within the guidelines of Council's communication policies and the requirements of funding bodies:</li> <li>Create accurate and up to date promotional materials for varying formats and audiences</li> <li>Network and liaise with other stakeholders on a regular basis</li> </ul> | No               | Community and Culture  |                |
| CS19-O4.5 Manage and facilitate the Bushgardens Disability Support program                                                                                                                                                                                        | <ul style="list-style-type: none"> <li>Weekly, subject to Service Agreement</li> </ul>                                                                                                                                                                                                                                     | No               | Environmental Services |                |
| <b>Output 5 – Regional Aged Care Sector Support and Development</b>                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                            |                  |                        | <b>\$x,000</b> |
| CS19-O5.1 Support the development of a home support service system and enable Commonwealth Home Support Programme (CHSP) service providers to operate effectively in line with the objectives of the CHSP and within the context of the broader aged care system. | <ul style="list-style-type: none"> <li>As per Activity Work Plan approved by the funding body</li> </ul>                                                                                                                                                                                                                   | No               | Community and Culture  |                |
| <b>Output 6 – Community Housing Accommodation (Talunga)</b>                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                            |                  |                        | <b>\$x,000</b> |
| CS19-O6.1 Effective management of Talunga Housing Accommodation.                                                                                                                                                                                                  | <ul style="list-style-type: none"> <li>Insurance payment processed annually</li> <li>Inspect buildings every 4 years as part of condition audit</li> <li>Recharged to Junction Australia</li> </ul>                                                                                                                        | No               | Community Services     |                |
| <b>Output 7 – Aboriginal Reconciliation</b>                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                            |                  |                        |                |
| CS19-O7.1 Continued support and facilitation of reconciliation group                                                                                                                                                                                              | <ul style="list-style-type: none"> <li>Regular meeting and reporting ion activity</li> </ul>                                                                                                                                                                                                                               | xxx              | Community Services     |                |

| Service Action                                                 | Service Standard                                                                                              | Critical Service | Responsible    | Nett Cost      |
|----------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------|------------------|----------------|----------------|
| <b>Output 8 – Youth Development</b>                            |                                                                                                               |                  |                | <b>\$x,000</b> |
| CS19-O8.1 Support Drive My Future Program run by Youth Barossa | <ul style="list-style-type: none"> <li>Provide financial support that allows fees to be subsidised</li> </ul> | No               | Youth Services |                |

| Operational Plans                    | Action Reference     |
|--------------------------------------|----------------------|
| Advocacy Strategy                    | 5                    |
| Disability Access and Inclusion Plan | All                  |
| Regional Public Health Plan          | 6.1, 6.2, 13.1       |
| Barossa Bushgardens Strategic Plan   | KRA2 - Strategy 2, 4 |

|                            |                                                                                                                                                                     |                                                                                                                                                                                                                          |    |
|----------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----|
| Service Area               | CS20 - Sport and Recreation                                                                                                                                         |                                                                                                                                                                                                                          |    |
| Service Activity           | Provide a broad range of sporting, recreational and leisure facilities/ services/programs at a range of facilities, parks and open space areas.                     |                                                                                                                                                                                                                          |    |
| Service Delivery           | Internal, External                                                                                                                                                  |                                                                                                                                                                                                                          |    |
| Strategic Links            |   |                                                                                                                                                                                                                          |    |
| Goal                       | 4                                                                                                                                                                   | The Barossa fosters community resilience, connection and wellbeing through its social planning, recreation, safety, education, preventative health and social strategies especially for our youth and vulnerable people. |    |
|                            | 5                                                                                                                                                                   | We are a strong community that is welcoming, safe and enjoys a quality lifestyle that celebrates our local identities, diversities, cultures and histories including our Aboriginal heritage.                            |    |
|                            | 9                                                                                                                                                                   | Our community has fair and equitable access to the resources and services they need to lead a safe, healthy, inclusive and connected lifestyle.                                                                          |    |
|                            | 10                                                                                                                                                                  | Our region enjoys the benefits of sustainable community groups, networks and facilities that encourage everybody to participate in the community.                                                                        |    |
| Strategy                   | 4.2                                                                                                                                                                 | Continue creating strong and sustainable community networks, and support young people to actively participate in the community and develop the leaders of the future.                                                    |    |
|                            | 5.3                                                                                                                                                                 | Create vibrant public spaces that provide places for creative development, cultural interaction and social connections.                                                                                                  |    |
|                            | 5.4                                                                                                                                                                 | Recognising and celebrating the community successes and learning from opportunities.                                                                                                                                     |    |
|                            | 9.2                                                                                                                                                                 | Promote a healthy community through a planned approach to public health and safety.                                                                                                                                      |    |
|                            | 10.1                                                                                                                                                                | Children and young people are supported to feel safe and to engage, thrive and feel empowered within the community.                                                                                                      |    |
|                            | 10.2                                                                                                                                                                | Advocate for and encourage services that ensure equity and support inclusion and at risk members of the community.                                                                                                       |    |
|                            | 10.3                                                                                                                                                                | Build on the capacity of community members to participate in cultural, creative, recreational, sporting and learning opportunities.                                                                                      |    |
| Performance Measure        | To be developed                                                                                                                                                     |                                                                                                                                                                                                                          |    |
| Statistics                 | Number of sporting clubs (with user agreements)                                                                                                                     |                                                                                                                                                                                                                          | 33 |
| Legislative Responsibility | Nil                                                                                                                                                                 |                                                                                                                                                                                                                          |    |

| Strategic Action                                                                     |                                                                                                                                           | Performance Indicator                                                                        | Responsible        | 22-23 | 23-24 | 24-25 | 25-26 |
|--------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------|--------------------|-------|-------|-------|-------|
| CS20-1                                                                               | Facilitate and partner with State Sporting Associations to provide a range of Sport, recreation and leisure opportunities in the Barossa. | <ul style="list-style-type: none"> <li>Implementation of Partnership arrangements</li> </ul> | Community Services | Op    | Op    | Op    | Op    |
| Op = Operational, Cap = Capital, Ext = External Funding, Dev = Develop, Rev = Review |                                                                                                                                           |                                                                                              |                    |       |       |       |       |

| Service Action                                 | Service Standard                                   | Critical Service | Responsible | Nett Cost      |
|------------------------------------------------|----------------------------------------------------|------------------|-------------|----------------|
| <b>Output 1 – Program Planning and Support</b> |                                                    |                  |             | <b>\$x,000</b> |
|                                                | <ul style="list-style-type: none"> <li></li> </ul> |                  |             |                |

| Operational Plans | Action Reference |
|-------------------|------------------|
| Advocacy Strategy | 5                |



|                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|-------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Service Area</b>     | <b>CS21 - Tourism</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <b>Service Activity</b> | Management of visitor centres including accommodation booking, tours booking, and ticketing for events, provision of cycle hub (showers, parking, vending machine) and hall.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| <b>Service Delivery</b> | Internal, Volunteers, Partnerships                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| <b>Strategic Links</b>  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| <b>Goal</b>             | <p>1 The Barossa has sustainable farmland providing diverse and stable returns, while protecting the unique natural environment and biodiversity of the region.</p> <p>5 We are a strong community that is welcoming, safe and enjoys a quality lifestyle that celebrates our local identities, diversities, cultures and histories including our Aboriginal heritage.</p> <p>6 The Barossa maintains and develops infrastructure that meets the needs of the region and is efficient.</p> <p>7 Community infrastructure planning is aligned to both current and the future needs of the community.</p> <p>10 Our region enjoys the benefits of sustainable community groups, networks and facilities that encourage everybody to participate in the community.</p> <p>11 The Barossa has a strong local economy that adapts, innovates and thrives on change and strives for a diverse industry base that provides a sustainable range of business and job opportunities for people.</p> <p>12 We are a visitor destination of choice.</p> <p>13 The Barossa is competitive and in a strong position to attract both private and public investment in the development of new and existing businesses, services and industry.</p>                                                                                                                                                                                                       |
| <b>Strategy</b>         | <p>1.2 Support tourism development that is sensitive to the natural environment and ensures that the unique character of the rural landscape is appropriately managed and promoted.</p> <p>5.3 Create vibrant public spaces that provide places for creative development, cultural interaction and social connections.</p> <p>6.2 Continue to ensure that infrastructure considers placemaking is inclusive and accessible for all.</p> <p>7.2 Ensure both current and future infrastructure needs are met in a proactive rather than reactive way.</p> <p>10.3 Build on the capacity of community members to participate in cultural, creative, recreational, sporting and learning opportunities.</p> <p>11.1 Work closely with State Government, Federal Government and other key stakeholders to support economic growth, development and job creation.</p> <p>11.2 Support proactive population growth that is incremental, well managed and is backed up by local planning and development opportunities.</p> <p>11.3 Promote the Barossa as a place for businesses to thrive, invest, innovate, take measured risks and prosper.</p> <p>12.1 Encourage and support the sector to further promote and develop tourism experiences including ecological, cultural and agricultural tourism.</p> <p>12.2 Support economic development and destination awareness through events, festivals, creative enterprise and attractions.</p> |

- 12.3 Provide experiences and infrastructure that continue to support the needs of the tourism market.
- 13.1 Foster small business and industry confidence and growth that translates into innovation and strong employment figures.
- 13.2 Attract investment for new and innovative industries, and facilitate business growth by supporting local industry and their capacity to compete for government contracts.

**Performance Measure** To be developed

|                   |                                                         |         |
|-------------------|---------------------------------------------------------|---------|
| <b>Statistics</b> | Total number of Visitor Enquiries at the Visitor Centre | 52,050  |
|                   | Visitor Expenditure                                     | \$208M  |
|                   | Number of overnight visitors per year                   | 223,000 |
|                   | Number of visitor nights                                | 538,000 |
|                   | Number of domestic day trips                            | 731,000 |
|                   | Total businesses year end                               | 400     |
|                   | ATDW rooms year end                                     | 964     |
|                   | Direct Tourism Employment Ratio                         | 23:1    |
|                   | Direct Tourism Employment                               | 800     |

**Legislative Responsibility**

Nil

| Strategic Action |                                                                                                                                                                                               | Performance Indicator                                                                                                                                                                         | Responsible                       | 22-23 | 23-24 | 24-25 | 25-26 |
|------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------|-------|-------|-------|-------|
| CS21-1           | Contribute to the local tourism industry capacity building through the facilitation of tourism infrastructure development, including eco and recreational tourism                             | <ul style="list-style-type: none"> <li>Implementation of relevant capital projects.</li> <li>Visitor information and bookings services</li> <li>Support for economic development.</li> </ul>  | OMCEO                             |       |       |       |       |
|                  |                                                                                                                                                                                               |                                                                                                                                                                                               | Tourism Services                  |       |       |       |       |
|                  |                                                                                                                                                                                               |                                                                                                                                                                                               | Engineering Services              | Op    | Op    | Op    | Op    |
|                  |                                                                                                                                                                                               |                                                                                                                                                                                               | Development Services              |       |       |       |       |
| CS21-2           | Help build the capacity of the tourism sector through industry partners and support the development of tourist services, including eco and recreational tourism infrastructure.               | <ul style="list-style-type: none"> <li>Performance against funding agreement with partners</li> <li>Visitor enquiries, bookings.</li> </ul>                                                   | OMCEO                             | Op    | Op    | Op    | Op    |
| CS21-3           | Develop in partnership, programs, projects and services that grow and address South Australia's nine priority industries especially tourism, food, wine, agriculture and creative industries. | <ul style="list-style-type: none"> <li>Deliver The Big Project approved priorities</li> <li>Continue supporting industry through collaborative, funding and partnership approaches</li> </ul> | OMCEO<br>Barossa Regional Gallery | Op    | Op    | Op    | Op    |

| Strategic Action |                                                                                                                                                                                  | Performance Indicator                                                                                                 | Responsible      | 22-23 | 23-24 | 24-25 | 25-26 |
|------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------|------------------|-------|-------|-------|-------|
| CS21-4           | Maintain physical and online visitor services that connect visitors with tourism providers, services and activities.                                                             | <ul style="list-style-type: none"> <li>Deliver visitor support, information, product and booking services.</li> </ul> | Tourism Services | Op    | Op    | Op    | Op    |
| CS21-5           | Partner with Barossa Australia to develop and implement a Destination Marketing plan for the region to drive visitation, build brand awareness and encourage tourism investment. | <ul style="list-style-type: none"> <li>Provide support to Barossa Australia to implement strategy and plan</li> </ul> | Tourism Services | Op    | Op    | Op    | Op    |

Op = Operational, Cap = Capital, Ext = External Funding, Dev = Develop, Rev = Review

| Service Action                                                |                                                                                                                                        | Service Standard                                                                                                                                                                                                                                                                                                                                                                                                           | Critical Service | Responsible      | Nett Cost      |
|---------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|------------------|----------------|
| <b>Output 1 – Visitor Information and Resource Management</b> |                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                            |                  |                  | <b>\$x,000</b> |
| CS21-O1.1                                                     | Maintain operator database/register                                                                                                    | <ul style="list-style-type: none"> <li>Returned Participation Agreements acknowledged and added to register</li> <li>Number of active participation agreements</li> </ul>                                                                                                                                                                                                                                                  | No               | Tourism Services |                |
| CS21-O1.2                                                     | Content creation, and monitoring of various Social media platforms                                                                     | <ul style="list-style-type: none"> <li>Number of posts per week</li> <li>Response times</li> <li>Post engagement and reach</li> </ul>                                                                                                                                                                                                                                                                                      | No               | Tourism Services |                |
| CS21-O1.3                                                     | Maintain and develop information on designated Barossa.com and council website pages                                                   | <ul style="list-style-type: none"> <li>Up-to-date information</li> <li>Customer satisfaction rating</li> </ul>                                                                                                                                                                                                                                                                                                             | No               | Tourism Services |                |
| CS21-O1.4                                                     | Maintain Bookeasy system backend to ensure external facing booking facility is current and correct representation of the product/offer | <ul style="list-style-type: none"> <li>Number of operators</li> <li>Information and images in operator consoles are current</li> <li>Quarterly eNewsletter to Bookeasy operators</li> </ul>                                                                                                                                                                                                                                | No               | Tourism Services |                |
| CS21-O1.5                                                     | Produce electronic and printed collateral to enhance visitor experience'                                                               | <ul style="list-style-type: none"> <li>Fact Sheets Reviewed and Updated Monthly</li> <li>Annual updates to Touring Maps</li> <li>Customer satisfaction rating</li> <li>Brochures ordered twice weekly as required</li> <li>Event posters and resources displayed are current</li> <li>Number of enquiries – face to face, telephone, email and live webchat</li> <li>Customer satisfaction rating 4.5 or higher</li> </ul> | No               | Tourism Services |                |



| Service Action                                                                                                                                                         | Service Standard                                                                                                                                                                                                                                                                                                                | Critical Service | Responsible      | Nett Cost      |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|------------------|----------------|
| CS21-O1.6 Support and co-ordinate privately operated Visitor Information Outlets - Nuriootpa, Angaston and Williamstown                                                | <ul style="list-style-type: none"> <li>Outlets audited and formally contacted quarterly</li> </ul>                                                                                                                                                                                                                              | No               | Tourism Services |                |
| <b>Output 2 – Visitor Enquiries/Customer Service</b>                                                                                                                   |                                                                                                                                                                                                                                                                                                                                 |                  |                  | <b>\$x,000</b> |
| CS21-O2.1 Accommodation, Tour experience and Ticket Bookings                                                                                                           | <ul style="list-style-type: none"> <li>Booking confirmation sent immediately upon payment</li> <li>Refund available in accordance to each operator's cancellation policy</li> </ul>                                                                                                                                             | No               | Tourism Services |                |
| CS21-O2.2 General enquiries - face to face, telephone, email and live webchat                                                                                          | <ul style="list-style-type: none"> <li>Open Mon-Fri 9am-5pm, 9am-4pm Sat 10am-4pm Sun.</li> <li>Number of enquiries – face to face, telephone, email and live webchat</li> <li>Customer satisfaction rating 4.5 or higher</li> </ul>                                                                                            | No               | Tourism Services |                |
| CS21-O2.3 Customer Experience in the centre – engagement with staff, length of time spent in the centre browsing signage and displays and discovering                  | <ul style="list-style-type: none"> <li>Open: Mon-Fri 9am-5pm, Sat 9am-4pm, Sun: 10am-4pm</li> <li>Customer satisfaction rating/Google/Trip Advisor Rating 4.5 or higher</li> <li>Greater length of time spent in centre (heat mapping)</li> <li>Adequate staffing and volunteer resources to meet visitation demands</li> </ul> | No               | Tourism Services |                |
| CS21-O2.4 Barossa destination product and experience knowledge and storytelling                                                                                        | <ul style="list-style-type: none"> <li>6-weekly family program</li> <li>Keeping up to date with industry news and changes and sharing of information</li> </ul>                                                                                                                                                                 | No               | Tourism Services |                |
| CS21-O2.5 Feedback/Complaint handling - Barossa region (operators, signage etc) and Visitor Experience in the VIC. Received Face to face, written Forms + Trip Advisor | <ul style="list-style-type: none"> <li>Complaints responded to within 24 hours</li> <li>Customer satisfaction rating/Google/Trip Advisor Rating</li> </ul>                                                                                                                                                                      | No               | Tourism Services |                |
| <b>Output 3 – Retail Sales</b>                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                 |                  |                  | <b>\$x,000</b> |
| CS21-O3.1 Sales transactions and product information discussions with visitors                                                                                         | <ul style="list-style-type: none"> <li>Open Mon-Sun 9am-5pm, 9am-4pm Sat 10am-4pm Sun.</li> </ul>                                                                                                                                                                                                                               | No               | Tourism Services |                |

| Service Action                                                                                                                                                                      | Service Standard                                                                                                                                                    | Critical Service        | Responsible      | Nett Cost      |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------|------------------|----------------|
| CS21-O3.2 Provide authentic Barossa gift shop showcasing local artists, makers and craftspeople. - meeting visitors expectations and providing local suppliers with a sales outlet. | <ul style="list-style-type: none"> <li>Products sold must have Barossa connection (local made) or be branded with official Barossa Brand</li> </ul>                 | No                      | Tourism Services |                |
| CS21-O3.3 Stock control, merchandise displays and meet the maker instore popups                                                                                                     | <ul style="list-style-type: none"> <li>Professional well-presented displays and stocked gift shop with diverse and quality range of products</li> </ul>             | No                      | Tourism Services |                |
| <b>Output 4 – Cycle Hub Management</b>                                                                                                                                              |                                                                                                                                                                     |                         |                  | <b>\$x,000</b> |
| CS21-O4.1 Provision of Cycle facilities and services including bike hire, change rooms, showers, bike accessories, storage/lock-up, public toilets                                  | <ul style="list-style-type: none"> <li>Facilities Open 6am-10pm except Cycle Hire -<br/>9am-5pm (Mon-Fri)<br/>9am-4pm (Saturday)<br/>10am- 5pm (Sundays)</li> </ul> | No                      | Tourism Services |                |
| CS21-O4.2 Provision of Cycle information and maps - face to face service and brochure display in Cycle Hub                                                                          | <ul style="list-style-type: none"> <li>Open Mon-Sun 9am-5pm, 9am-4pm Sat 10am-4pm Sun.</li> </ul>                                                                   | No                      | Tourism Services |                |
| <b>Operational Plans</b>                                                                                                                                                            |                                                                                                                                                                     | <b>Action Reference</b> |                  |                |
| Advocacy Strategy                                                                                                                                                                   |                                                                                                                                                                     | 1, 2                    |                  |                |
| Regional Public Health Plan                                                                                                                                                         |                                                                                                                                                                     | 11.1, 11.2, 11.3,       |                  |                |



|                            |                                                                                                                                                                              |                                                                                                                                                                                                                          |     |
|----------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|
| Service Area               | CS22 - Volunteers                                                                                                                                                            |                                                                                                                                                                                                                          |     |
| Service Activity           | Support of community Volunteering through provision of the Volunteer Resource Centre. Provision of volunteer opportunities and engagement of volunteers in Council programs. |                                                                                                                                                                                                                          |     |
| Service Delivery           | Internal, External                                                                                                                                                           |                                                                                                                                                                                                                          |     |
| Strategic Links            |            |                                                                                                                                                                                                                          |     |
| Goal                       | 1                                                                                                                                                                            | The Barossa has sustainable farmland providing diverse and stable returns, while protecting the unique natural environment and biodiversity of the region.                                                               |     |
|                            | 3                                                                                                                                                                            | We take a proactive approach in responding to key environmental challenges such as climate change, water security and waste management.                                                                                  |     |
|                            | 4                                                                                                                                                                            | The Barossa fosters community resilience, connection and wellbeing through its social planning, recreation, safety, education, preventative health and social strategies especially for our youth and vulnerable people. |     |
|                            | 5                                                                                                                                                                            | We are a strong community that is welcoming, safe and enjoys a quality lifestyle that celebrates our local identities, diversities, cultures and histories including our Aboriginal heritage.                            |     |
| Strategy                   | 1.3                                                                                                                                                                          | Build on the conservation of the region's natural heritage including bush eco-systems, grassy woodlands, agricultural landscapes and recreational green spaces.                                                          |     |
|                            | 3.1                                                                                                                                                                          | Support community based sustainability initiatives to help reduce the Barossa's contribution to the climate crisis and build on the capacity of local residents and industry to mitigate negative impacts.               |     |
|                            | 3.2                                                                                                                                                                          | Collaborate with partners and our community to support innovative approaches to waste minimisation, and increase reuse and recycling opportunities.                                                                      |     |
|                            | 4.1                                                                                                                                                                          | Build on a strong sense of community pride with active community groups and individuals participating in local decision making and community building activities.                                                        |     |
|                            | 4.2                                                                                                                                                                          | Continue creating strong and sustainable community networks, and support young people to actively participate in the community and develop the leaders of the future.                                                    |     |
|                            | 5.1                                                                                                                                                                          | Support the development of activities that celebrate the history, art and culture of the Barossa and its people.                                                                                                         |     |
|                            | 5.4                                                                                                                                                                          | Recognising and celebrating the community successes and learning from opportunities.                                                                                                                                     |     |
| Performance Measure        | To be developed                                                                                                                                                              |                                                                                                                                                                                                                          |     |
| Statistics                 | Number of registered volunteers (2021-22)                                                                                                                                    |                                                                                                                                                                                                                          | 372 |
| Legislative Responsibility | Volunteers Protection Act 2001                                                                                                                                               |                                                                                                                                                                                                                          |     |

| Strategic Action                                                                     |                                                                                                                                                               | Performance Indicator                                                                                                                                                                                                                                                   | Responsible                                                                                                                                                                                 | 22-23 | 23-24 | 24-25 | 25-26 |
|--------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------|-------|-------|-------|
| CS22-1                                                                               | Encourage and support volunteering in the community.                                                                                                          | <ul style="list-style-type: none"> <li>Volunteer management and support</li> <li>Finance Volunteer Resource Centre</li> <li>Number of active volunteers in community.</li> <li>Number of organisations that are supported by Volunteering Barossa and Light.</li> </ul> | Volunteer Services                                                                                                                                                                          | Op    | Op    | Op    | Op    |
| CS22-2                                                                               | Provide volunteer opportunities in Council programmes by engaging volunteers in well supported, meaningful roles that add value to Council and the volunteer. | <ul style="list-style-type: none"> <li>Number of active Council volunteers.</li> <li>Number of Council volunteer programmes.</li> <li>Number of Council volunteer hours donated.</li> </ul>                                                                             | Volunteer Services<br><br>Community Transport and Home Assist<br><br>Barossa Regional Gallery<br><br>Heritage<br><br>Library Services<br><br>Environmental Services<br><br>Tourism Services | Op    | Op    | Op    | Op    |
| Op = Operational, Cap = Capital, Ext = External Funding, Dev = Develop, Rev = Review |                                                                                                                                                               |                                                                                                                                                                                                                                                                         |                                                                                                                                                                                             |       |       |       |       |

| Service Action                                                                                            | Service Standard                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Critical Service | Responsible        | Nett Cost      |
|-----------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|--------------------|----------------|
| <b>Output 1 – External Community Volunteer Support</b>                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                  |                    | <b>\$x,000</b> |
| CS22-O1.1 Volunteer Resource Centre to support volunteers and prospective volunteers within the community | <ul style="list-style-type: none"> <li>Offer information on volunteer positions available within Council and the community in a variety of formats</li> <li>Provide support to discuss interests and assess suitability for roles</li> <li>Refer prospective volunteers to positions and follow up</li> <li>Offer advice and support to volunteers and prospective volunteers</li> <li>Within the guidelines of Council's Volunteer policies and the requirements of funding bodies:</li> </ul> | No               | Volunteer Services |                |

| Service Action                                                                               | Service Standard                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Critical Service | Responsible                                                                                                            | Nett Cost      |
|----------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|------------------------------------------------------------------------------------------------------------------------|----------------|
|                                                                                              | <ul style="list-style-type: none"> <li>Recruit, register, screen and induct new volunteers to the required standards</li> <li>Review and keep updated the required screenings and licences to the required standards</li> <li>Carry out ongoing quality checks to the agreed timeframe</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                  |                                                                                                                        |                |
| CS22-O1.2 Volunteer Resource Centre to support community organisations who engage volunteers | <ul style="list-style-type: none"> <li>Create and maintain promotional materials for advertising community volunteer positions</li> <li>Promote community volunteer positions in a variety of formats</li> <li>Refer prospective volunteers to opportunities and follow up</li> <li>Offer advice to organisations about all aspects of engaging volunteers and running volunteering programs</li> <li>Facilitate networking and training on volunteering</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                | No               | Volunteer Services                                                                                                     |                |
| <b>Output 2 – Internal Volunteer support</b>                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                  |                                                                                                                        | <b>\$x,000</b> |
| CS22-O2.1 Support registered Council volunteers and Council volunteer supervisors            | <ul style="list-style-type: none"> <li>Create and maintain promotional materials for advertising Council volunteer positions</li> <li>Promote Council volunteer positions in a variety of formats</li> <li>Support / carry out the creation of position descriptions, recruitment, interviewing and screening of new Council volunteers</li> <li>Support / carry out the inductions, training and personnel paperwork requirements of a new Council volunteer</li> <li>Maintain ongoing personnel records (including hours worked) and monitor screening requirements, licences and training</li> <li>Support and provide Council volunteer celebrations and recognition</li> <li>Offer advice and support to Council volunteers and supervisors</li> <li>Write and maintain Council volunteer process and policy</li> <li>Facilitate networking and training for volunteer supervisors</li> </ul> | No               | Volunteer Services<br>Environmental Services<br>Community Services<br>Library Services<br>Heritage<br>Tourism Services |                |

| Service Action                                               | Service Standard                                                                                                                                                                                                                                                                    | Critical Service        | Responsible        | Nett Cost      |
|--------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------|--------------------|----------------|
|                                                              | <ul style="list-style-type: none"> <li>Identify training programs that meet the needs of volunteers</li> </ul>                                                                                                                                                                      |                         |                    |                |
| <b>Output 3 - Volunteering Promotion and Advocacy</b>        |                                                                                                                                                                                                                                                                                     |                         |                    | <b>\$x,000</b> |
| CS22-O3.1 General promotion of and advocacy for volunteering | <ul style="list-style-type: none"> <li>Promote volunteering throughout the region e.g. newspaper volunteer column</li> <li>Liaise with organisations including schools and employment agencies to promote volunteering and the services of the Volunteer Resource Centre</li> </ul> | No                      | Volunteer Services |                |
| <b>Operational Plans</b>                                     |                                                                                                                                                                                                                                                                                     | <b>Action Reference</b> |                    |                |
| Advocacy Strategy                                            |                                                                                                                                                                                                                                                                                     | 4, 10                   |                    |                |
| Barossa Bushgardens Strategic Plan (BBSP)                    |                                                                                                                                                                                                                                                                                     | Key Result Area 3       |                    |                |

|                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                     |  |                       |  |  |                    |  |        |                           |  |        |                    |  |       |                    |  |     |                     |  |     |                                                                   |  |     |
|-------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------|--|-----------------------|--|--|--------------------|--|--------|---------------------------|--|--------|--------------------|--|-------|--------------------|--|-----|---------------------|--|-----|-------------------------------------------------------------------|--|-----|
| Service Area                                                      | CS23 – Waste and Resource Recovery                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                     |  |                       |  |  |                    |  |        |                           |  |        |                    |  |       |                    |  |     |                     |  |     |                                                                   |  |     |
| Service Activity                                                  | Management of waste contract to ensure appropriate waste collection and disposal and operation of waste transfer station.                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                     |  |                       |  |  |                    |  |        |                           |  |        |                    |  |       |                    |  |     |                     |  |     |                                                                   |  |     |
| Service Delivery                                                  | Contractors, Internal                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                     |  |                       |  |  |                    |  |        |                           |  |        |                    |  |       |                    |  |     |                     |  |     |                                                                   |  |     |
| Strategic Links                                                   |                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                     |  |                       |  |  |                    |  |        |                           |  |        |                    |  |       |                    |  |     |                     |  |     |                                                                   |  |     |
| Goal                                                              | 3                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | We take a proactive approach in responding to key environmental challenges such as climate change, water security and waste management.             |  |                       |  |  |                    |  |        |                           |  |        |                    |  |       |                    |  |     |                     |  |     |                                                                   |  |     |
| Strategy                                                          | 3.2                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Collaborate with partners and our community to support innovative approaches to waste minimisation, and increase reuse and recycling opportunities. |  |                       |  |  |                    |  |        |                           |  |        |                    |  |       |                    |  |     |                     |  |     |                                                                   |  |     |
| Performance Measure                                               | To be developed                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                     |  |                       |  |  |                    |  |        |                           |  |        |                    |  |       |                    |  |     |                     |  |     |                                                                   |  |     |
| Statistics                                                        | <table><tr><td>Number of collections</td><td></td><td></td></tr><tr><td>General Waste bins</td><td></td><td>11,674</td></tr><tr><td>Co-mingled Recycling bins</td><td></td><td>11,433</td></tr><tr><td>Green Organic bins</td><td></td><td>8,825</td></tr><tr><td>Public/Street bins</td><td></td><td>167</td></tr><tr><td>Hard Waste services</td><td></td><td>700</td></tr><tr><td>Number of customer visits to the Springton Waste Transfer Station</td><td></td><td>730</td></tr></table> |                                                                                                                                                     |  | Number of collections |  |  | General Waste bins |  | 11,674 | Co-mingled Recycling bins |  | 11,433 | Green Organic bins |  | 8,825 | Public/Street bins |  | 167 | Hard Waste services |  | 700 | Number of customer visits to the Springton Waste Transfer Station |  | 730 |
| Number of collections                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                     |  |                       |  |  |                    |  |        |                           |  |        |                    |  |       |                    |  |     |                     |  |     |                                                                   |  |     |
| General Waste bins                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | 11,674                                                                                                                                              |  |                       |  |  |                    |  |        |                           |  |        |                    |  |       |                    |  |     |                     |  |     |                                                                   |  |     |
| Co-mingled Recycling bins                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | 11,433                                                                                                                                              |  |                       |  |  |                    |  |        |                           |  |        |                    |  |       |                    |  |     |                     |  |     |                                                                   |  |     |
| Green Organic bins                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | 8,825                                                                                                                                               |  |                       |  |  |                    |  |        |                           |  |        |                    |  |       |                    |  |     |                     |  |     |                                                                   |  |     |
| Public/Street bins                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | 167                                                                                                                                                 |  |                       |  |  |                    |  |        |                           |  |        |                    |  |       |                    |  |     |                     |  |     |                                                                   |  |     |
| Hard Waste services                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | 700                                                                                                                                                 |  |                       |  |  |                    |  |        |                           |  |        |                    |  |       |                    |  |     |                     |  |     |                                                                   |  |     |
| Number of customer visits to the Springton Waste Transfer Station |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | 730                                                                                                                                                 |  |                       |  |  |                    |  |        |                           |  |        |                    |  |       |                    |  |     |                     |  |     |                                                                   |  |     |
| Legislative Responsibility                                        | Green Industries SA Act 2004<br>Local Government Act 1999<br>By-Law 7 – Waste Management                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                     |  |                       |  |  |                    |  |        |                           |  |        |                    |  |       |                    |  |     |                     |  |     |                                                                   |  |     |

| Strategic Action |                                                                         | Performance Indicator                                                                                                                                                                                                                                                                                                                                                                                                    | Responsible                 | 22-23 | 23-24 | 24-25 | 25-26 |
|------------------|-------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|-------|-------|-------|-------|
| CS23-1           | Commitment to a regional approach to waste management                   | <ul style="list-style-type: none"> <li>Establishment of a regional meeting of waste officers</li> <li>Adoption of a common approach to recording and reporting waste data that will facilitate regional waste planning and external requirements (i.e. Grants Commission).</li> <li>Adopting common approach to waste education.</li> <li>Adopting common Waste Management Policy with supporting guidelines.</li> </ul> | Waste and Resource Recovery | Op    | Op    | Op    | Op    |
| CS23-2           | Delivery of an efficient and cost-effective kerbside collection service | <ul style="list-style-type: none"> <li>Maintaining the collection of the waste, recycling and green organic bin (where applicable) for occupied rateable properties.</li> </ul>                                                                                                                                                                                                                                          | Waste and Resource Recovery | Op    | Op    | Op    | Op    |



| Strategic Action |                                                                                 | Performance Indicator                                                                                                                                                                                                                                                                                                                                                                                | Responsible                                                                | 22-23 | 23-24 | 24-25 | 25-26 |
|------------------|---------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------|-------|-------|-------|-------|
|                  |                                                                                 | <ul style="list-style-type: none"> <li>Auditing kerbside bins to determine use/trends and identify improvement opportunities</li> <li>Promoting the diversion of food scraps into the green organics bin throughout the community</li> <li>Undertaking service reviews within the community</li> </ul>                                                                                               |                                                                            |       |       |       |       |
| CS23-3           | Reducing reliance on landfills for disposal                                     | <ul style="list-style-type: none"> <li>Exploring opportunities to establishing a waste to energy facility as part of an overall waste management system for the region</li> </ul>                                                                                                                                                                                                                    | Waste and Resource Recovery                                                | Op    | Op    | Op    | Op    |
| CS23-4           | Improve waste and recycling opportunities at Public Places and Community Events | <ul style="list-style-type: none"> <li>Introducing specific waste stream bins at public events to aid in responsible waste management practices</li> <li>Auditing waste generated at Council facilities to determine use/trends and identify opportunities.</li> <li>Providing waste and recycling collection services at Council facilities</li> </ul>                                              | Waste and Resource Recovery                                                | Op    | Op    | Op    | Op    |
| CS23-5           | Support and encourage reuse and recycling of hard waste                         | <ul style="list-style-type: none"> <li>Providing hard waste collection for occupied residential properties each year.</li> <li>Promoting the availability of the hard waste collection service</li> <li>Promoting the responsible disposal of e-waste through Recycling Program or other e-waste recycling facilities.</li> </ul>                                                                    | Waste and Resource Recovery                                                | Op    | Op    | Op    | Op    |
| CS23-6           | Support and encourage recycling of electronic waste                             | <ul style="list-style-type: none"> <li>Promoting effective disposal of eWaste.</li> <li>Providing recycling services Batteries and Mobile Phones at Civic Centre, Libraries, Works Depot and Community Centres</li> </ul>                                                                                                                                                                            | Waste and Resource Recovery                                                | Op    | Op    | Op    | Op    |
| CS23-7           | Advocate for increase in recycling of other waste streams                       | <ul style="list-style-type: none"> <li>Promoting effective recycling of Soft Plastics.</li> <li>Providing information on Hazardous waste</li> </ul>                                                                                                                                                                                                                                                  | Waste and Resource Recovery                                                | Op    | Op    | Op    | Op    |
| CS23-8           | Promote responsible waste disposal practices                                    | <ul style="list-style-type: none"> <li>Introducing a standardised process for illegal dumping responses and investigations</li> <li>Investigating reports of illegal dumping on Council land.</li> <li>Increasing surveillance in identified illegal dumping hotspots</li> <li>Promoting responsible waste disposal practices through education material and use of illegal dumping tools</li> </ul> | Waste and Resource Recovery<br>Regulatory Services<br>Works and Operations | Op    | Op    | Op    | Op    |

| Strategic Action                                                                  | Performance Indicator                                                                                                                                                                                                                                                                                                                                                             | Responsible          | 22-23 | 23-24 | 24-25 | 25-26 |
|-----------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|-------|-------|-------|-------|
|                                                                                   | <ul style="list-style-type: none"> <li>Providing support for Clean Up Australia Day volunteers through the collection and disposal of Clean Up Australia bags</li> <li>Working with the EPA's Investigations Branch when/where required</li> </ul>                                                                                                                                |                      |       |       |       |       |
| CS23-9 Upgrade, maintain and improve environmental management of waste facilities | <ul style="list-style-type: none"> <li>Effective management and operation of landfills located in the region</li> <li>Maximising the recovery and subsequent reuse and recycling of materials entering Transfer Stations in the region</li> <li>Maximising the efficient operation of council operated transfer stations and explore opportunities to expand services.</li> </ul> | Works and Operations |       | Cap   |       |       |

Op = Operational, Cap = Capital, Ext = External Funding, Dev = Develop, Rev = Review

| Service Action                                                           | Service Standard                                                                                                                              | Critical Service | Responsible                 | Nett Cost      |
|--------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------|------------------|-----------------------------|----------------|
| <b>Output 1 – Waste Collection/Disposal</b>                              |                                                                                                                                               |                  |                             | <b>\$x,000</b> |
| CS23-O1.1 Provide a waste collection/disposal service across council     | <ul style="list-style-type: none"> <li>Weekly 140L Bin - General Waste</li> <li>Fortnightly 240L Bin – Recycling and Green Organic</li> </ul> | Yes              | Waste and Resource Recovery |                |
| <b>Output 2 – Waste Education</b>                                        |                                                                                                                                               |                  |                             | <b>\$x,000</b> |
| CS23-O2.1 Provide ongoing waste education and awareness to service users | <ul style="list-style-type: none"> <li>As required</li> </ul>                                                                                 | No               | Waste and Resource Recovery |                |
| <b>Output 3 – Waste Transfer Station Operation – Springton</b>           |                                                                                                                                               |                  |                             | <b>\$x,000</b> |
| CS23-O3.1 Provide domestic hard waste and green waste deposit facility   | <ul style="list-style-type: none"> <li>9am-3pm, second Saturday of each month</li> </ul>                                                      | No               | Works and Operations        |                |

| Operational Plans                         | Action Reference |
|-------------------------------------------|------------------|
| Regional Waste Management Strategy (RWMS) | All              |
| Regional Public Health Plan (RPHP)        | 8.3              |

# Business Services

---

Business Technology

Business Transformation

Communications and Engagement

Council and Committees

Enterprise Risk

Finance

Governance

Grants

Information

People and Culture

Procurement

Property and Rates

Strategic/Legislative Planning and Reporting

**Service Area****BS1 - Business Technology****Service Activity**

IT Service Management, including Operations (infrastructure, assets, applications, service desk, vendor management, security) and Business services (business analytics, Project Management Office, data analytics, dashboards)

**Service Delivery**

Internal

**Strategic Links****Goal**

14 Striving to meet the standards of good governance and achieve a culture of service and continuous improvement.

**Strategy**

14.1 Council's administration will strive to implement systems and processes that are accountable and effective, following principles of continuous improvement, sound governance and support community engagement.

14.2 Council and its administration will work together to achieve the Community Plan vision and implement approved plans.

**Performance Measure**

To be developed

**Statistics**

Average annual helpdesk request

1,525

**Legislative Responsibility**

Nil

| Strategic Action |                                                                                                                                                                                                                                                                                                          | Performance Indicator                                                                                            | Responsible                          | 22-23 | 23-24 | 24-25 | 25-26 |
|------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------|--------------------------------------|-------|-------|-------|-------|
| BS1-1            | Facilitate and support delivery of key software product improvement projects:<br>- TechnologyOne Modernisation Migration to CiAnywhere/SaaS)<br>- Pathway Modernisation (UX/SaaS)<br>- Conquest Consolidation and Expansion (Conquest Upgrade and data optimisation)                                     | <ul style="list-style-type: none"> <li>Completed in line with expectations (timing, budget, outcomes)</li> </ul> | Enterprise Technology and Innovation | Dev   |       |       |       |
| BS1-2            | Enable and support the delivery of key ODT projects:<br>- Intranet Refresh (new corporate intranet)<br>- Payroll Automation (Timesheet and Leave Forms)<br>- Asset Management (planned and reactive asset maintenance automation)<br>- Venue/Facility Booking Automation – customer service improvements | <ul style="list-style-type: none"> <li>Completed in line with expectations (timing, budget, outcomes)</li> </ul> | Enterprise Technology and Innovation | Op    |       |       |       |



| Strategic Action                                                                     |                                                                                                                                                                                                                                                                                              | Performance Indicator                                                                                            | Responsible                          | 22-23 | 23-24 | 24-25 | 25-26 |
|--------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------|--------------------------------------|-------|-------|-------|-------|
| BS1-3                                                                                | Implement new Service Delivery tool<br>-Ticket\Request System                                                                                                                                                                                                                                | <ul style="list-style-type: none"> <li>Completed in line with expectations (timing, budget, outcomes)</li> </ul> | Enterprise Technology and Innovation | Op    |       |       |       |
| BS1-4                                                                                | Review and update of ET&I team capability & capacity                                                                                                                                                                                                                                         | <ul style="list-style-type: none"> <li>New agreed team structure and updated PD's with KPI's</li> </ul>          | Enterprise Technology and Innovation | Rev   |       |       |       |
| BS1-5                                                                                | Establish Measurable SLA's:<br>- Operational<br>- Service Delivery                                                                                                                                                                                                                           | <ul style="list-style-type: none"> <li>Agreed and accepted SLA's</li> </ul>                                      | Enterprise Technology and Innovation | Dev   |       |       |       |
| BS1- 6                                                                               | Review, update and implement IT Governance Framework:<br>- Acceptable Use of IT Policy<br>- IT Change Management Policy<br>- IT Incident Management Policy<br>- User Access Management Policy<br>- IT Asset & Patch management Policy<br>- Anti-Malware Policy<br>- Physical Security Policy | <ul style="list-style-type: none"> <li>New policy suite accepted and adopted, training delivered</li> </ul>      | Enterprise Technology and Innovation | Rev   |       |       |       |
| Op = Operational, Cap = Capital, Ext = External Funding, Dev = Develop, Rev = Review |                                                                                                                                                                                                                                                                                              |                                                                                                                  |                                      |       |       |       |       |

| Service Action                           |                     | Service Standard                                                                                                                                                                                                                             | Critical Service | Responsible                          | Nett Cost      |
|------------------------------------------|---------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|--------------------------------------|----------------|
| <b>Output 1 – ICT Service Operations</b> |                     |                                                                                                                                                                                                                                              |                  |                                      | <b>\$x,000</b> |
| BS1-O1.1                                 | Event Management    | <ul style="list-style-type: none"> <li>Ensure technology services are monitored, and filter\categorise events to decide on appropriate actions. Appropriate action is taken in accordance with agreed service standards.</li> </ul>          | Yes              | Enterprise Technology and Innovation |                |
| BS1-O1.2                                 | Incident Management | <ul style="list-style-type: none"> <li>Manage the lifecycle of all incidents in accordance with service standards, returning IT services back to users as quickly as possible.</li> </ul>                                                    | Yes              | Enterprise Technology and Innovation |                |
| BS1-O1.3                                 | Problem Management  | <ul style="list-style-type: none"> <li>Determine root cause of incidents, taking proactive measures to mitigate and reduce the likelihood of future occurrence. Problems are managed in accordance with agreed service standards.</li> </ul> | Yes              | Enterprise Technology and Innovation |                |

| Service Action                          |                        | Service Standard                                                                                                                                                                                                                                                                                                                                                                                            | Critical Service | Responsible                          | Nett Cost      |
|-----------------------------------------|------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|--------------------------------------|----------------|
| BS1-O1.4                                | Request Fulfilment     | <ul style="list-style-type: none"> <li>Manage and fulfil "Standard/BAU Changes" or requests in accordance with agreed service standards. (&gt;90%)</li> </ul>                                                                                                                                                                                                                                               | Yes              | Enterprise Technology and Innovation |                |
| BS1-O1.5                                | Access Management      | <ul style="list-style-type: none"> <li>Managing and maintaining access in accordance with defined policies and service standards</li> </ul>                                                                                                                                                                                                                                                                 | Yes              | Enterprise Technology and Innovation |                |
| BS1-O1.6                                | Technical Management   | <ul style="list-style-type: none"> <li>Ensuring the provision of resources and skills necessary to support continuing operations of IT services. Staff skills and position descriptions are regularly reviewed and training provided in alignment with changing needs of the business</li> </ul>                                                                                                            | Yes              | Enterprise Technology and Innovation |                |
| BS1-O1.7                                | Operations Control     | <ul style="list-style-type: none"> <li>Execution of day-to-day and routine tasks related to the operation and security of infrastructure components and applications, including: reporting, job scheduling, backup and restore activities, print and output management and routine maintenance. Operational tasks are completed in accordance with agreed policy, process and service standards.</li> </ul> | Yes              | Enterprise Technology and Innovation |                |
| BS1-O1.8                                | Asset Management       | <ul style="list-style-type: none"> <li>Managing the lifecycle of IT assets in accordance with relevant policies (Procurement, ICT Asset Management).</li> </ul>                                                                                                                                                                                                                                             | No               | Enterprise Technology and Innovation |                |
| BS1-O1.9                                | Application Management | <ul style="list-style-type: none"> <li>Managing the lifecycle of IT Applications and associated vendor relationships in accordance with agreed service standards.</li> </ul>                                                                                                                                                                                                                                | Yes              | Enterprise Technology and Innovation |                |
| BS1-O1.10                               | Facilities Management  | <ul style="list-style-type: none"> <li>Manage the physical environment where IT infrastructure is located e.g. Power, Cooling, building access management and environmental monitoring) in accordance with relevant policies and service standards.</li> </ul>                                                                                                                                              | Yes              | Enterprise Technology and Innovation |                |
| <b>Output 2 – ICT Business Services</b> |                        |                                                                                                                                                                                                                                                                                                                                                                                                             |                  |                                      | <b>\$x,000</b> |
| BS2-O2.1                                | IT Project Management  | <ul style="list-style-type: none"> <li>Provision of Project Management Office (PMO) capability, providing direction and oversight of IT projects. Projects delivered in line with stakeholder</li> </ul>                                                                                                                                                                                                    | No               | Enterprise Technology and Innovation |                |

| Service Action             | Service Standard                                                                                                                                                                                                                                                                                                                                                                                           | Critical Service | Responsible                          | Nett Cost |
|----------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|--------------------------------------|-----------|
|                            | expectations and in accordance with relevant processes, policies and service standards.                                                                                                                                                                                                                                                                                                                    |                  |                                      |           |
| BS2-O2.2 Business Analysis | <ul style="list-style-type: none"> <li>Provision of Business Analysis (BA) capability, translating business requirements into tangible technical outcomes, exploring opportunities for service and process improvement and ensuring services are fit for purpose. BA delivered in line with stakeholder expectations and in accordance with relevant processes, policies and service standards.</li> </ul> | No               | Enterprise Technology and Innovation |           |
| BS2-O2.3 Data Analysis     | <ul style="list-style-type: none"> <li>Provision of Data Analysis (DA) capability, translating data into knowledge, building and providing data lakes, and dashboarding, and assisting with legislated reporting and audit requirements. DA delivered in line with stakeholder expectations and in accordance with relevant processes, policies and service standards.</li> </ul>                          | No               | Enterprise Technology and Innovation |           |

| Operational Plans                      | Action Reference |
|----------------------------------------|------------------|
| ICT Strategy (ICTS)                    | All              |
| Local Economic Development Plan (LEDP) | Strategy 1       |

**Service Area****BS2 - Business Transformation****Service Activity**

Growing the efficiency of the processes and systems we use to deliver services and outcomes through innovation and continuous improvement

**Service Delivery**

Internal

**Strategic Links****Goal**

14 Striving to meet the standards of good governance and achieve a culture of service and continuous improvement.

**Strategy**

14.1 Council's administration will strive to implement systems and processes that are accountable and effective, following principles of continuous improvement, sound governance and support community engagement.

14.2 Council and its administration will work together to achieve the Community Plan vision and implement approved plans.

**Performance Measure**

To be developed

**Statistics**

NA

**Legislative Responsibility**

Nil

| Strategic Action |                                                                                         | Performance Indicator                                                                                                                               | Responsible                                                                              | 22-23 | 23-24 | 24-25 | 25-26 |
|------------------|-----------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------|-------|-------|-------|-------|
| BS2-1            | Transition to electronic work order completion in the field for Operations Team Members | <ul style="list-style-type: none"> <li>Transition roadmap identified and implemented in line with agreed milestones, budget and outcomes</li> </ul> | Enterprise Technology and Innovation<br>Business Transformation<br>Works and Engineering | OP    | CAP   | OP    |       |
| BS2-2            | Transition to electronic vehicle safety inspections for all classes of Council vehicle  | <ul style="list-style-type: none"> <li>All vehicle inspections completed electronically</li> </ul>                                                  | Enterprise Technology and Innovation<br>Business Transformation<br>Works and Engineering | OP    | OP    |       |       |

| Strategic Action                                                                                                            | Performance Indicator                                                                                                                                        | Responsible                                                                                                              | 22-23 | 23-24 | 24-25 | 25-26 |
|-----------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------|-------|-------|-------|-------|
| BS2-3<br>Implement new Facilities Management Operating Model                                                                | <ul style="list-style-type: none"> <li>Implementation plan developed and milestones achieved in line with expectations (timing, budget, outcomes)</li> </ul> | Business Transformation<br>Corporate Services<br>Customer Support<br>OMCEO<br>Community Projects<br>Works and Operations | Op    | Op    |       |       |
| BS2-4<br>Implement Payroll and HR Automation including timesheet, leave form and HR self-service and electronic processing. | <ul style="list-style-type: none"> <li>Implementation plan developed and milestones achieved in line with expectations (timing, budget, outcomes)</li> </ul> | Enterprise Technology and Innovation<br>Organisational Culture and People<br>Financial Services                          | Op    | Op    | Op    |       |

Op = Operational, Cap = Capital, Ext = External Funding, Dev = Develop, Rev = Review

| Service Action                                                                | Service Standard                                                                                                                                                                                          | Critical Service | Responsible             | Nett Cost     |
|-------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|-------------------------|---------------|
| <b>Output 1 – Continuous Improvement Framework Management</b>                 |                                                                                                                                                                                                           |                  |                         | <b>\$,000</b> |
| BS2-O1.1<br>Manage the implementation of the Continuous Improvement Framework | <ul style="list-style-type: none"> <li>Framework is reviewed and updated every 3 years</li> </ul>                                                                                                         | No               | Business Transformation |               |
| BS2-O1.2<br>Provide Continuous Improvement Framework Tools and Templates      | <ul style="list-style-type: none"> <li>Tools and templates are available to support business unit process and system refinement and implementation of broader continuous improvement projects.</li> </ul> | No               | Business Transformation |               |



| Service Action                                       |                                                                      | Service Standard                                                                                                    | Critical Service | Responsible             | Nett Cost |
|------------------------------------------------------|----------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------|------------------|-------------------------|-----------|
| Output 2 – Continuous Improvement Project Management |                                                                      |                                                                                                                     |                  |                         | \$,000    |
| BS2-O2.1                                             | Facilitate the implementation of Continuous Improvement Projects     | <ul style="list-style-type: none"><li>Projects completed within agreed milestones, budgets and outcomes</li></ul>   | No               | Business Transformation |           |
| BS2-O2.2                                             | Facilitate the implementation of Business Unit Refinement Activities | <ul style="list-style-type: none"><li>Activities completed within agreed milestones, budgets and outcomes</li></ul> | No               | All                     |           |
| Operational Plans                                    |                                                                      |                                                                                                                     | Action Reference |                         |           |

|                            |                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                |        |
|----------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|
| Service Area               | BS3 - Communications and Engagement                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                |        |
| Service Activity           | Management of media, social media, digital communications, branding and strategy, special projects, grants and research, corporate publications, community engagement and events. Providing advice and direction in the areas of marketing, creative and media relations to achieve an integrated approach to all internal and external communications in alignment with the strategic objectives of Council. |                                                                                                                                                                                                                |        |
| Service Delivery           | Internal, Contractors                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                |        |
| Strategic Links            |                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                |        |
| Goal                       | 14                                                                                                                                                                                                                                                                                                                                                                                                            | Striving to meet the standards of good governance and achieve a culture of service and continuous improvement.                                                                                                 |        |
| Strategy                   | 14.1                                                                                                                                                                                                                                                                                                                                                                                                          | Council's administration will strive to implement systems and processes that are accountable and effective, following principles of continuous improvement, sound governance and support community engagement. |        |
|                            | 14.2                                                                                                                                                                                                                                                                                                                                                                                                          | Council and its administration will work together to achieve the Community Plan vision and implement approved plans.                                                                                           |        |
| Performance Measure        | To be developed                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                |        |
| Statistics                 | Number of newsletters per year                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                | 4      |
|                            | Number of Social Media followers                                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                | 2,797  |
|                            | Number of Website visits                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                | 31,041 |
|                            | Number of eNews subscribers                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                | 233    |
| Legislative Responsibility | Local Government Act 1999                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                |        |

| Strategic Action |                                                                                                                              | Performance Indicator                                                                                               | Responsible                                                                  | 22-23 | 23-24 | 24-25 | 25-26 |
|------------------|------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------|-------|-------|-------|-------|
| BS3-1            | Refresh corporate publications including d'Vine quarterly and Annual Budget and Business Plan, taking digital-first approach | <ul style="list-style-type: none"> <li>Release of refreshed publications by December 2022</li> </ul>                | Communications and Engagement                                                | Op    |       |       |       |
| BS3-2            | Implement site signage across capital works sites                                                                            | <ul style="list-style-type: none"> <li>Site signage installed for all capital works sites from July 2022</li> </ul> | Communications and Engagement<br>The Big Project<br>Capital Project Delivery | Cap   |       |       |       |

| Strategic Action                                                                     |                                                                                                                                                                   | Performance Indicator                                                                                                                                                         | Responsible                                                           | 22-23 | 23-24 | 24-25 | 25-26 |
|--------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------|-------|-------|-------|-------|
|                                                                                      |                                                                                                                                                                   |                                                                                                                                                                               | Works and Operations                                                  |       |       |       |       |
| BS3-3                                                                                | Create and implement an SEO strategy to be visually accessible through search and to deliver informative and keyword rich content, providing best user experience | <ul style="list-style-type: none"> <li>Strategy developed and deployment commenced by December 2022</li> </ul>                                                                | Communications and Engagement                                         | Op    |       |       |       |
| BS3-4                                                                                | Create a single content source for each digital platform. Ensure content is organised into meaningful categories across channels such as YouTube                  | <ul style="list-style-type: none"> <li>Single content source implemented by December 2022</li> </ul>                                                                          | Communications and Engagement                                         | Op    |       |       |       |
| BS3-5                                                                                | Brand online channels / co-brand third-party platforms                                                                                                            | <ul style="list-style-type: none"> <li>Online channels and third-party platforms branded in accordance with Council branding policy by 30 December 2022</li> </ul>            | Communications and Engagement                                         | Op    |       |       |       |
| BS3-6                                                                                | Develop and implement agreed digital platform/s for staff communications via intranet refresh project                                                             | <ul style="list-style-type: none"> <li>Intranet Refresh implementation plan developed and milestones achieved in line with expectations (timing, budget, outcomes)</li> </ul> | Communications and Engagement<br>Enterprise Technology and Innovation | Cap   |       |       |       |
| BS3-7                                                                                | Refresh internal activity areas as multi-use spaces for collaboration and engagement                                                                              | <ul style="list-style-type: none"> <li>Elected Members Office Refresh completed by December 2022</li> <li>Foyer upgrade proposal developed by December 2022</li> </ul>        | Communications and Engagement                                         | Op    | Cap   |       |       |
| BS3-8                                                                                | Develop and implement agreed corporate standards and business rules for internal communications via internal communications strategy                              | <ul style="list-style-type: none"> <li>Internal communications strategy developed and milestones achieved in line with expectations (timing, budget, outcomes)</li> </ul>     | Communications and Engagement<br>Organisational Culture and People    | Dev   |       |       |       |
| BS3-9                                                                                | Apply consistent brand identify in public facing venues and spaces                                                                                                | <ul style="list-style-type: none"> <li>Branding and signage strategy developed</li> </ul>                                                                                     | Communications and Engagement                                         | Op    | Op    | Op    | Op    |
| Op = Operational, Cap = Capital, Ext = External Funding, Dev = Develop, Rev = Review |                                                                                                                                                                   |                                                                                                                                                                               |                                                                       |       |       |       |       |

| Service Action                                                |                                                                                                                                                    | Service Standard                                                                                                                                                                                                                                                                           | Critical Service | Responsible                   | Nett Cost     |
|---------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|-------------------------------|---------------|
| <b>Output 1 – External Communication Framework Management</b> |                                                                                                                                                    |                                                                                                                                                                                                                                                                                            |                  |                               | <b>\$,000</b> |
| BS3-O1.1                                                      | Maintain, champion and moderate implementation of Communication, Branding, Design and Website Policies, Processes and guidelines                   | <ul style="list-style-type: none"> <li>Communication outputs are delivered in accordance with agreed standards</li> <li>Website is maintained in accordance with agreed standards</li> <li>Corporate content is branded in alignment with approved branding strategy.</li> </ul>           | No               | Communications and Engagement |               |
| BS3-O1.2                                                      | Provide Communication, Branding, Design and Website Tools and Templates                                                                            | <ul style="list-style-type: none"> <li>Tools and templates are available to support business unit implementation of corporate standards and best practice approaches.</li> </ul>                                                                                                           | No               | Communications and Engagement |               |
| <b>Output 2 – Internal Communication Framework Management</b> |                                                                                                                                                    |                                                                                                                                                                                                                                                                                            |                  |                               | <b>\$,000</b> |
| BS3-O2.1                                                      | Maintain, champion and moderate the implementation of internal communication framework                                                             | <ul style="list-style-type: none"> <li>Communication outputs are delivered in accordance with agreed standards</li> <li>Intranet is maintained in accordance with agreed standards</li> <li>Corporate content is branded in alignment with approved internal branding strategy.</li> </ul> | No               | Communications and Engagement |               |
| BS3-O2.2                                                      | Provide internal communication Tools and Templates                                                                                                 | <ul style="list-style-type: none"> <li>Tools and templates are available to support business unit implementation of corporate standards and best practice approaches.</li> </ul>                                                                                                           | No               | Communication and Engagement  |               |
| <b>Output 3 – Communication Coordination</b>                  |                                                                                                                                                    |                                                                                                                                                                                                                                                                                            |                  |                               | <b>\$,000</b> |
| BS3-O3.1                                                      | Draft and moderate internal digital communications, corporate and publications, marketing collateral (creative and design) and Council advertising | <ul style="list-style-type: none"> <li>Content produced on demand and in accordance with agreed planned activity.</li> </ul>                                                                                                                                                               | Yes              | Communications and Engagement |               |
| BS3-O3.2                                                      | Coordinate social media content development and deployment                                                                                         | <ul style="list-style-type: none"> <li>Curate planned and reactive content for Council's social media platforms.</li> </ul>                                                                                                                                                                | Yes              | Communications and Engagement |               |

| Service Action                             |                                                                                                                          | Service Standard                                                                                                                                                                                                                                                        | Critical Service | Responsible                                                           | Nett Cost     |
|--------------------------------------------|--------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|-----------------------------------------------------------------------|---------------|
| BS3-O3.3                                   | Coordinate Media relations                                                                                               | <ul style="list-style-type: none"> <li>Develop media releases, facilitate all media enquiries centrally and coordinate media responses in accordance with Council policy.</li> </ul>                                                                                    | Yes              | Communications and Engagement                                         |               |
| <b>Output 4 – Community Engagement</b>     |                                                                                                                          |                                                                                                                                                                                                                                                                         |                  |                                                                       | <b>\$,000</b> |
| BS3-O4.1                                   | Implement community engagement strategies for key projects and service delivery                                          | <ul style="list-style-type: none"> <li>As specified by Business Unit requirements</li> </ul>                                                                                                                                                                            | No               | Communications and Engagement                                         |               |
| BS3-O4.2                                   | Implement contemporary consultation and engagement processes supported by the Communication Strategy.                    | <ul style="list-style-type: none"> <li>Use of IAP2 spectrum of engagement – Inform&gt;Consult&gt;Involve&gt;Collaborate&gt;Empower</li> <li>Use of the Community Engagement Charter (April 2018) for Planning and Design Code related matters</li> </ul>                | No               | Communications and Engagement                                         |               |
| BS3-O4.3                                   | Provide quality information and educational materials about Council services and functions, programs and decision making | <ul style="list-style-type: none"> <li>Customers have access to current, accurate and informative information regarding Council services in a range of formats including website, social media, digital communication, physical signage and print materials.</li> </ul> | Yes              | All                                                                   |               |
| <b>Output 5 – Online / Website support</b> |                                                                                                                          |                                                                                                                                                                                                                                                                         |                  |                                                                       | <b>\$,000</b> |
| BS3-O5.1                                   | Coordinate maintenance and continuous improvement of website platform                                                    | <ul style="list-style-type: none"> <li>Website platform is stable, software is up to date and continuously refined and developed to offer a quality, customer centric digital experience.</li> </ul>                                                                    | Yes              | Communications and Engagement<br>Enterprise Technology and Innovation |               |
| BS3-O5.2                                   | Implement Search Engine Optimisation strategy                                                                            | <ul style="list-style-type: none"> <li>Barossa Council web content is visually accessible through search and delivers informative and keyword rich content, providing best user experience</li> </ul>                                                                   | No               | Communications and Engagement                                         |               |
| BS3-O5.3                                   | Coordinate Content Development and Curation for Website                                                                  | <ul style="list-style-type: none"> <li>Curate planned and reactive content for Council's website.</li> </ul>                                                                                                                                                            | Yes              | Communications and Engagement                                         |               |



| Service Action |                                                                                                               | Service Standard                                                                                                                                                                                      | Critical Service | Responsible                                                           | Nett Cost |
|----------------|---------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|-----------------------------------------------------------------------|-----------|
| BS3-O5.4       | Coordinate maintenance and continuous improvement of internal communication digital platform – staff intranet | <ul style="list-style-type: none"> <li>Intranet platform is stable, software is up to date and continuously refined and developed to offer a quality, employee centric digital experience.</li> </ul> | No               | Communications and Engagement<br>Enterprise Technology and Innovation |           |
| BS3-O5.3       | Coordinate Content Development and Curation for Intranet                                                      | <ul style="list-style-type: none"> <li>Curate planned and reactive content for Council's intranet</li> </ul>                                                                                          | No               | Communications and Engagement                                         |           |

| Operational Plans      | Action Reference |
|------------------------|------------------|
| Advocacy Strategy      | 7                |
| Communication Strategy | All              |

|                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|-------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Service Area</b>     | <b>BS4 - Council and Committees</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <b>Service Activity</b> | Provision of support to Council and Committees through the provision of required information, agendas, and minutes. Council and Committees are provided with support to enable informed decisions.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| <b>Service Delivery</b> | Internal                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| <b>Strategic Links</b>  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| <b>Goal</b>             | <ol style="list-style-type: none"> <li>1 The Barossa has sustainable farmland providing diverse and stable returns, while protecting the unique natural environment and biodiversity of the region.</li> <li>2 The history of our region including aboriginal sites is reflected in our streetscapes and our historic buildings are maintained for future generations.</li> <li>3 We take a proactive approach in responding to key environmental challenges such as climate change, water security and waste management.</li> <li>4 The Barossa fosters community resilience, connection and wellbeing through its social planning, recreation, safety, education, preventative health and social strategies especially for our youth and vulnerable people.</li> <li>5 We are a strong community that is welcoming, safe and enjoys a quality lifestyle that celebrates our local identities, diversities, cultures and histories including our Aboriginal heritage.</li> <li>6 The Barossa maintains and develops infrastructure that meets the needs of the region and is efficient.</li> <li>7 Community infrastructure planning is aligned to both current and the future needs of the community.</li> <li>8 To have a connected and safe transport network that meets the needs of our community.</li> <li>9 Our community has fair and equitable access to the resources and services they need to lead a safe, healthy, inclusive and connected lifestyle.</li> <li>10 Our region enjoys the benefits of sustainable community groups, networks and facilities that encourage everybody to participate in the community.</li> <li>11 The Barossa has a strong local economy that adapts, innovates and thrives on change and strives for a diverse industry base that provides a sustainable range of business and job opportunities for people.</li> <li>12 We are a visitor destination of choice.</li> <li>13 The Barossa is competitive and in a strong position to attract both private and public investment in the development of new and existing businesses, services and industry.</li> <li>14 Striving to meet the standards of good governance and achieve a culture of service and continuous improvement.</li> </ol> |
| <b>Strategy</b>         | <ol style="list-style-type: none"> <li>1.1 Ensure land use planning protects the quality of the natural environment, the existing character of rural landscapes, the historic significance and the high value agricultural land.</li> <li>1.2 Support tourism development that is sensitive to the natural environment and ensures that the unique character of the rural landscape is appropriately managed and promoted.</li> <li>1.3 Build on the conservation of the region's natural heritage including bush eco-systems, grassy woodlands, agricultural landscapes and recreational green spaces.</li> </ol>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |

- 2.1 Continue to maintain streetscapes that reflect the character and heritage of the region and facilitate opportunities to repurpose or find alternative uses of built heritage.
- 2.2 Ensure clearly defined townships are maintained to manage residential and commercial development that is sensitive to the natural environment and areas of historical significance.
- 3.1 Support community based sustainability initiatives to help reduce the Barossa's contribution to the climate crisis and build on the capacity of local residents and industry to mitigate negative impacts.
- 3.2 Collaborate with partners and our community to support innovative approaches to waste minimisation, and increase reuse and recycling opportunities.
- 3.3 Ensure long term confidence in the Barossa's capacity to access water to meet its industrial, domestic and environmental needs.
- 4.1 Build on a strong sense of community pride with active community groups and individuals participating in local decision making and community building activities.
- 4.2 Continue creating strong and sustainable community networks, and support young people to actively participate in the community and develop the leaders of the future.
- 4.3 Embrace place-making principles when developing community infrastructure and regulate planning and development in public spaces and active recreation.
- 5.1 Support the development of activities that celebrate the history, art and culture of the Barossa and its people.
- 5.2 Create places where people want to live and plan for the future in a coordinated, affordable, appropriate and proactive way.
- 5.3 Create vibrant public spaces that provide places for creative development, cultural interaction and social connections.
- 5.4 Recognising and celebrating the community successes and learning from opportunities.
- 6.1 Advocate for and identify funding opportunities that support the development of community, cultural, health and other facilities and infrastructure to meet personal and commercial needs of residents and businesses.
- 6.2 Continue to ensure that infrastructure considers placemaking is inclusive and accessible for all.
- 6.3 The use of new and emerging technologies, alternative and renewable materials where appropriate and cost effective will be trialled.
- 7.1 Build on sound asset management practices to deliver sustainable services to ensure that infrastructure is adequate to support the community.
- 7.2 Ensure both current and future infrastructure needs are met in a proactive rather than reactive way.
- 8.1 Support opportunities to increase community transport and access to services and facilities.
- 8.2 Ensure a high quality road, shared paths and footpath network throughout the Barossa in partnership with all levels of government.
- 9.1 Work towards combating loneliness and social isolation and ensuring that people enjoy a sense of inclusion and feel connected.
- 9.2 Promote a healthy community through a planned approach to public health and safety.
- 10.1 Children and young people are supported to feel safe and to engage, thrive and feel empowered within the community.
- 10.2 Advocate for and encourage services that ensure equity and support inclusion and at risk members of the community.

|                                   |                        |                                                                                                                                                                                                                |    |
|-----------------------------------|------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----|
|                                   | 10.3                   | Build on the capacity of community members to participate in cultural, creative, recreational, sporting and learning opportunities.                                                                            |    |
|                                   | 11.1                   | Work closely with State Government, Federal Government and other key stakeholders to support economic growth, development and job creation.                                                                    |    |
|                                   | 11.2                   | Support proactive population growth that is incremental, well managed and is backed up by local planning and development opportunities.                                                                        |    |
|                                   | 11.3                   | Promote the Barossa as a place for businesses to thrive, invest, innovate, take measured risks and prosper.                                                                                                    |    |
|                                   | 12.1                   | Encourage and support the sector to further promote and develop tourism experiences including ecological, cultural and agricultural tourism.                                                                   |    |
|                                   | 12.2                   | Support economic development and destination awareness through events, festivals, creative enterprise and attractions.                                                                                         |    |
|                                   | 12.3                   | Provide experiences and infrastructure that continue to support the needs of the tourism market.                                                                                                               |    |
|                                   | 13.1                   | Foster small business and industry confidence and growth that translates into innovation and strong employment figures.                                                                                        |    |
|                                   | 13.2                   | Attract investment for new and innovative industries, and facilitate business growth by supporting local industry and their capacity to compete for government contracts.                                      |    |
|                                   | 14.1                   | Council's administration will strive to implement systems and processes that are accountable and effective, following principles of continuous improvement, sound governance and support community engagement. |    |
|                                   | 14.2                   | Council and its administration will work together to achieve the Community Plan vision and implement approved plans.                                                                                           |    |
| <b>Performance Measure</b>        | <b>To be developed</b> |                                                                                                                                                                                                                |    |
| <b>Statistics</b>                 |                        |                                                                                                                                                                                                                |    |
|                                   |                        | Number of Council Meetings                                                                                                                                                                                     | 12 |
|                                   |                        | Number of Council Workshops                                                                                                                                                                                    | 11 |
|                                   |                        | Number of Audit Committee meetings                                                                                                                                                                             | 4  |
|                                   |                        | Number of Barossa Assessment Panel meetings                                                                                                                                                                    | 11 |
|                                   |                        | Number of Strategic Planning and Development Policy Committee meetings                                                                                                                                         | 4  |
|                                   |                        | Number of Building Fire Safety Committee meetings                                                                                                                                                              | 2  |
|                                   |                        | Number of Barossa Bushgardens Committee meetings                                                                                                                                                               | 6  |
|                                   |                        | Number of Community Assistance Scheme Committee meetings                                                                                                                                                       | 4  |
|                                   |                        | Number of Disability Access and Inclusion Advisory Group meetings                                                                                                                                              | 12 |
|                                   |                        | Number of Barossa Regional Gallery Committee meetings                                                                                                                                                          | 6  |
|                                   |                        | Number of WHS Committees meetings                                                                                                                                                                              | 4  |
| <b>Legislative Responsibility</b> |                        |                                                                                                                                                                                                                |    |
|                                   |                        | Local Government Act 1999                                                                                                                                                                                      |    |
|                                   |                        | Code of Conduct for Council Members                                                                                                                                                                            |    |
|                                   |                        | Planning, Development and Infrastructure Act 2016                                                                                                                                                              |    |
|                                   |                        | Assessment Panel Members – Code of Conduct.                                                                                                                                                                    |    |

| Strategic Action                                                                     | Performance Indicator | Responsible | 22-23 | 23-24 | 24-25 | 25-26 |
|--------------------------------------------------------------------------------------|-----------------------|-------------|-------|-------|-------|-------|
| Nil                                                                                  |                       |             |       |       |       |       |
| Op = Operational, Cap = Capital, Ext = External Funding, Dev = Develop, Rev = Review |                       |             |       |       |       |       |

| Service Action                                                                                                                                         | Service Standard                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Critical Service | Responsible                                                                                                                                                                       | Nett Cost      |
|--------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|
| <b>Output 1 – Coordination: Council Meetings/Workshops</b>                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                  |                                                                                                                                                                                   | <b>\$x,000</b> |
| BS4-O1.1    Ensure the effective operation of the Council in accordance with the Local Government Act, Codes, and Meeting Procedures                   | <ul style="list-style-type: none"> <li>11 Members and 1 Mayor</li> <li>Council meetings held third Tuesday of the month at 9am, Council Chambers.</li> <li>A minimum of 12 meetings held per annum</li> <li>Workshops held first Wednesday of the month at 6:30pm, Council Chambers.</li> <li>A minimum of 11 workshops held per annum</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Yes              | OMCEO<br>Corporate Governance                                                                                                                                                     |                |
| <b>Output 2 – Coordination: Council Committees and Working Groups</b>                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                  |                                                                                                                                                                                   | <b>\$x,000</b> |
| BS4-O2.1    Ensure the effective operation of the Committees/Working Groups in accordance with the Local Government Act, Codes, and Meeting Procedures | <p>CEO Performance Review Committee</p> <ul style="list-style-type: none"> <li>Mayor, Deputy Mayor, and Three (3) Elected Members as appointed by the Council.</li> <li>Committee will meet on an as needs basis, with a minimum of two meetings per year.</li> <li>Adhering to direction of the Elected Body and Procurement Policy.</li> <li>Review to be completed within designated time frames following correct policy and procedures</li> </ul> <p>Community Assistance Scheme Committee</p> <ul style="list-style-type: none"> <li>Mayor, Deputy Mayor and a minimum of three (3) Elected Members nominated by the Council.</li> <li>First Wednesday of February, May and August and the first Tuesday in November Council Chambers (unless otherwise specified)</li> </ul> <p>Barossa Assessment Panel</p> <ul style="list-style-type: none"> <li>4 Independent members and 1 Deputy Member with Level 2 professional accreditation, and 1 Elected Member and Deputy Member.</li> </ul> | Yes              | OMCEO<br>Corporate Governance<br>Community and Culture<br>Community Projects<br>Planning<br>Building<br>Environmental Services<br>Barossa Regional Gallery<br>Accounting Services |                |



| Service Action | Service Standard                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Critical Service | Responsible                                       | Nett Cost |
|----------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|---------------------------------------------------|-----------|
|                | <ul style="list-style-type: none"> <li>First Tuesday of the Month at 5pm, Council Chambers</li> <li>A minimum of 11 meetings held per annum</li> </ul> <p>Strategic Planning and Development Policy Committee</p> <ul style="list-style-type: none"> <li>10 Members and 1 Mayor</li> <li>Meet in March, June, September and December</li> <li>A minimum of 4 meetings held per annum</li> </ul> <p>Building Fire Safety Committee</p> <ul style="list-style-type: none"> <li>A minimum of three (3) independent members with required qualifications and a person selected by the Council. Council may appoint deputy members.</li> <li>Meetings are held on a quarterly basis commencing at 9.00 am, Council Chambers</li> <li>A minimum of two (2) ordinary meetings in each year</li> </ul> <p>Barossa Bushgardens Committee</p> <ul style="list-style-type: none"> <li>No less than 5 and no more than 11 independent (community) members and one elected member nominated by the Council.</li> <li>Third Wednesday, bi-monthly at 2pm, Council Chambers.</li> <li>A minimum of 4 meetings held per annum</li> </ul> <p>Barossa Regional Gallery Committee</p> <ul style="list-style-type: none"> <li>A minimum of 6 meetings per annum</li> <li>Tuesday at 7pm, Barossa Regional Gallery</li> </ul> <p>Audit Committee</p> <ul style="list-style-type: none"> <li>Three (3) Independent Members and three (3) Elected Members appointed by the Council.</li> <li>Wednesday at 9am, Council Chambers</li> <li>A minimum of 4 meetings held per annum or at other times as determined by the Committee.</li> </ul> <p>WHS Committees</p> <ul style="list-style-type: none"> <li>WHS Committee and sub-committee meetings held in accordance with WHS legislation and standards</li> <li>A minimum of 4 meetings held per annum</li> </ul> |                  | <p>Work Health Safety</p> <p>Social Inclusion</p> |           |

| Service Action                                 |                                                                                                                | Service Standard                                                                                                                                                                                                                                                                                                                                                                  | Critical Service | Responsible                   | Nett Cost |
|------------------------------------------------|----------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|-------------------------------|-----------|
|                                                |                                                                                                                | Disability Access and Inclusion Advisory Group <ul style="list-style-type: none"><li>Membership is made up of people with disability, carers of people with disability, disability service providers, and Council staff</li><li>Meetings are held every two months on the first Wednesday, 1.00-2.30pm, Council Chambers</li><li>A minimum of 6 meetings held per annum</li></ul> |                  |                               |           |
| Output 3 – Committee Governance                |                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                   |                  |                               | \$x,000   |
| BS4-O3.1                                       | Review of the charters, activities and plans of any subsidiary of the council.                                 | Annually, as part of the review of the Corporate Plan                                                                                                                                                                                                                                                                                                                             | No               | OMCEO<br>Corporate Governance |           |
| BS4-O3.2                                       | Review of the Terms of Reference, Codes, and Meeting Procedures of any committee/working group of the council. | Annually, as part of the review of the Corporate Plan                                                                                                                                                                                                                                                                                                                             | No               | OMCEO<br>Corporate Governance |           |
| Output 4 – Member Representation and Elections |                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                   |                  |                               | \$x,000   |
| BS4-O4.1                                       | Undertake Elector Representation Review                                                                        | <ul style="list-style-type: none"><li>Occurs every 7-8 years</li><li>Electoral Commissioner Certifies final report by prescribed date</li></ul>                                                                                                                                                                                                                                   | Yes              | OMCEO<br>Corporate Governance |           |
| BS4-O4.2                                       | Undertake Local Government Election                                                                            | <ul style="list-style-type: none"><li>Every 4 years</li><li>Electoral Commissioner Certifies final results by prescribed date</li></ul>                                                                                                                                                                                                                                           | Yes              | OMCEO<br>Corporate Governance |           |
| BS4-O4.3                                       | Undertake Supplementary Local Government Election                                                              | <ul style="list-style-type: none"><li>As required</li><li>Electoral Commissioner Certifies final results by prescribed date</li></ul>                                                                                                                                                                                                                                             | Yes              | OMCEO<br>Corporate Governance |           |

| Service Action                          |                                                                                              | Service Standard                                                                                            | Critical Service | Responsible | Nett Cost |
|-----------------------------------------|----------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------|------------------|-------------|-----------|
| Output 5 – Member Support and Registers |                                                                                              |                                                                                                             |                  |             | \$x,000   |
| BS4-O5.1                                | Maintain Register of Interest                                                                | <ul style="list-style-type: none"><li>Quarterly</li><li>Up to date register</li></ul>                       | No               | OMCEO       |           |
| BS4-O5.2                                | Member Support and Registers                                                                 | <ul style="list-style-type: none"><li>As required</li><li>Up to date registers</li></ul>                    | No               | OMCEO       |           |
| BS4-O5.3                                | Manage invitations for the Mayor and Elected Members to civic events and community functions | <ul style="list-style-type: none"><li>As required</li><li>All invitations, registered and replied</li></ul> | No               | OMCEO       |           |
| Operational Plans                       |                                                                                              |                                                                                                             | Action Reference |             |           |
|                                         |                                                                                              |                                                                                                             |                  |             |           |

|                                   |                                                                                                                                                                                                                                                                                                                                                  |
|-----------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Service Area</b>               | <b>BS5 - Enterprise Risk</b>                                                                                                                                                                                                                                                                                                                     |
| <b>Service Activity</b>           | The management of Council's Enterprise Risk profile including strategic and operational risk assessment, control and monitoring; internal control and audit; business continuity and disaster recovery planning; organisational emergency management; insurance portfolio management; and Work Health Safety system coordination.                |
| <b>Service Delivery</b>           | Internal, Contractors                                                                                                                                                                                                                                                                                                                            |
| <b>Strategic Links</b>            |                                                                                                                                                                                                                                                                 |
| <b>Goal</b>                       | 14 Striving to meet the standards of good governance and achieve a culture of service and continuous improvement.                                                                                                                                                                                                                                |
| <b>Strategy</b>                   | 14.1 Council's administration will strive to implement systems and processes that are accountable and effective, following principles of continuous improvement, sound governance and support community engagement.<br>14.2 Council and its administration will work together to achieve the Community Plan vision and implement approved plans. |
| <b>Performance Measure</b>        | To be developed                                                                                                                                                                                                                                                                                                                                  |
| <b>Statistics</b>                 | NA                                                                                                                                                                                                                                                                                                                                               |
| <b>Legislative Responsibility</b> | Local Government Act 1999<br>Work Health Safety Act 2012<br>Return to Work Act 2014                                                                                                                                                                                                                                                              |

| Strategic Action |                                                                                                                                     | Performance Indicator                                                                                                                                                                                                                                                                                                                                                                                                              | Responsible            | 22-23 | 23-24 | 24-25 | 25-26 |
|------------------|-------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------|-------|-------|-------|-------|
| BS5-1            | Identify and prepare Operational Risk Profile for all Business Units                                                                | <ul style="list-style-type: none"> <li>Operational Risk Profile adopted by ELT and Audit Committee</li> </ul>                                                                                                                                                                                                                                                                                                                      | All                    | Dev   | Dev   |       |       |
| BS5-2            | Identify and document processes to reduce threat of disease, animals, weeds and pests to nursery and gardens at Barossa Bushgardens | <ul style="list-style-type: none"> <li>Process document adopted by S41 Committee</li> </ul>                                                                                                                                                                                                                                                                                                                                        | Environmental Services | Dev   |       |       |       |
| BS5-3            | Risk Register – Develop and implement tool/repository                                                                               | <ul style="list-style-type: none"> <li>Risks workshops conducted with ELT and Council to establish the strategic risks in line with the objectives of the Community Plan, Asset Man Plan, ABBP, Corporate Plan etc.</li> <li>Operational Risks workshop undertaken with Department Managers to establish the top 5 operational risks for the department</li> <li>All strategic and operational risks have been assessed</li> </ul> | Enterprise Risk        | Dev   |       |       |       |

| Strategic Action                                                                     |                                                                                                                                                      | Performance Indicator                                                                                                                                                                                          | Responsible                                                          | 22-23 | 23-24 | 24-25 | 25-26 |
|--------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------|-------|-------|-------|-------|
|                                                                                      |                                                                                                                                                      | <ul style="list-style-type: none"> <li>Identify and record relevant controls for risks that require them</li> </ul>                                                                                            |                                                                      |       |       |       |       |
| BS5-4                                                                                | Introduce WHS Induction Refresher Training – Online Delivery Module                                                                                  | <ul style="list-style-type: none"> <li>Content developed and refresher training undertaken every 3 years</li> <li>90% staff have completed refresher prior to completion of 4 years of service.</li> </ul>     | Work Health Safety                                                   | Dev   |       |       |       |
| BS5-5                                                                                | Clearly define the process and system (conquest/skytrust) for raising actions (CAPA or work orders) to address findings from site safety inspections | <ul style="list-style-type: none"> <li>Full lifecycle mapped in terms of Skytrust versus conquest inspection action entries and defect rectification planning and completion agreed and implemented</li> </ul> | Work Health Safety<br>Works and Operations<br>Environmental Services | Dev   |       |       |       |
| Op = Operational, Cap = Capital, Ext = External Funding, Dev = Develop, Rev = Review |                                                                                                                                                      |                                                                                                                                                                                                                |                                                                      |       |       |       |       |

| Service Action                              |                                                                                                 | Service Standard                                                                                                                                                                                                                                                                                                                                                             | Critical Service | Responsible     | Nett Cost      |
|---------------------------------------------|-------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|-----------------|----------------|
| <b>Output 1 – Risk Framework Management</b> |                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                              |                  |                 | <b>\$x,000</b> |
| BS5-O1.1                                    | Maintain and champion the implementation of the Enterprise Risk Management Policy and Framework | <ul style="list-style-type: none"> <li>Documentation is reviewed and updated every 4 years</li> <li>Risk management considerations are embedded in all strategic and operational activities</li> <li>Risk awareness training is delivered at reasonable intervals for existing staff</li> <li>All new staff receive a risk management induction upon commencement</li> </ul> | No               | Enterprise Risk |                |
| BS5-O1.2                                    | Provide Risk tools, templates and checklists                                                    | <ul style="list-style-type: none"> <li>Tools and templates are available to support business unit implementation of corporate standards and best practice approaches.</li> </ul>                                                                                                                                                                                             | No               | Enterprise Risk |                |
| BS5-O1.3                                    | Maintain Organisational Risk Registers                                                          | <ul style="list-style-type: none"> <li>Organisational Risk Registers are maintained for Strategic, Operations, Compliance risks</li> </ul>                                                                                                                                                                                                                                   | No               | Enterprise Risk |                |



| Service Action                                    |                                                                                                          | Service Standard                                                                                                                                                                                                                                                                                                                                               | Critical Service | Responsible     | Nett Cost      |
|---------------------------------------------------|----------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|-----------------|----------------|
| BS5-O1.4                                          | Prepare Risk Activity and Performance Reports                                                            | <ul style="list-style-type: none"> <li>Reports are prepared at regular intervals in accordance with Council, Executive Leadership Team, Audit Committee and Legislative requirements</li> </ul>                                                                                                                                                                | No               | Enterprise Risk |                |
| BS5-O1.5                                          | Manage organisational risk in the delivery of core Council services                                      | <ul style="list-style-type: none"> <li>Performance standards for self-insurance are met</li> <li>Risk consequences are minimised in terms of reputational damage, monetary losses, damage to property, injuries, organisational culture, service delivery interruptions, sustainability and the environment.</li> </ul>                                        | Yes              | All             |                |
| <b>Output 2 – Internal Audit</b>                  |                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                |                  |                 | <b>\$x,000</b> |
| BS5-O1.1                                          | Prepare Audit Committee Risk Reports                                                                     | <ul style="list-style-type: none"> <li>Reports prepared quarterly</li> </ul>                                                                                                                                                                                                                                                                                   | No               | Enterprise Risk |                |
| BS5-O1.2                                          | Ensure that identified Internal Financial Controls are effectively monitored and maintained              | <ul style="list-style-type: none"> <li>As Required</li> <li>Internal Financial Controls reviewed and updated in line with Council Policy</li> </ul>                                                                                                                                                                                                            | No               | All             |                |
| <b>Output 3 – Insurance and Claims Management</b> |                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                |                  |                 | <b>\$x,000</b> |
| BS5-O3.1                                          | Maintain and facilitate the implementation of the Insurance and Claims Management policies and processes | <ul style="list-style-type: none"> <li>Claims are lodged for all insured expenses</li> <li>Documents reviewed every 4 years</li> <li>Register of insurance claims is monitored and maintained</li> </ul>                                                                                                                                                       | No               | Enterprise Risk |                |
| BS5-O3.4                                          | Maintain current Asset and Motor Vehicle Insurance Schedules                                             | <ul style="list-style-type: none"> <li>All current Council assets are appropriately reflected in insurance schedules</li> <li>Insured values are reliable and appropriate to facilitate replacement in the event of an adverse event</li> <li>Schedules reviewed and updated upon purchase, upgrade or disposal of assets or at least every 4 years</li> </ul> | No               | Enterprise Risk |                |

| Service Action                                              |                                                                                                                                           | Service Standard                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Critical Service | Responsible                                             | Nett Cost      |
|-------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|---------------------------------------------------------|----------------|
| BS5-O3.6                                                    | Review customer request notifications of injuries or property damage to assist Mutual Liability claims management                         | <ul style="list-style-type: none"> <li>Requests are monitored and responded to on a reactive on demand basis</li> <li>All potential claims are identified and the insurance scheme identified</li> </ul>                                                                                                                                                                                                                                                                                            | No               | Enterprise Risk                                         |                |
| BS5-O1.7                                                    | Provide LGA Mutual Liability Scheme, LGA Workers Compensation Scheme, LGA Asset Mutual Fund Confirmation of Membership to external bodies | <ul style="list-style-type: none"> <li>As required to meet compliance requirements</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                       | No               | Enterprise Risk                                         |                |
| <b>Output 4 – Disaster Recovery and Business Continuity</b> |                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                  |                                                         | <b>\$x,000</b> |
| BS5-O4.1                                                    | Maintain and facilitate the implementation of the ICT Disaster Recovery Plan                                                              | <ul style="list-style-type: none"> <li>ICT operations are maintained during business interruption events</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                 | Yes              | Enterprise Risk<br>Enterprise Technology and Innovation |                |
| BS5-O4.2                                                    | Maintain and facilitate the ongoing testing and development of Council's Business Continuity Plan and associated Sub-Plans                | <ul style="list-style-type: none"> <li>Continuity plans are in place to ensure rapid reinstatement or continuance of essential services during business interruption events</li> </ul>                                                                                                                                                                                                                                                                                                              | Yes              | All                                                     |                |
| <b>Output 5 – WHS System Management</b>                     |                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                  |                                                         | <b>\$x,000</b> |
| BS5-O5.1                                                    | Maintain and champion the implementation of Council's WHS System                                                                          | <ul style="list-style-type: none"> <li>Documentation is reviewed and updated every 4 years</li> <li>WHS considerations are embedded in all strategic and operational activities</li> <li>WHS training is delivered at reasonable intervals for existing staff unless mandated more frequently</li> <li>All new staff receive a WHS induction upon commencement</li> <li>Contractor WHS induction is provided online at minimum</li> <li>Performance standards for self-insurance are met</li> </ul> | Yes              | All                                                     |                |
| BS5-O5.2                                                    | Provide WHS Tools and Templates                                                                                                           | <ul style="list-style-type: none"> <li>Tools and templates are available to support Supervisors and Workers to implement WHS Policies, Processes, standards and best practice approaches.</li> </ul>                                                                                                                                                                                                                                                                                                | Yes              | Work Health Safety                                      |                |

| Service Action                                                                                    | Service Standard                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Critical Service | Responsible        | Nett Cost |
|---------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|--------------------|-----------|
|                                                                                                   | <ul style="list-style-type: none"> <li>• Templates reviewed and updated within nominated timeframe following identification of new legislative requirement or opportunity for improvement</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                  |                    |           |
| BS5-O5.3 Coordinate the Delivery of WHS Training                                                  | <ul style="list-style-type: none"> <li>• Routine Training is conducted in accordance with legislative requirements:               <ul style="list-style-type: none"> <li>◦ Wardens – every 2 years</li> <li>◦ Workplace First Aiders – every 3 years</li> <li>◦ First Aid Refresher – every 3 years</li> <li>◦ CPR Refresher Training – on demand</li> <li>◦ Asbestos awareness training – on demand</li> <li>◦ Health and Safety Representative – Annual</li> <li>◦ General WHS Training as identified in Training Needs Analysis – within 12 months of TNA sign off</li> </ul> </li> <li>• Training Needs Analyses identify minimum WHS training requirements and staff currency of training is maintained or addressed as required.</li> </ul> | No               | Work Health Safety |           |
| BS5-O5.4 Undertake WHS Compliance Inspections                                                     | <ul style="list-style-type: none"> <li>• Inspections carried out in accordance with agreed schedule and legislative requirements               <ul style="list-style-type: none"> <li>◦ Buildings – Annually</li> <li>◦ Operational Vehicles – Daily</li> <li>◦ Plant – Annually</li> <li>◦ Equipment – TBC</li> <li>◦ Slings/Gantries – TBC</li> <li>◦ Playgrounds – fortnightly</li> <li>◦ CWMS – 6 monthly</li> </ul> </li> <li>• Recreation parks/halls – Annually</li> </ul>                                                                                                                                                                                                                                                                 | No               | All                |           |
| BS5-O5.5 Coordinate implementation of WHS Committee actions and broader consultation requirements | <ul style="list-style-type: none"> <li>• WHS Committee actions are facilitated, monitored and reported on at scheduled meetings on a quarterly basis</li> <li>• WHS Consultation requirements are met in accordance with legislative obligations</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | No               | Work Health Safety |           |
| BS5-O5.6 Implement, Review and Maintain Work Health Safety Improvement/Action Plan                | <ul style="list-style-type: none"> <li>• Plan renewed every 4 years and reviewed annually</li> <li>• Plan drives strategic agenda for continuous improvement</li> <li>• WHS Improvement Plan actions are implemented in line with agreed milestones</li> <li>• Action Plan Progress Reports are prepared quarterly and monitored by the Executive Leadership Team</li> </ul>                                                                                                                                                                                                                                                                                                                                                                      | No               | All                |           |

| Service Action |                                                                        | Service Standard                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Critical Service | Responsible                                                          | Nett Cost |
|----------------|------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|----------------------------------------------------------------------|-----------|
| BS5-O5.7       | Participate in mandatory external WHS Audits                           | <ul style="list-style-type: none"> <li>Every 2 years</li> <li>WHS Audit Actions Closed out by due date</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | No               | All                                                                  |           |
| BS5-O5.8       | Coordinate scheduling, Implementation and reporting on internal audits | <ul style="list-style-type: none"> <li>In accordance with Audit Schedule</li> <li>Audits on schedule completed</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | No               | Work Health Safety                                                   |           |
| BS5-O5.9       | Coordinate Return to Work SA injury management reporting               | <ul style="list-style-type: none"> <li>Reports provided on time and in accordance with Local Government Association Workers Compensation Scheme standards</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                              | No               | Work Health Safety                                                   |           |
| BS5-O5.10      | Maintain WHS Registers                                                 | <ul style="list-style-type: none"> <li>Registers maintained in accordance with legislative/LGRS requirements: <ul style="list-style-type: none"> <li>Corrective and Preventative Action Register</li> <li>Hazard Register</li> <li>Incident Register</li> <li>Register of all Task Risk Assessments/Safe Work Instructions/Static Risk Assessments and Safe Operating Processes for all of Council</li> <li>Register of signed onto Safe Work Instructions</li> <li>Risk/WHS Document Development and Review Schedule Register</li> <li>Hazardous Task register</li> <li>Asbestos Register</li> </ul> </li> </ul> | No               | Work Health Safety                                                   |           |
| BS5-O5.11      | Manage Chemicals                                                       | <ul style="list-style-type: none"> <li>Chemalert Database maintained for all Council sites where chemicals used and reviewed annually or each time a new chemical is introduced to a workplace or site</li> <li>Chemical Stocktakes undertaken every 4 years at minimum</li> <li>Purchasers must undertake a chemical risk assessment at Time of Purchase</li> <li>Allocated Officers must ensure that all relevant Chemicals have an associated risk assessment</li> </ul>                                                                                                                                       | No               | Work Health Safety<br>Works and Operations<br>Environmental Services |           |
| BS5-O5.12      | Manage Safety Incidents                                                | <ul style="list-style-type: none"> <li>Incidents are reported via Council's Incident Reporting tool within two business days</li> <li>Incident site secured within nominated timeframe following the site being 'made safe' Site secured</li> <li>Notifiable incidents reported to relevant bodies within 24 hours</li> </ul>                                                                                                                                                                                                                                                                                     | Yes              | Work Health Safety                                                   |           |

| Service Action                                           | Service Standard                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Critical Service | Responsible        | Nett Cost |
|----------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|--------------------|-----------|
|                                                          | <ul style="list-style-type: none"> <li>The Office of the Technical Regulator advised of Electricity or Electric Shock Incident as follows:               <ul style="list-style-type: none"> <li>Death – Immediately</li> <li>Medical Assistance - Within 24 Hours</li> <li>All other cases -Within 10 Working Days</li> </ul> </li> <li>Investigations commenced within 24 hours of notification</li> <li>Corrective Actions or Lessons Learned from Incident to relevant stakeholders communicated within 5 days of signoff</li> </ul> |                  |                    |           |
| BS5-O5.12 Review and Maintain Emergency Management Plans | <ul style="list-style-type: none"> <li>Emergency Management Plans reviewed every 4 years</li> <li>Emergency Evacuation Diagrams reviewed every 4 years</li> <li>Emergency Evacuation Drills tested annually</li> <li>Emergency Control Organisation reviewed annually</li> <li>New ECO Members Trained within 2 months of appointment</li> </ul>                                                                                                                                                                                        | Yes              | Work Health Safety |           |

| Operational Plans                       | Action Reference |
|-----------------------------------------|------------------|
| WHS, Risk and IM Action Plan (WHSRIMAP) | All              |
| Business Continuity Plan (BCP)          | All              |



|                            |                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                |              |
|----------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|
| Service Area               | BS6 - Finance                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                |              |
| Service Activity           | Transparency and accountability regarding Council activity and expenditure. Provision of organisational performance report (outcomes), activity report (outputs), a range of statutory reporting (e.g. public health, tax, superannuation), financial reporting.                                   |                                                                                                                                                                                                                |              |
| Service Delivery           | Internal                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                |              |
| Strategic Links            |                                                                                                                                                                                                                   |                                                                                                                                                                                                                |              |
| Goal                       | 14                                                                                                                                                                                                                                                                                                 | Striving to meet the standards of good governance and achieve a culture of service and continuous improvement.                                                                                                 |              |
| Strategy                   | 14.1                                                                                                                                                                                                                                                                                               | Council's administration will strive to implement systems and processes that are accountable and effective, following principles of continuous improvement, sound governance and support community engagement. |              |
|                            | 14.2                                                                                                                                                                                                                                                                                               | Council and its administration will work together to achieve the Community Plan vision and implement approved plans.                                                                                           |              |
| Performance Measure        | To be developed                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                |              |
| Statistics                 | Operating revenue 2020-21                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                | \$40,956,202 |
|                            | Operating expenditure 2020-21                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                | \$38,210,739 |
| Legislative Responsibility | Development Act 1993<br>Environment Protection Act 1993<br>Food Act 2001<br>Housing Improvement Act 2016<br>Liquor Licensing Act 1997<br>Local Government Act 1999<br>Planning, Development and Infrastructure Act 2016<br>Safe Drinking Water Act 2011<br>South Australian Public Health Act 2011 |                                                                                                                                                                                                                |              |

| Strategic Action                                                                     | Performance Indicator | Responsible | 22-23 | 23-24 | 24-25 | 25-26 |
|--------------------------------------------------------------------------------------|-----------------------|-------------|-------|-------|-------|-------|
| Nil                                                                                  | •                     |             |       |       |       |       |
| Op = Operational, Cap = Capital, Ext = External Funding, Dev = Develop, Rev = Review |                       |             |       |       |       |       |

| Service Action                        |                                                                                                                   | Service Standard                                                                                                                                                                               | Critical Service | Responsible         | Nett Cost      |
|---------------------------------------|-------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|---------------------|----------------|
| <b>Output 1 – Financial Advice</b>    |                                                                                                                   |                                                                                                                                                                                                |                  |                     | <b>\$x,000</b> |
| BS6-O1.1                              | Provision of Budget Manager Support                                                                               | <ul style="list-style-type: none"> <li>Requests for advice provided within nominated timeframe</li> </ul>                                                                                      | No               | Accounting Services |                |
| BS6-O1.2                              | Provision of Asset Accounting Advice                                                                              | <ul style="list-style-type: none"> <li>Requests for advice provided within nominated timeframe</li> </ul>                                                                                      | No               | Accounting Services |                |
| BS6-O1.3                              | Provision of General Finance Advice                                                                               | <ul style="list-style-type: none"> <li>Requests for advice provided within nominated timeframe</li> </ul>                                                                                      | No               | Accounting Services |                |
| <b>Output 2 – Budget Management</b>   |                                                                                                                   |                                                                                                                                                                                                |                  |                     | <b>\$x,000</b> |
| BS6-O1.1                              | Coordinate Annual Budget and Business Plan preparation and reporting                                              | <ul style="list-style-type: none"> <li>Annually</li> <li>Within consultation and statutory timeframes</li> </ul>                                                                               | No               | Accounting Services |                |
| BS6-O1.1                              | Coordinate final budget and financial statements preparation for Council adoption                                 | <ul style="list-style-type: none"> <li>Annually</li> <li>Within consultation and statutory timeframes</li> </ul>                                                                               | No               | Accounting Services |                |
| BS6-O1.1                              | Conduct analysis of budget variance, adjustments, forecast and prepare quarterly budget review reports to Council | <ul style="list-style-type: none"> <li>Quarterly</li> <li>Produce organisational performance and activity report</li> </ul>                                                                    | No               | Accounting Services |                |
| BS6-O1.1                              | Ensure effective Budget Performance                                                                               | <ul style="list-style-type: none"> <li>Quarterly</li> <li>Achieve quarterly reviews - budget results to be on budget or variations no greater than 2% every quarter</li> </ul>                 | No               | All                 |                |
| <b>Output 3 – Treasury Management</b> |                                                                                                                   |                                                                                                                                                                                                |                  |                     | <b>\$x,000</b> |
| BS6-O1.1                              | Prepare reporting regarding treasury management performance relative to the loan portfolio                        | <ul style="list-style-type: none"> <li>Report submitted to Audit Committee Annually within nominated timeframe</li> <li>Net Financial Liabilities (NFL) Ratio shall not exceed 100%</li> </ul> | No               | Accounting Services |                |

| Service Action                                                                                                                 | Service Standard                                                                                                                                                                                                                                                | Critical Service | Responsible         | Nett Cost      |
|--------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|---------------------|----------------|
| BS6-O1.1 Prepare loan applications collating financial information/data/assessing impact for Council and/or Community needs    | <ul style="list-style-type: none"> <li>Monthly</li> </ul>                                                                                                                                                                                                       | No               | Accounting Services |                |
| <b>Output 4 – Financial Control and Audit</b>                                                                                  |                                                                                                                                                                                                                                                                 |                  |                     | <b>\$x,000</b> |
| BS6-O1.1 Coordinate report preparation for the Audit Committee                                                                 | <ul style="list-style-type: none"> <li>Report submitted within nominated timeframe</li> </ul>                                                                                                                                                                   | No               | Accounting Services |                |
| BS6-O1.1 Review and update Finance Policies and Processes                                                                      | <ul style="list-style-type: none"> <li>As required, within nominated timeframe</li> </ul>                                                                                                                                                                       | No               | Accounting Services |                |
| <b>Output 5 – Banking and Investment Services</b>                                                                              |                                                                                                                                                                                                                                                                 |                  |                     | <b>\$x,000</b> |
| BS6-O1.1 Coordinate Banking and Investment reconciliation and control                                                          | <ul style="list-style-type: none"> <li>Monthly</li> <li>Community Loans reconciled to control accounts within nominated timeframe</li> <li>Repayments processed within nominated timeframe</li> </ul>                                                           | No               | Accounting Services |                |
| BS6-O1.1 Management of the loan portfolio, coordination of investments through bank.                                           | <ul style="list-style-type: none"> <li>Monthly and Annually</li> <li>Affordability of specific project proposals having regard to Council's long-term financial sustainability</li> </ul>                                                                       | No               | Accounting Services |                |
| <b>Output 6 – Taxation and Levy Management</b>                                                                                 |                                                                                                                                                                                                                                                                 |                  |                     | <b>\$x,000</b> |
| BS6-O1.1 Facilitate provision of information and data to ATO (including Contractor GST compliance) and other Government bodies | <ul style="list-style-type: none"> <li>Monthly and Annually completed in statutory timeframe</li> </ul>                                                                                                                                                         | No               | Accounting Services |                |
| <b>Output 7 – Asset Accounting</b>                                                                                             |                                                                                                                                                                                                                                                                 |                  |                     | <b>\$x,000</b> |
| BS6-O1.1 Coordinate asset policy, accounting requirements and reconciliations                                                  | <ul style="list-style-type: none"> <li>Quarterly and Annually</li> <li>Maintenance of finance policies and processes; Accounting, Taxation, finance, reporting and administration services for Council, staff, external parties and reporting bodies</li> </ul> | No               | Accounting Services |                |

| Service Action                                    |                                                                                                                | Service Standard                                                                                                                                                                                                                                                                      | Critical Service | Responsible                  | Nett Cost      |
|---------------------------------------------------|----------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|------------------------------|----------------|
| <b>Output 8 – Accounts Payable and Receivable</b> |                                                                                                                |                                                                                                                                                                                                                                                                                       |                  |                              | <b>\$x,000</b> |
| BS6-O1.1                                          | Invoice matching to orders and batch process; seeking payment approval; and reconciliation of accounts payable | <ul style="list-style-type: none"> <li>Process run within nominated timeframes, 2 days, weekly and monthly</li> <li>Expenditure and payments are accurate, timely and reconciled; Compliance with legislation including Accounting, local Government Act and Taxation</li> </ul>      | No               | Finance Operational Services |                |
| BS6-O1.1                                          | Invoice raising, organisation of inter-charges between subsidiaries, and debt collection                       | <ul style="list-style-type: none"> <li>Process run within nominated timeframes, 3 days, monthly and as required</li> <li>Revenue generation and receipting is controlled and received; Compliance with legislation including Accounting, local Government Act and Taxation</li> </ul> | No               | Finance Operational Services |                |

| Operational Plans                                 | Action Reference |
|---------------------------------------------------|------------------|
| Assets and Infrastructure Management Plans (IAMP) | All              |
| Annual Business Plan and Budget (ABPB)            | All              |
| Long Term Financial Plan (LTFP)                   | All              |
| Workforce Plan (WP)                               | All              |

**Service Area****BS7 - Governance****Service Activity**

Provision of governance advice and support in the discharge of legislative responsibilities for policy development, delegations and authorisations, internal review of Council decisions, delegations and authorisations, Native Title claims.

**Service Delivery**

Internal, External (Legal)

**Strategic Links****Goal**

14 Striving to meet the standards of good governance and achieve a culture of service and continuous improvement.

**Strategy**

14.1 Council's administration will strive to implement systems and processes that are accountable and effective, following principles of continuous improvement, sound governance and support community engagement.

14.2 Council and its administration will work together to achieve the Community Plan vision and implement approved plans.

**Performance Measure**

To be developed

**Statistics**

NA

**Legislative Responsibility**

Independent Commissioner Against Corruption Act 2012

Local Government Act 1999

Ombudsman Act 1972

Public Interest Disclosure Act 2018

Code of Conduct for Council Employees

Code of Conduct for Council Members

| Strategic Action                                                                     |                                                                        | Performance Indicator                                                                                                    | Responsible            | 22-23 | 23-24 | 24-25 | 25-26 |
|--------------------------------------------------------------------------------------|------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------|------------------------|-------|-------|-------|-------|
| BS7-1                                                                                | Local Government Reform                                                | <ul style="list-style-type: none"> <li>Local Government reform items are implemented within agreed timeframes</li> </ul> | Corporate Governance   | Op    | Op    | Op    | Op    |
| BS7-2                                                                                | Delegations and authorisations review                                  | <ul style="list-style-type: none"> <li>Revised delegations instrument implemented within agreed timeframe</li> </ul>     | Corporate Governance   | Rev   | Op    |       |       |
| BS7-3                                                                                | Develop and execute a new governance model for the Barossa Bushgardens | <ul style="list-style-type: none"> <li>New governance framework adopted by the Council</li> </ul>                        | Environmental Services | Rev   | Dev   |       |       |
| Op = Operational, Cap = Capital, Ext = External Funding, Dev = Develop, Rev = Review |                                                                        |                                                                                                                          |                        |       |       |       |       |



| Service Action                                              |                                                                                                                      | Service Standard                                                                                                                                           | Critical Service | Responsible                   | Nett Cost      |
|-------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|-------------------------------|----------------|
| <b>Output 1 – Governance and Policy Advice</b>              |                                                                                                                      |                                                                                                                                                            |                  |                               | <b>\$x,000</b> |
| BS7-O1.1                                                    | Provide Governance Advice – Local Government Act                                                                     | <ul style="list-style-type: none"> <li>As required</li> </ul>                                                                                              | No               | Corporate Governance          |                |
| <b>Output 2 – Delegations and Authorisations Management</b> |                                                                                                                      |                                                                                                                                                            |                  |                               | <b>\$x,000</b> |
| BS7-O2.1                                                    | Update Sub Delegations in accordance with staff changes                                                              | <ul style="list-style-type: none"> <li>As required</li> <li>All appropriate sub-delegations have been issued</li> </ul>                                    | Yes              | Corporate Governance          |                |
| BS7-O2.2                                                    | Undertake Delegations and Sub-delegations Review                                                                     | <ul style="list-style-type: none"> <li>Review completed within 1 year of periodic elections and more regularly as required</li> </ul>                      | Yes              | Corporate Governance          |                |
| BS7-O2.3                                                    | Update Authorisations as needed, update Authorisations Register and issue officer identity card                      | <ul style="list-style-type: none"> <li>As required</li> <li>Authorisations are made and recorded to appropriate staff</li> </ul>                           | Yes              | Corporate Governance          |                |
| <b>Output 3 – Native Title Management</b>                   |                                                                                                                      |                                                                                                                                                            |                  |                               | <b>\$x,000</b> |
| BS7-O3.1                                                    | Monitor and respond to case management requests from Council's legal representatives regarding Native Title claims   | <ul style="list-style-type: none"> <li>As required</li> <li>Requests processed within nominated timeframe</li> </ul>                                       | No               | Corporate Governance          |                |
| <b>Output 4 – Legislative Reform</b>                        |                                                                                                                      |                                                                                                                                                            |                  |                               | <b>\$x,000</b> |
| BS7-O4.1                                                    | Implement legislative reform                                                                                         | <ul style="list-style-type: none"> <li>Reform is implemented within nominated timeframe</li> </ul>                                                         | Yes              | All                           |                |
| <b>Output 5 – Complaints Management</b>                     |                                                                                                                      |                                                                                                                                                            |                  |                               | <b>\$x,000</b> |
| BS7-O5.1                                                    | Process applications under the Internal Review of Council Decisions Policy – Section 270 of the Local Government Act | <ul style="list-style-type: none"> <li>As required</li> <li>Confirm Receipt within 1 week</li> <li>Conduct review within 21 days where possible</li> </ul> | Yes              | Corporate Governance<br>OMCEO |                |

| Service Action                                |                                                                                   | Service Standard                                                                                                                                                                                             | Critical Service        | Responsible                   | Nett Cost      |
|-----------------------------------------------|-----------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------|-------------------------------|----------------|
| BS7-O5.2                                      | Process applications under the Code of Conduct of Council Members Policy          | <ul style="list-style-type: none"> <li>Reports processed within nominated timeframe</li> </ul>                                                                                                               | Yes                     | Corporate Governance<br>OMCEO |                |
| BS7-O5.3                                      | Process applications requested from the Ombudsman, ICAC or other oversight agency | <ul style="list-style-type: none"> <li>All enquiries are completed as required under relevant legislation. Confidentiality and appropriate record management is maintained.</li> </ul>                       | Yes                     | Corporate Governance<br>OMCEO |                |
| BS3-O5.4                                      | Manage complaints about the CEO                                                   | <ul style="list-style-type: none"> <li>As required</li> <li>Complaints against CEO responded to within 1 week</li> </ul>                                                                                     | Yes                     | Corporate Governance          |                |
| BS3-O5.5                                      | Manage complaints about an Elected Member                                         | <ul style="list-style-type: none"> <li>As required</li> <li>Complaints against Members responded to within 1 week</li> </ul>                                                                                 | Yes                     | OMCEO<br>Corporate Governance |                |
| BS7-O5.6                                      | Manage incidence reported under the Public Interest Disclosure Act                | <ul style="list-style-type: none"> <li>Reports processed within nominated timeframe as set out in Public Interest Disclosure Act</li> </ul>                                                                  | Yes                     | All                           |                |
| <b>Output 6 – Policy Framework Management</b> |                                                                                   |                                                                                                                                                                                                              |                         |                               | <b>\$x,000</b> |
| BS7-O6.1                                      | Maintain and champion the implementation of Councils Policy Framework.            | <ul style="list-style-type: none"> <li>Documentation is reviewed and updated every 4 years</li> <li>Governance and policy considerations are embedded in all strategic and operational activities</li> </ul> | No                      | Corporate Governance          |                |
| <b>Operational Plans</b>                      |                                                                                   |                                                                                                                                                                                                              | <b>Action Reference</b> |                               |                |
| Barossa Bushgardens Strategic Plan (BBSP)     |                                                                                   |                                                                                                                                                                                                              | Key Result Area 4       |                               |                |

|                                   |                                                                                                                                                                                                                                                                                                                                                  |
|-----------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Service Area</b>               | <b>BS8 - Grants</b>                                                                                                                                                                                                                                                                                                                              |
| <b>Service Activity</b>           | Support and lead grant applications to lever up budget allocations where appropriate through research, grant writing and letters of support.                                                                                                                                                                                                     |
| <b>Service Delivery</b>           | Internal                                                                                                                                                                                                                                                                                                                                         |
| <b>Strategic Links</b>            |                                                                                                                                                                                                                                                                 |
| <b>Goal</b>                       | 14 Striving to meet the standards of good governance and achieve a culture of service and continuous improvement.                                                                                                                                                                                                                                |
| <b>Strategy</b>                   | 14.1 Council's administration will strive to implement systems and processes that are accountable and effective, following principles of continuous improvement, sound governance and support community engagement.<br>14.2 Council and its administration will work together to achieve the Community Plan vision and implement approved plans. |
| <b>Performance Measure</b>        | To be developed                                                                                                                                                                                                                                                                                                                                  |
| <b>Statistics</b>                 | NA                                                                                                                                                                                                                                                                                                                                               |
| <b>Legislative Responsibility</b> | Local Government Act 1999                                                                                                                                                                                                                                                                                                                        |

| Strategic Action                                                                     | Performance Indicator                                                                       | Responsible                   | 22-23 | 23-24 | 24-25 | 25-26 |
|--------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------|-------------------------------|-------|-------|-------|-------|
| BS8-1 Develop grants framework                                                       | <ul style="list-style-type: none"> <li>Framework endorsed by ELT by 30 June 2023</li> </ul> | Communications and Engagement | Op    |       |       |       |
| Op = Operational, Cap = Capital, Ext = External Funding, Dev = Develop, Rev = Review |                                                                                             |                               |       |       |       |       |

| Service Action                                                                                                      | Service Standard                                                                                                                                                                                                    | Critical Service | Responsible | Nett Cost      |
|---------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|-------------|----------------|
| <b>Output 1 – Grant Sourcing</b>                                                                                    |                                                                                                                                                                                                                     |                  |             | <b>\$x,000</b> |
| BS8-O2.1 Identify funding opportunities to assist in delivery of projects and programs across council service areas | <ul style="list-style-type: none"> <li>Grant funding recommendations referred to ELT for consideration</li> <li>Actively pursue external grants in line with prioritised projects and budget allocations</li> </ul> | No               | All         |                |

| Service Action              |                                                                  | Service Standard                                                                                                                                                                        | Critical Service | Responsible         | Nett Cost |
|-----------------------------|------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|---------------------|-----------|
| Output 2 – Grant Management |                                                                  |                                                                                                                                                                                         |                  |                     | \$x,000   |
| BS8-O1.1                    | Monitor and report on grant status and prepare acquittal reports | <ul style="list-style-type: none"><li>Grant status and acquittal reports completed as per grant funding deeds/agreements</li><li>Grant status and acquittal reports completed</li></ul> | No               | All                 |           |
| BS8-O1.2                    | Maintain Grant Register                                          | <ul style="list-style-type: none"><li>All grants maintained in register with status updated within 2 business days of change</li><li>Grants and status recorded in register</li></ul>   | No               | Accounting Services |           |
| BS8-O1.3                    | Facilitate grant reconciliation, validation, reporting and audit | <ul style="list-style-type: none"><li>Annual in conjunction with financial statements Finalised for EOFY</li></ul>                                                                      | No               | Accounting Services |           |
| Operational Plans           |                                                                  |                                                                                                                                                                                         | Action Reference |                     |           |

**Service Area****BS9 - Information****Service Activity**

Management and maintenance of corporate records (both physical and electronic) held by Council, and providing support to the organisation to ensure organisational compliance with record keeping obligations under the *State Records Act* and other relevant legislation. Providing support in the discharge of legislative responsibilities for Freedom of Information applications, and organisational functions such as mail processing. Council's record keeping obligations are carried out in accordance with appropriate guidelines and standards and policy and projects are successfully implemented to ensure organisational effectiveness and compliance.

**Service Delivery**

Internal, Contractors

**Strategic Links****Goal**

14 Striving to meet the standards of good governance and achieve a culture of service and continuous improvement.

**Strategy**

14.1 Council's administration will strive to implement systems and processes that are accountable and effective, following principles of continuous improvement, sound governance and support community engagement.

14.2 Council and its administration will work together to achieve the Community Plan vision and implement approved plans.

**Performance Measure**

To be developed

**Statistics**

NA

**Legislative Responsibility**

Copyright Act 1968  
Freedom of Information Act 1991  
Local Government Act 1999  
State Records Act 1997  
Planning, Development and Infrastructure Act 2016  
Development Act 1993  
Dog and Cat Management Act 1995

| Strategic Action |                                               | Performance Indicator                                                                                                                                                                                                                                | Responsible          | 22-23 | 23-24     | 24-25 | 25-26 |
|------------------|-----------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|-------|-----------|-------|-------|
| BS9-1            | Set up of disposal of electronic records      | <ul style="list-style-type: none"> <li>Mechanism or process for disposal of electronic records is established and disposal is carried out regularly as part of normal services</li> </ul>                                                            | Information Services |       | Dev       | Op    |       |
| BS9-2            | Transfer of archival records to State Records | <ul style="list-style-type: none"> <li>Engage a consultant to carry out project to ensure transfer to State Records is complete.</li> <li>Re-organisation of back room and compactus.</li> <li>Completion of re-classification of G files</li> </ul> | Information Services | Rev   | Dev<br>Op | Op    | Op    |



| Strategic Action                                                                     |                                                                         | Performance Indicator                                                                                                                                                                   | Responsible          | 22-23  | 23-24  | 24-25 | 25-26 |
|--------------------------------------------------------------------------------------|-------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|--------|--------|-------|-------|
| BS9-3                                                                                | Establish process for Legal Document register review                    | <ul style="list-style-type: none"> <li>Review register and dispose of any documents that are no longer required. Aim for a regular review following establishment of process</li> </ul> | Information Services |        |        | Rev   | Op    |
| BS9-4                                                                                | Freedom of Information reform and implementation of reporting mechanism | <ul style="list-style-type: none"> <li>Implement replacement for FOIMS and implement any changes from reforms within agreed timeframe</li> </ul>                                        | Information Services | Dev Op | Dev Op | Op    |       |
| Op = Operational, Cap = Capital, Ext = External Funding, Dev = Develop, Rev = Review |                                                                         |                                                                                                                                                                                         |                      |        |        |       |       |

| Service Action                                  |                                                           | Service Standard                                                                                                                                                                                                                                                                                            | Critical Service | Responsible                   | Nett Cost      |
|-------------------------------------------------|-----------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|-------------------------------|----------------|
| <b>Output 1 – Access to Council Information</b> |                                                           |                                                                                                                                                                                                                                                                                                             |                  |                               | <b>\$x,000</b> |
| BS9-O1.1                                        | Process applications under the Freedom of Information Act | <ul style="list-style-type: none"> <li>As required</li> <li>Requests processed within the statutory timeframe</li> </ul>                                                                                                                                                                                    | Yes              | Information Services          |                |
| BS9-O1.2                                        | Access to members of the public – plans and drawings      | <ul style="list-style-type: none"> <li>Respond to requests for drawings and plans within 2 business days, and complete request within 1 week where possible</li> </ul>                                                                                                                                      | No               | Information Services Planning |                |
| <b>Output 2 – Management of records</b>         |                                                           |                                                                                                                                                                                                                                                                                                             |                  |                               | <b>\$x,000</b> |
| BS9-O2.1                                        | Physical storage and management of Hard Copy Records      | <ul style="list-style-type: none"> <li>Retention period managed in accordance with State Records Act</li> </ul>                                                                                                                                                                                             | Yes              | Information Services          |                |
| BS9-O2.2                                        | Provide appropriate Disposal programs                     | <ul style="list-style-type: none"> <li>Annual review of disposal program</li> <li>Directorate provided draft disposal schedule for approval of destruction (where required)</li> <li>Implementation of Disposal program (twice a year)</li> <li>Monthly destruction of temporary records (GDS21)</li> </ul> | No               | Information Services          |                |
| BS9-O2.3                                        | Administration of EDRMS system                            | <ul style="list-style-type: none"> <li>Ongoing</li> <li>EDRMS daily audit completed every business day</li> <li>Requests responded to within nominated timeframe</li> <li>Monitoring Helpdesk for Information Services related tasks</li> </ul>                                                             | Yes              | Information Services          |                |

| Service Action                                                       | Service Standard                                                                                                                                                                                                                                                                                                                                                                                                                                 | Critical Service | Responsible          | Nett Cost      |
|----------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|----------------------|----------------|
| BS9-O2.4      Records are maintained appropriately.                  | <ul style="list-style-type: none"> <li>Record keeping is managed in accordance with legislative and policy obligations.</li> </ul>                                                                                                                                                                                                                                                                                                               | No               | All                  |                |
| <b>Output 3 – Mail Processing</b>                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                  |                      | <b>\$x,000</b> |
| BS9-O3.1      Incoming and outgoing mail processing including emails | <ul style="list-style-type: none"> <li>Ongoing</li> <li>Incoming mail is processed and forwarded/registered to relevant staff on the same business day that it is received</li> <li>Outgoing mail is processed after 2.30pm each business day for pick up the following business day</li> <li>Emails are forwarded/registered to relevant business unit on the same business day or next business day if received after staffed hours</li> </ul> | Yes              | Information Services |                |
| BS9-O3.2      Reconciliation of Mail                                 | <ul style="list-style-type: none"> <li>Within 1 week at the end of every month</li> </ul>                                                                                                                                                                                                                                                                                                                                                        | No               | Information Services |                |

| Operational Plans | Action Reference |
|-------------------|------------------|
|-------------------|------------------|

|                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                |  |
|----------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| Service Area               | BS10 - People and Culture                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                |  |
| Service Activity           | Support to Managers and employees across the full employee lifecycle, including attraction, recruitment and selection, induction and on-boarding, training and performance development, performance management and offboarding. Providing advice and strategic direction to ensure that Council's employee management obligations are met and that skilled and high performing employees are attracted and retained in line with Council's strategic people objectives and its industrial obligations and to optimally deliver Council services to the community. |                                                                                                                                                                                                                |  |
| Service Delivery           | Internal                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                |  |
| Strategic Links            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                |  |
| Goal                       | 14                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Striving to meet the standards of good governance and achieve a culture of service and continuous improvement.                                                                                                 |  |
| Strategy                   | 14.1                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Council's administration will strive to implement systems and processes that are accountable and effective, following principles of continuous improvement, sound governance and support community engagement. |  |
|                            | 14.2                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Council and its administration will work together to achieve the Community Plan vision and implement approved plans.                                                                                           |  |
| Performance Measure        | To be developed                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                |  |
| Statistics                 | Number of Staff (FTE)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 161                                                                                                                                                                                                            |  |
|                            | Diversity                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Executive<br>3 Male<br>2 Female<br>Management<br>8 Male<br>5 Female<br>Organisation<br>77 Male<br>83 Female                                                                                                    |  |
| Legislative Responsibility | Local Government Act 1999<br>Return to Work Act 2014<br>Work Health Safety Act 2012<br>Work Health Safety Regulations 2012                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                |  |

| Strategic Action |                                                                                                                                            | Performance Indicator                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Responsible                                                                                                | 22-23 | 23-24 | 24-25 | 25-26 |
|------------------|--------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------|-------|-------|-------|-------|
| BS10-1           | Define and embed corporate organisational values and behaviours.                                                                           | <ul style="list-style-type: none"> <li>The People and Culture Leadership Team (PCT) collaborate to design and implement new organisational values by July 2022.</li> <li>The new corporate values and behaviours are embedded into internal Culture and People documentation and tools by December 2022.</li> </ul>                                                                                                                                                                                                             | Organisational Culture and People                                                                          | Op    | Op    |       |       |
| BS10-2           | Design, develop and implement programs and initiatives that position Council as an employer of choice and improve the employee experience. | <ul style="list-style-type: none"> <li>An Employee Referral, Employee Reward and Recognition and Wellbeing Program are designed and implemented by December 2023.</li> <li>Corporate photography and staff head shots are embedded into the onboarding process by July 2022.</li> <li>All staff have up to date corporate headshots and are used in accordance with the internal communications framework across Microsoft Teams, Outlook and the Organisational Chart by September 2022.</li> </ul>                            | Organisational Culture and People<br>Communications and Engagement<br>Enterprise Technology and Innovation | Op    | Op    |       |       |
| BS10-3           | Align the People and Culture Framework to Council's legislative responsibility and strategic people objectives.                            | <ul style="list-style-type: none"> <li>The Barossa Council Enterprise Agreement 2019 is renegotiated and implemented by October 2022.</li> <li>The Organisational Culture and People policy suite is mapped to a defined employee lifecycle by February 2022.</li> <li>All identified Organisational Culture and People policy and process is renewed/designed/developed and released by July 2023.</li> <li>An Employee Handbook is designed and incorporated into onboarding and annual training by December 2023.</li> </ul> | Organisational Culture and People                                                                          | Op    | Op    |       |       |
| BS10-4           | Creation of an organisational Competency Framework.                                                                                        | <ul style="list-style-type: none"> <li>'Functional Competencies' are defined by August 2022.</li> <li>'Core competencies' are defined by December 2022.</li> <li>Implementation of the Competency Framework is achieved by July 2023.</li> </ul>                                                                                                                                                                                                                                                                                | Organisational Culture and People                                                                          | Op    |       |       |       |
| BS10-5           | Implementation of Business Case                                                                                                            | <ul style="list-style-type: none"> <li>Organisational restructure activity is implemented by December 2023.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                          | Organisational Culture and People                                                                          | Op    | Op    |       |       |

| Strategic Action                                                                                                                                                           | Performance Indicator                                                                                                                                                                                                                                                                                                                                                                                                     | Responsible                                          | 22-23 | 23-24 | 24-25 | 25-26 |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------|-------|-------|-------|-------|
| BS10-6<br>Training:<br><ul style="list-style-type: none"> <li>Develop training packages</li> <li>Update TNA register</li> <li>Introduce WHS Induction Refresher</li> </ul> | <ul style="list-style-type: none"> <li>Induction Policy, Process and Checklist are reviewed, ensuring Risk Management content is in line with Enterprise Risk Management Policy and Framework</li> <li>Risk Management Awareness training requirements are included in the TNA.</li> <li>Back to Basics Risk Management Awareness training has been delivered for Workers, Elected Members and Audit Committee</li> </ul> | Organisational Culture and People<br>Enterprise Risk | Rev   |       |       |       |
| Op = Operational, Cap = Capital, Ext = External Funding, Dev = Develop, Rev = Review                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                      |       |       |       |       |

| Service Action                                                                                                                                                                                                                                                                    | Service Standard                                                                                                                                                                                                               | Critical Service | Responsible                       | Nett Cost      |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|-----------------------------------|----------------|
| <b>Output 1 – Organisational Continuous Improvement</b>                                                                                                                                                                                                                           |                                                                                                                                                                                                                                |                  |                                   | <b>\$x,000</b> |
| BS10-O1.1<br>Support and drive a culture of continuous improvement and modernisation across Council with frameworks, processes, systems and tools in place to achieve organisational culture improvements and efficiencies in Organisational Culture and People service delivery. | <ul style="list-style-type: none"> <li>Organisational Culture and People representation, contribution and participation on the Organisational Development Team (ODT) and key continuous improvement projects.</li> </ul>       | No               | Organisational Culture and People |                |
| <b>Output 2 – People and Culture Framework Management</b>                                                                                                                                                                                                                         |                                                                                                                                                                                                                                |                  |                                   | <b>\$x,000</b> |
| BS10-O2.1<br>Maintain Corporate People and Culture policy and process as aligned to the employee lifecycle.                                                                                                                                                                       | <ul style="list-style-type: none"> <li>Corporate People and Culture policy and process supports Council's strategic people objectives and enables Managers to implement employee management activity appropriately.</li> </ul> | No               | Organisational Culture and People |                |
| BS10-O2.2<br>Provide forms, tools and templates that support the facilitation of employee management activity.                                                                                                                                                                    | <ul style="list-style-type: none"> <li>Current forms, tools and templates are available to support departmental and business unit best practice approaches and ease of day to day management activity.</li> </ul>              | No               | Organisational Culture and People |                |



| Service Action                                   |                                                                                           | Service Standard                                                                                                                                                                                                                                                                                                                                                                        | Critical Service | Responsible                       | Nett Cost      |
|--------------------------------------------------|-------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|-----------------------------------|----------------|
| <b>Output 3 – Talent Management</b>              |                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                         |                  |                                   | <b>\$x,000</b> |
| BS10-O3.1                                        | Fulfil vacancies and new positions.                                                       | <ul style="list-style-type: none"> <li>The Recruitment and Selection Process is applied in response to and in support of organisational needs.</li> </ul>                                                                                                                                                                                                                               | No               | Organisational Culture and People |                |
| BS10-O3.2                                        | Monitor and review the employee experience across the recruitment and onboarding process. | <ul style="list-style-type: none"> <li>All new staff to Council are surveyed to assess their experience and to inform service continuous improvements.</li> </ul>                                                                                                                                                                                                                       | No               | Organisational Culture and People |                |
| BS10-O3.3                                        | Ensure employee success from the commencement of their employment with Council.           | <ul style="list-style-type: none"> <li>The Induction Process is applied to ensure staff are provided with the essential, skills, knowledge and tools to commence their employment with Council.</li> </ul>                                                                                                                                                                              | No               | Organisational Culture and People |                |
| BS10-O3.4                                        | Coordinate probation meetings.                                                            | <ul style="list-style-type: none"> <li>Probation meetings are coordinated in accordance with the Award and Council process.</li> <li>Probation meeting records are maintained within the Record Management System.</li> <li>The probationary period is a valuable tool that is utilised maximally through the facilitation of two-way feedback between manager and employee.</li> </ul> | No               | Organisational Culture and People |                |
| BS10-O3.5                                        | Coordinate the offboarding process.                                                       | <ul style="list-style-type: none"> <li>Employees are offboarded within defined timeframes and in accordance with the Offboarding process.</li> <li>Exit surveys are issued; results are disseminated to ELT and evaluated to inform culture improvements as required.</li> <li>Termination data is recorded and reported on.</li> </ul>                                                 | No               | Organisational Culture and People |                |
| <b>Output 4 – Employee Experience Management</b> |                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                         |                  |                                   | <b>\$x,000</b> |
| BS10-O4.1                                        | Monitor and evaluate monthly PeopleQ (Teamgage) results.                                  | <ul style="list-style-type: none"> <li>Staff and team data is kept up to date and accurate monthly surveys are distributed to organisational leaders.</li> <li>Monthly team meetings are held to disseminate and analyse results and define remediating actions.</li> </ul>                                                                                                             | No               | Organisational Culture and People |                |

| Service Action                                                                                                         | Service Standard                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Critical Service | Responsible                       | Nett Cost      |
|------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|-----------------------------------|----------------|
| BS10-O4.2 Staff are rewarded and recognised and provided with opportunities to connect and learn cross-departmentally. | <ul style="list-style-type: none"> <li>Two staff events are coordinated per annum.</li> <li>The Service Recognition Policy is applied.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                         | No               | Organisational Culture and People |                |
| BS10-O4.3 Mental wellbeing support is provided to employees of Council.                                                | <ul style="list-style-type: none"> <li>An Employee Assistance Program is made available to employees of Council.</li> <li>Onsite counselling services are provided in reactive response to organisational needs.</li> </ul>                                                                                                                                                                                                                                                                                                               | Yes              | Organisational Culture and People |                |
| BS10-O4.4 Provide access to flexible working conditions.                                                               | <ul style="list-style-type: none"> <li>Employees are enabled avenues to request flexible work arrangements through the development and implementation of a Flexible Work Arrangement Policy.</li> <li>Training is provided to Managers and Employees on managing and requesting flexible working conditions.</li> </ul>                                                                                                                                                                                                                   | No               | All                               |                |
| <b>Output 5 – Industrial Compliance</b>                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                  |                                   | <b>\$x,000</b> |
| BS10-O5.1 Provide employees with a safe work environment free from bullying, discrimination and harassment.            | <ul style="list-style-type: none"> <li>The Equal Opportunity, Equality, Diversity and Inclusion policy is applied.</li> <li>Bullying and harassment training is regularly delivered.</li> <li>Employees are provided with a process to address grievances and disputes.</li> <li>Instances of bullying and harassment are investigated in a fair and equitable manner in accordance with defined processes.</li> </ul>                                                                                                                    | Yes              | All                               |                |
| BS10-O5.2 Provide employees with correct entitlements.                                                                 | <ul style="list-style-type: none"> <li>Employees are paid in accordance with contractual agreements and the defined pay schedule within Council's industrial instruments.</li> <li>Maximum weekly working hours, Annual Leave, Public Holidays, Personal Leave, Parental Leave and all other documented leave is defined and paid in accordance with the relevant Award and Council's Enterprise Agreement(s) and supporting policies.</li> <li>Long service leave is paid in accordance with the Long Service Leave Act 1987.</li> </ul> | Yes              | Organisational Culture and People |                |

| Service Action                                                                                                       | Service Standard                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Critical Service | Responsible                                                        | Nett Cost      |
|----------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|--------------------------------------------------------------------|----------------|
|                                                                                                                      | <ul style="list-style-type: none"> <li>Termination payment is made in accordance with the relevant Award(s) and Council's Enterprise Agreement(s) and supporting policies.</li> </ul>                                                                                                                                                                                                                                                                                   |                  |                                                                    |                |
| BS10-O5.3 Performance and disciplinary management matters are addressed and managed.                                 | <ul style="list-style-type: none"> <li>Council policy and process as it relates to Performance Management and Disciplinary Management is aligned to industrial obligations and best practice.</li> <li>Performance or disciplinary management process is applied and facilitated consistently and in a fair, reasonable and equitable manner.</li> </ul>                                                                                                                | No               | All                                                                |                |
| BS10-O5.4 Registers are maintained.                                                                                  | <ul style="list-style-type: none"> <li>Registers as defined within the Local Government Act are maintained accurately and made publicly available.</li> </ul>                                                                                                                                                                                                                                                                                                           | No               | Organisational Culture and People<br>Communications and Engagement |                |
| <b>Output 6 – Payroll</b>                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                  |                                                                    | <b>\$x,000</b> |
| BS10-O6.1 Facilitate payment of salaries and wages to staff                                                          | <ul style="list-style-type: none"> <li>Fortnightly - Payments processed               <ul style="list-style-type: none"> <li>No. of payments made</li> <li>Payroll payments that correctly match hours worked</li> </ul> </li> <li>Disbursement checks for compliance with Awards, Enterprise Bargaining Agreements, Relevant Legislation and Taxation</li> <li>Fortnightly - Compliance, deductions, allocations, reporting and payments for superannuation</li> </ul> | Yes              | Finance Operational Services                                       |                |
| <b>Output 7 – Staff Professional Development</b>                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                  |                                                                    | <b>\$x,000</b> |
| BS10-O7.1 Coordinate annual Performance Partnering meetings and ensure all documentation is completed and submitted. | <ul style="list-style-type: none"> <li>Annual Performance Partnering meetings occur with all employees of Council by March 31 each year.</li> <li>All employees of Council have defined and documented professional and performance development goals.</li> <li>A register is maintained measuring Performance Partnering completion rates.</li> </ul>                                                                                                                  | No               | All                                                                |                |



| Service Action                                     |                                                                                                                                        | Service Standard                                                                                                                                                                                                                                                                                          | Critical Service | Responsible                       | Nett Cost      |
|----------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|-----------------------------------|----------------|
| BS10-O7.2                                          | Enable professional development of staff in accordance with Industry accreditation, Performance Partnering and Training Needs Analysis | <ul style="list-style-type: none"> <li>Council's annual Training Needs Analysis Process is applied.</li> <li>All employees have current licences, tickets and accreditations.</li> <li>All employees have role and expectation clarity.</li> </ul>                                                        | No               | All                               |                |
| BS10-O7.3                                          | Provide the necessary training, resources and mentoring needed to work safely and efficiently in the workplace.                        | <ul style="list-style-type: none"> <li>Managers regularly work to improve their leadership skills.</li> <li>Employees are afforded opportunities to train and develop internally and externally.</li> <li>Training and development is approved in accordance with relevant policy and process.</li> </ul> | No               | Organisational Culture and People |                |
| <b>Output 8 – Return to Work/Injury Management</b> |                                                                                                                                        |                                                                                                                                                                                                                                                                                                           |                  |                                   | <b>\$x,000</b> |
| BS10-O8.1                                          | Review and update Return to Work Policy and associated Processes                                                                       | <ul style="list-style-type: none"> <li>Every 4 years Policy and processes reviewed within nominated timeframe</li> </ul>                                                                                                                                                                                  | No               | Organisational Culture and People |                |
| BS10-O8.2                                          | Submission of Return to Work Claims to LGWCS                                                                                           | <ul style="list-style-type: none"> <li>24 hours 100% of claims submitted within 24 hours of receipt</li> </ul>                                                                                                                                                                                            | Yes              | Organisational Culture and People |                |
| BS10-O8.3                                          | Coordination of Return to Work Claims administration                                                                                   | <ul style="list-style-type: none"> <li>As required Return to Work Claim documentation regularly updated, invoices etc. submitted to scheme within 3 working days</li> </ul>                                                                                                                               | Yes              | Organisational Culture and People |                |
| BS10-O8.4                                          | Coordination of Recovery and Return to Work Plans                                                                                      | <ul style="list-style-type: none"> <li>As required 100% of Recovery and Return to Work Plans in date and current</li> </ul>                                                                                                                                                                               | Yes              | Organisational Culture and People |                |
| BS10-O8.5                                          | Provide Training to supervisors on Return to Work                                                                                      | <ul style="list-style-type: none"> <li>As required 90% of Supervisors complete training</li> </ul>                                                                                                                                                                                                        | No               | Organisational Culture and People |                |
| BS10-O8.6                                          | Submission of Income Protection Claims to Echelon                                                                                      | <ul style="list-style-type: none"> <li>As required 80% of claims submitted within 24 hours of receipt</li> </ul>                                                                                                                                                                                          | Yes              | Organisational Culture and People |                |

| Service Action |                                                         | Service Standard                                                                                                                                                                           | Critical Service | Responsible                       | Nett Cost |
|----------------|---------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|-----------------------------------|-----------|
| BS10-O8.7      | Coordination of Income Protection Claims administration | <ul style="list-style-type: none"> <li>As required Income Protection Claim documentation regularly updated, medical certificates etc. submitted to scheme within 3 working days</li> </ul> | Yes              | Organisational Culture and People |           |
| BS10-O8.8      | Coordination of Internal Return to Work Plans           | <ul style="list-style-type: none"> <li>As required 100% of Recovery and Return to Work Plans in date and current</li> </ul>                                                                | Yes              | Organisational Culture and People |           |

| Operational Plans   | Action Reference |
|---------------------|------------------|
| Workforce Plan (WP) | All              |



**Service Area****BS11 - Procurement****Service Activity**

Procurement includes continuously improving and updating processes and templates, providing induction training on the procurement system, providing advice and sign-off on procurement processes, custodianship of tender boxes to receive responses for tender panel and ongoing line management of shared regional procurement resource. Management of the acquisition of goods and services in accordance with legislative requirements and Council's procurement principles to deliver value for money outcomes for the community.

**Service Delivery**

Internal

**Strategic Links****Goal**

- 13 The Barossa is competitive and in a strong position to attract both private and public investment in the development of new and existing businesses, services and industry.
- 14 Striving to meet the standards of good governance and achieve a culture of service and continuous improvement.

**Strategy**

- 13.2 Attract investment for new and innovative industries, and facilitate business growth by supporting local industry and their capacity to compete for government contracts.
- 14.1 Council's administration will strive to implement systems and processes that are accountable and effective, following principles of continuous improvement, sound governance and support community engagement.
- 14.2 Council and its administration will work together to achieve the Community Plan vision and implement approved plans.

**Performance Measure**

To be developed

**Statistics**

NA

**Legislative Responsibility**

Local Government Act 1999

| Strategic Action |                                                                                                                                                        | Performance Indicator                                                                                                                                                                                                                                              | Responsible        | 22-23 | 23-24 | 24-25 | 25-26 |
|------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|-------|-------|-------|-------|
| BS11-1           | Undertake review of Contractor and Contract Register requirements and identify new software solution for electronic contract and contractor management | <ul style="list-style-type: none"> <li>Contractor and Contract Register migrated to new platform within agreed timeframe, budget and outcomes</li> <li>Contract and Contractor Register data cleansed and validated upon implementation of new solution</li> </ul> | Corporate Services | Dev   | Op    | Op    | Op    |
| BS11-2           | Develop Strategic Forward procurement plan for key areas of spend                                                                                      | <ul style="list-style-type: none"> <li>Forward Procurement Plan developed by December 2022</li> </ul>                                                                                                                                                              | Corporate Services | Op    |       |       |       |

| Strategic Action                                                                     |                                                                                             | Performance Indicator                                                                                                                                                                                                                     | Responsible        | 22-23 | 23-24 | 24-25 | 25-26 |
|--------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|-------|-------|-------|-------|
| BS11-3                                                                               | Undertake a review of the Right of Renewal within the contract for Waste Management Service | <ul style="list-style-type: none"> <li>Council satisfaction of service delivery</li> </ul>                                                                                                                                                | Waste Services     |       | Rev   |       |       |
| BS11-4                                                                               | Contractor Safety System Verification and Induction                                         | <ul style="list-style-type: none"> <li>Review the records management of contractor information with a view to defining a single system and location for contractor records – Contractor and Contract Register System Migration</li> </ul> | Corporate Services | Rev   |       |       |       |
| Op = Operational, Cap = Capital, Ext = External Funding, Dev = Develop, Rev = Review |                                                                                             |                                                                                                                                                                                                                                           |                    |       |       |       |       |

| Service Action                                     |                                                                            | Service Standard                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Critical Service | Responsible | Nett Cost      |
|----------------------------------------------------|----------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|-------------|----------------|
| <b>Output 1 – Procurement Framework Management</b> |                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                  |             | <b>\$x,000</b> |
| BS11-O1.1                                          | Maintain and champion the implementation of Councils Procurement Framework | <ul style="list-style-type: none"> <li>Documentation is reviewed and updated every 4 years</li> <li>Procurement training is delivered at reasonable intervals for existing staff unless mandated more frequently</li> <li>All new staff receive a procurement induction upon commencement</li> <li>Contractor WHS induction is provided online at minimum</li> <li>Performance standards for self-insurance are met</li> <li>Council procurement decision making is based on value for money outcomes</li> </ul> | No               | Procurement |                |
| BS11-O1.2                                          | Provide Procurement Tools and Templates                                    | <ul style="list-style-type: none"> <li>Tools and templates are available to support Supervisors and Workers to implement procurement policies, Processes, standards and best practice approaches.</li> <li>Templates reviewed and updated within nominated timeframe following identification of new legislative requirement or opportunity for improvement</li> </ul>                                                                                                                                           | No               | Procurement |                |

| Service Action                          |                                  | Service Standard                                                                                                                                                                                                                                                                                | Critical Service        | Responsible | Nett Cost      |
|-----------------------------------------|----------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------|-------------|----------------|
| <b>Output 2 – Contract Management</b>   |                                  |                                                                                                                                                                                                                                                                                                 |                         |             | <b>\$x,000</b> |
| BS11.O2.1                               | Maintain Contract Register       | <ul style="list-style-type: none"> <li>All formal contracts are registered within Council's contract register</li> </ul>                                                                                                                                                                        | No                      | All         |                |
| BS11.O2.2                               | Monitor Contracts                | <ul style="list-style-type: none"> <li>Contracts are monitored and formally reviewed/assessed at least quarterly to ensure appropriate delivery of contracted goods, works or services</li> <li>Contract monitoring activity is recorded in formal contract monitoring tools</li> </ul>         | No                      | All         |                |
| <b>Output 3 – Contractor Management</b> |                                  |                                                                                                                                                                                                                                                                                                 |                         |             | <b>\$x,000</b> |
| BS11.O3.1                               | Maintain Contractor Register     | <ul style="list-style-type: none"> <li>All contractors with a formal contract in place are registered within Council's contractor register</li> </ul>                                                                                                                                           | No                      | All         |                |
| BS11.O3.2                               | Monitor Contractors              | <ul style="list-style-type: none"> <li>Contractors are monitored and formally reviewed/assessed at least quarterly to ensure appropriate performance in delivery of goods, works or services</li> <li>Contractor monitoring activity is recorded in formal contract monitoring tools</li> </ul> | No                      | All         |                |
| BS11.O3.3                               | Facilitate Contractor Inductions | <ul style="list-style-type: none"> <li>All Council Contractors must complete an online general induction.</li> <li>All contractors attending a Council Site who are not under the supervision or escort of a Council Officer must receive a site induction</li> </ul>                           | Yes                     | All         |                |
| <b>Operational Plans</b>                |                                  |                                                                                                                                                                                                                                                                                                 | <b>Action Reference</b> |             |                |
| Local Economic Development Plan (LEDP)  |                                  |                                                                                                                                                                                                                                                                                                 | Strategy 3              |             |                |

|                            |                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                |                 |
|----------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|
| Service Area               | BS12 - Property and Rates                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                |                 |
| Service Activity           | Rates, revaluation and forecasting for revenue purposes, collection, and recovery of rates; including payment arrangements and negotiation parameters, hardship arrangement negotiations, property and assessment management to ensure Councils long term financial sustainability; Council Rating policy and strategy existing and future. |                                                                                                                                                                                                                |                 |
| Service Delivery           | Internal                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                |                 |
| Strategic Links            |                                                                                                                                                                                                                                                            |                                                                                                                                                                                                                |                 |
| Goal                       | 14                                                                                                                                                                                                                                                                                                                                          | Striving to meet the standards of good governance and achieve a culture of service and continuous improvement.                                                                                                 |                 |
| Strategy                   | 14.1                                                                                                                                                                                                                                                                                                                                        | Council's administration will strive to implement systems and processes that are accountable and effective, following principles of continuous improvement, sound governance and support community engagement. |                 |
|                            | 14.2                                                                                                                                                                                                                                                                                                                                        | Council and its administration will work together to achieve the Community Plan vision and implement approved plans.                                                                                           |                 |
| Performance Measure        | To be developed                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                |                 |
| Statistics                 | Number of rateable properties                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                | 13,791          |
|                            | Value of rateable properties                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                | \$5,622,117,780 |
| Legislative Responsibility | Land and Business (Sale and Conveyancing) Act 1994<br>Local Government Act 1999                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                |                 |

| Strategic Action                                                                     | Performance Indicator | Responsible | 22-23 | 23-24 | 24-25 | 25-26 |
|--------------------------------------------------------------------------------------|-----------------------|-------------|-------|-------|-------|-------|
| Nil                                                                                  |                       |             |       |       |       |       |
| Op = Operational, Cap = Capital, Ext = External Funding, Dev = Develop, Rev = Review |                       |             |       |       |       |       |

| Service Action                                          | Service Standard                                                                   | Critical Service | Responsible                 | Nett Cost      |
|---------------------------------------------------------|------------------------------------------------------------------------------------|------------------|-----------------------------|----------------|
| <b>Output 1 – Rates Management</b>                      |                                                                                    |                  |                             | <b>\$x,000</b> |
| BS12-O1.1 Facilitate annual revaluation and forecasting | <ul style="list-style-type: none"> <li>Annual Process Report to Council</li> </ul> | No               | Rates and Property Services |                |

| Service Action                                                                                     | Service Standard                                                                                                                                                                                                              | Critical Service | Responsible                 | Nett Cost |
|----------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|-----------------------------|-----------|
| BS12-O1.1 Produce Rate notices                                                                     | <ul style="list-style-type: none"> <li>Quarterly production</li> <li>Notices provided 30 days prior to payment due date</li> <li>Mail or Email Delivery Options Available to Customers</li> <li>Delivery dates met</li> </ul> | No               | Rates and Property Services |           |
| BS12-O1.1 Produce Overdue and Final notices                                                        | <ul style="list-style-type: none"> <li>Quarterly</li> <li>Delivery dates met</li> </ul>                                                                                                                                       | No               | Rates and Property Services |           |
| BS12-O1.1 Process Receipt Transfers for Rates                                                      | <ul style="list-style-type: none"> <li>Completed within 1 Day</li> </ul>                                                                                                                                                      | No               | Rates and Property Services |           |
| BS12-O1.1 Process Name and Address Register Change / update                                        | <ul style="list-style-type: none"> <li>Completed within 3 Days</li> </ul>                                                                                                                                                     | No               | Rates and Property Services |           |
| BS12-O1.1 Process Requests for Rates Arrangement to Pay                                            | <ul style="list-style-type: none"> <li>Completed within 3 Days</li> </ul>                                                                                                                                                     | No               | Rates and Property Services |           |
| BS12-O1.1 Conduct Rates Update before Property Settlement                                          | <ul style="list-style-type: none"> <li>Completed within 3 Days</li> </ul>                                                                                                                                                     | No               | Rates and Property Services |           |
| BS12-O1.1 Process Valuer General New Tenancy Application                                           | <ul style="list-style-type: none"> <li>Completed within 1 Month</li> </ul>                                                                                                                                                    | No               | Rates and Property Services |           |
| BS12-O1.1 Process Rates Fine Waivers                                                               | <ul style="list-style-type: none"> <li>Completed within 3 Days</li> </ul>                                                                                                                                                     | No               | Rates and Property Services |           |
| BS12-O1.1 Facilitate administration and raising of Rates and charges                               | <ul style="list-style-type: none"> <li>Annual Process completed by 31 July</li> <li>Rates raised each year within nominated timeframe</li> </ul>                                                                              | No               | Rates and Property Services |           |
| BS12-O1.1 Facilitate application of fines and interest in accordance with the Local Government Act | <ul style="list-style-type: none"> <li>Monthly</li> <li>Fines and interest applied within nominated timeframe.</li> </ul>                                                                                                     | No               | Rates and Property Services |           |



| Service Action                                 |                                                                                              | Service Standard                                                                                                                                                            | Critical Service | Responsible                 | Nett Cost      |
|------------------------------------------------|----------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|-----------------------------|----------------|
| BS12-O1.1                                      | Coordinate rates forecasting and review valuation and rating processes, methods and fairness | <ul style="list-style-type: none"> <li>Annual Process completed by 30 June</li> <li>Forecasting completed within nominated timeframe</li> </ul>                             | No               | Rates and Property Services |                |
| <b>Output 2 – Debt Recovery</b>                |                                                                                              |                                                                                                                                                                             |                  |                             | <b>\$x,000</b> |
| BS12-O2.1                                      | Manage debt recovery procedure                                                               | <ul style="list-style-type: none"> <li>Quarterly process Debt collection commences for debts of \$500 or more Process run in accordance with nominated timeframe</li> </ul> | No               | Rates and Property Services |                |
| BS12-O2.1                                      | Facilitate regular collection of overdue rates and monitoring of special arrangements        | <ul style="list-style-type: none"> <li>Weekly Collections processed within nominated timeframe</li> </ul>                                                                   | No               | Rates and Property Services |                |
| BS12-O2.1                                      | Facilitate Section 184 processes - Sale of property for non-payment of rates                 | <ul style="list-style-type: none"> <li>As required Outstanding balance paid in full</li> </ul>                                                                              | No               | Rates and Property Services |                |
| <b>Output 3 – Property Database Management</b> |                                                                                              |                                                                                                                                                                             |                  |                             | <b>\$x,000</b> |
| BS12-O3.1                                      | Undertake property database maintenance - general                                            | <ul style="list-style-type: none"> <li>As required</li> </ul>                                                                                                               | No               | Rates and Property Services |                |
| BS12-O3.1                                      | Undertake property database maintenance - sub-divisions                                      | <ul style="list-style-type: none"> <li>Weekly</li> <li>Database up to date by March each financial year</li> </ul>                                                          | No               | Rates and Property Services |                |
| BS12-O3.1                                      | Respond to street maintenance, rural property addressing and numbering enquiries             | <ul style="list-style-type: none"> <li>Completed within 2 business days?</li> </ul>                                                                                         | No               | Rates and Property Services |                |
| <b>Output 4 – Electoral Roll</b>               |                                                                                              |                                                                                                                                                                             |                  |                             | <b>\$x,000</b> |
| BS12-O4.1                                      | Maintain the electoral roll used for the Council election process                            | <ul style="list-style-type: none"> <li>Ongoing</li> </ul>                                                                                                                   | No               | Rates and Property Services |                |

| Service Action                                               | Service Standard                                                                            | Critical Service        | Responsible                                                                                                                                | Nett Cost      |
|--------------------------------------------------------------|---------------------------------------------------------------------------------------------|-------------------------|--------------------------------------------------------------------------------------------------------------------------------------------|----------------|
| <b>Output 5 – Property searches</b>                          |                                                                                             |                         |                                                                                                                                            | <b>\$x,000</b> |
| BS12-O5.1 Provide property and land information as requested | <ul style="list-style-type: none"> <li>Property Searches completed within 8 days</li> </ul> | Yes                     | Development Services<br>Customer Services<br>Health Services<br>Regulatory Services<br>Corporate Governance<br>Rates and Property Services |                |
| <b>Operational Plans</b>                                     |                                                                                             | <b>Action Reference</b> |                                                                                                                                            |                |
| Local Economic Development Plan (LEDP)                       |                                                                                             | Strategy 3              |                                                                                                                                            |                |

**Service Area****BS13 - Strategic/Legislative Planning and Reporting****Service Activity**

Provision of organisational performance report (outcomes), activity report (outputs), a range of statutory reporting (e.g. public health, tax, superannuation), financial reporting. Transparency and accountability regarding Council activity and expenditure provided.

**Service Delivery**

Internal, External

**Strategic Links****Goal**

- 1 The Barossa has sustainable farmland providing diverse and stable returns, while protecting the unique natural environment and biodiversity of the region.
- 2 The history of our region including aboriginal sites is reflected in our streetscapes and our historic buildings are maintained for future generations.
- 3 We take a proactive approach in responding to key environmental challenges such as climate change, water security and waste management.
- 4 The Barossa fosters community resilience, connection and wellbeing through its social planning, recreation, safety, education, preventative health and social strategies especially for our youth and vulnerable people.
- 5 We are a strong community that is welcoming, safe and enjoys a quality lifestyle that celebrates our local identities, diversities, cultures and histories including our Aboriginal heritage.
- 6 The Barossa maintains and develops infrastructure that meets the needs of the region and is efficient.
- 7 Community infrastructure planning is aligned to both current and the future needs of the community.
- 8 To have a connected and safe transport network that meets the needs of our community.
- 9 Our community has fair and equitable access to the resources and services they need to lead a safe, healthy, inclusive and connected lifestyle.
- 10 Our region enjoys the benefits of sustainable community groups, networks and facilities that encourage everybody to participate in the community.
- 11 The Barossa has a strong local economy that adapts, innovates and thrives on change and strives for a diverse industry base that provides a sustainable range of business and job opportunities for people.
- 12 We are a visitor destination of choice.
- 13 The Barossa is competitive and in a strong position to attract both private and public investment in the development of new and existing businesses, services and industry.
- 14 Striving to meet the standards of good governance and achieve a culture of service and continuous improvement.

**Strategy**

- 1.1 Ensure land use planning protects the quality of the natural environment, the existing character of rural landscapes, the historic significance and the high value agricultural land.
- 1.2 Support tourism development that is sensitive to the natural environment and ensures that the unique character of the rural landscape is appropriately managed and promoted.
- 1.3 Build on the conservation of the region's natural heritage including bush eco-systems, grassy woodlands, agricultural landscapes and recreational green spaces.

- 2.1 Continue to maintain streetscapes that reflect the character and heritage of the region and facilitate opportunities to repurpose or find alternative uses of built heritage.
- 2.2 Ensure clearly defined townships are maintained to manage residential and commercial development that is sensitive to the natural environment and areas of historical significance.
- 3.1 Support community based sustainability initiatives to help reduce the Barossa's contribution to the climate crisis and build on the capacity of local residents and industry to mitigate negative impacts.
- 3.2 Collaborate with partners and our community to support innovative approaches to waste minimisation, and increase reuse and recycling opportunities.
- 3.3 Ensure long term confidence in the Barossa's capacity to access water to meet its industrial, domestic and environmental needs.
- 4.1 Build on a strong sense of community pride with active community groups and individuals participating in local decision making and community building activities.
- 4.2 Continue creating strong and sustainable community networks, and support young people to actively participate in the community and develop the leaders of the future.
- 4.3 Embrace place-making principles when developing community infrastructure and regulate planning and development in public spaces and active recreation.
- 5.1 Support the development of activities that celebrate the history, art and culture of the Barossa and its people.
- 5.2 Create places where people want to live and plan for the future in a coordinated, affordable, appropriate and proactive way.
- 5.3 Create vibrant public spaces that provide places for creative development, cultural interaction and social connections.
- 5.4 Recognising and celebrating the community successes and learning from opportunities.
- 6.1 Advocate for and identify funding opportunities that support the development of community, cultural, health and other facilities and infrastructure to meet personal and commercial needs of residents and businesses.
- 6.2 Continue to ensure that infrastructure considers placemaking is inclusive and accessible for all.
- 6.3 The use of new and emerging technologies, alternative and renewable materials where appropriate and cost effective will be trialled.
- 7.1 Build on sound asset management practices to deliver sustainable services to ensure that infrastructure is adequate to support the community.
- 7.2 Ensure both current and future infrastructure needs are met in a proactive rather than reactive way.
- 8.1 Support opportunities to increase community transport and access to services and facilities.
- 8.2 Ensure a high quality road, shared paths and footpath network throughout the Barossa in partnership with all levels of government.
- 9.1 Work towards combating loneliness and social isolation and ensuring that people enjoy a sense of inclusion and feel connected.
- 9.2 Promote a healthy community through a planned approach to public health and safety.
- 10.1 Children and young people are supported to feel safe and to engage, thrive and feel empowered within the community.
- 10.2 Advocate for and encourage services that ensure equity and support inclusion and at risk members of the community.

- 10.3 Build on the capacity of community members to participate in cultural, creative, recreational, sporting and learning opportunities.
- 11.1 Work closely with State Government, Federal Government and other key stakeholders to support economic growth, development and job creation.
- 11.2 Support proactive population growth that is incremental, well managed and is backed up by local planning and development opportunities.
- 11.3 Promote the Barossa as a place for businesses to thrive, invest, innovate, take measured risks and prosper.
- 12.1 Encourage and support the sector to further promote and develop tourism experiences including ecological, cultural and agricultural tourism.
- 12.2 Support economic development and destination awareness through events, festivals, creative enterprise and attractions.
- 12.3 Provide experiences and infrastructure that continue to support the needs of the tourism market.
- 13.1 Foster small business and industry confidence and growth that translates into innovation and strong employment figures.
- 13.2 Attract investment for new and innovative industries, and facilitate business growth by supporting local industry and their capacity to compete for government contracts.
- 14.1 Council's administration will strive to implement systems and processes that are accountable and effective, following principles of continuous improvement, sound governance and support community engagement.
- 14.2 Council and its administration will work together to achieve the Community Plan vision and implement approved plans.

**Performance Measure****To be developed****Statistics**

Number of Statutory Plans

8

Number of operational plans

10

**Legislative  
Responsibility**

Development Act 1993  
 Development Regulations 2008  
 Environment Protection Act 1993  
 Food Act 2001  
 Housing Improvement Act 1940  
 Liquor Licensing Act 1997  
 Local Government Act 1999  
 Native Vegetation Act 1991  
 Safe Drinking Water Act 2011  
 South Australian Public Health Act 2011

| Strategic Action |                                          | Performance Indicator                                                                                                                        | Responsible | 22-23 | 23-24 | 24-25 | 25-26 |
|------------------|------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------|-------------|-------|-------|-------|-------|
| BS13-1           | Undertake a review of the Community Plan | <ul style="list-style-type: none"> <li>Undertake a comprehensive review within 2 years after each general election of the council</li> </ul> | OMCEO       | Rev   | Rev   |       |       |



| Strategic Action                                                                     |                                                                             | Performance Indicator                                                                                  | Responsible                                    | 22-23 | 23-24 | 24-25 | 25-26 |
|--------------------------------------------------------------------------------------|-----------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------|------------------------------------------------|-------|-------|-------|-------|
| BS13-2                                                                               | Undertake a review of the Community Land Management Plans                   | <ul style="list-style-type: none"> <li>Plan reviewed and adopted within nominated timeframe</li> </ul> | Corporate Governance<br>Environmental Services | Rev   |       |       |       |
| BS13-3                                                                               | Manage the review and delivery of the ICT Strategic Plan                    | <ul style="list-style-type: none"> <li>Plan reviewed and adopted within nominated timeframe</li> </ul> | Enterprise Technology and Innovation           | Rev   |       |       |       |
| BS13-4                                                                               | Undertake review of the Regional Open Space and Recreation Strategy         | <ul style="list-style-type: none"> <li>Plan reviewed and adopted within nominated timeframe</li> </ul> | Assets and Infrastructure<br>The Big Project   | Rev   | Rev   |       |       |
| BS13-5                                                                               | Undertake review of the Strategic Infrastructure and Asset Management Plans | <ul style="list-style-type: none"> <li>Plan reviewed and adopted within nominated timeframe</li> </ul> | Assets and Infrastructure                      | Dev   | Rev   |       |       |
| BS13-6                                                                               | Undertake review of the Disability Access and Inclusion Plan                | <ul style="list-style-type: none"> <li>Plan reviewed and adopted within nominated timeframe</li> </ul> | Social Inclusion                               | Rev   |       |       |       |
| Op = Operational, Cap = Capital, Ext = External Funding, Dev = Develop, Rev = Review |                                                                             |                                                                                                        |                                                |       |       |       |       |

| Service Action                                       |                                                                                                | Service Standard                                                                                                                                                                                                                                        | Critical Service | Responsible                                          | Nett Cost      |
|------------------------------------------------------|------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|------------------------------------------------------|----------------|
| <b>Output 1 - Strategic and Legislative Planning</b> |                                                                                                |                                                                                                                                                                                                                                                         |                  |                                                      | <b>\$x,000</b> |
| BS13-O1.1                                            | Review and update Strategic and Service Actions within the Corporate Plan                      | <ul style="list-style-type: none"> <li>Annually</li> <li>Plan reviewed and adopted as soon as practicable after adopting the council's annual business plan for a particular financial year.</li> </ul>                                                 | No               | All                                                  |                |
| BS13-O1.2                                            | Review and update of the Long-Term Financial Plan                                              | <ul style="list-style-type: none"> <li>Annually</li> <li>Completed within nominated timeframe</li> </ul>                                                                                                                                                | Yes              | Accounting Services                                  |                |
| BS13-O1.3                                            | Coordinate, review and prepare Annual Business Plan and Budget and associated summary document | <ul style="list-style-type: none"> <li>Annually</li> <li>Public consultation period (at least 21 days)</li> <li>Adoption (with or without amendment) after 31 May for the ensuing financial year and before 15 August for the financial year</li> </ul> | Yes              | Accounting Services<br>Communications and Engagement |                |

| Service Action                                        | Service Standard                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Critical Service | Responsible                                                                                           | Nett Cost      |
|-------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|-------------------------------------------------------------------------------------------------------|----------------|
| <b>Output 2 – Strategic and Legislative Reporting</b> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                  |                                                                                                       | <b>\$x,000</b> |
| BS13-O2.1 Produce quarterly performance report        | <ul style="list-style-type: none"> <li>Quarterly</li> <li>Completed within nominated timeframe for inclusion into Council Report</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | No               | Corporate Services                                                                                    |                |
| BS13-O2.2 Produce legislated reporting requirements   | <ul style="list-style-type: none"> <li>Reporting to State Government submitted within statutory timeframe</li> </ul> <p>Finance Services</p> <ul style="list-style-type: none"> <li>Annual Report – Annually</li> <li>Grants Commission Report – Annually</li> <li>Financial Statement – Annually</li> <li>Finance Report – Monthly</li> <li>Budget Update Report – Quarterly</li> <li>Payroll Tax Report – Monthly</li> <li>GST Reporting – Monthly</li> </ul> <p>Health Services</p> <ul style="list-style-type: none"> <li>Chief Public Health Officer Report – Biennially</li> <li>Local Nuisance and Litter Control – Annually</li> </ul> <p>Regulatory Services</p> <ul style="list-style-type: none"> <li>Dog and Cat Management Board – Annually</li> <li>Local Nuisance and Litter Control – Annually</li> </ul> <p>Development Services</p> <ul style="list-style-type: none"> <li>Planning Portal Performance Report – Monthly</li> <li>Local Nuisance and Litter Control – Annually</li> </ul> | Yes              | <p>Finance Services</p> <p>Health Services</p> <p>Regulatory Services</p> <p>Development Services</p> |                |

| Operational Plans                                 | Action Reference |
|---------------------------------------------------|------------------|
| Advocacy Strategy (AS)                            | All              |
| Animal Management Plan (AMP)                      | All              |
| Assets and Infrastructure Management Plans (IAMP) | All              |
| Barossa Bushgardens Strategic Plan (BBSP)         | All              |
| Communications Strategy (CS)                      | All              |
| Community Land Management Plan (CLMP)             | All              |
| Disability Access and Inclusion Plan (DAIP)       | All              |

| Operational Plans                          | Action Reference |
|--------------------------------------------|------------------|
| Long Term Financial Plan (LTFP)            | All              |
| Regional Public Health Plan (RPHP)         | All              |
| Regional Waste Management Strategy (RWMS)  | All              |
| WHS, Risk and IM Action Plan (WHSRIMAP)    | All              |
| Roadside Vegetation Management Plan (RVMP) | All              |
| Workforce Plan (WP)                        | All              |

**CONSENSUS AGENDA REPORT****CONSENSUS AGENDA****2.3 AUDIT PLAN 2022**

**Author: Coordinator Financial Services**  
**22/27107**

Bentleys has prepared an Audit Plan for external audit services to provide key considerations for the audit for the year ending 30 June 2022.

The objective of the audit is to express an opinion and satisfy the requirements of the *Local Government Act 1999*.

**RECOMMENDATION**

That the report item 2.3 be received and noted.

**ATTACHMENTS**

Attachment 1 The Barossa Council - Audit Plan 2022 [↓](#)

**SUPPORTING REFERENCES**

Nil



**April 2022**

## The Barossa Council

Audit plan

David Papa, Partner  
Level 5, 63 Pirie St, Adelaide SA 5000  
Telephone +61 8 8372 7900  
[dpapa@adel.bentleys.com.au](mailto:dpapa@adel.bentleys.com.au) | [bentleys.com.au](https://www.bentleys.com.au)

➤ Advisors    ➤ Accountants    ➤ Auditors



The Barossa Council // April 2022

## Executive summary

We are providing our key considerations for the audit of the Barossa Council for the year ending 30 June 2022.

Dear Mr Peter Brass

We have set out the key considerations in relation to our audit of the Barossa Council for the year ended 30 June 2022.

The scope of our work is as follows:

- Audit of the general purpose financial statements of the Council for 2022 in accordance with financial reporting requirements of the Local Government Act 1999 and the Local Government (Financial Management) Regulations 2011.
- Audit of the internal control environment with the view of forming and publishing an opinion. This will include management's monitoring, assessment and implementation of controls

We have set out our audit approach, the risks of material misstatement, the audit engagement team and timetable for the audit.

Sincerely,



David Papa

Partner,

+61 8 8372 7900

[dpapa@adel.bentleys.com.au](mailto:dpapa@adel.bentleys.com.au)



The Barossa Council // April 2022

## Audit objective

The overall objective of the audit is to express an opinion on the following two items per Section 129 of the Local Government Act 1999 which states:

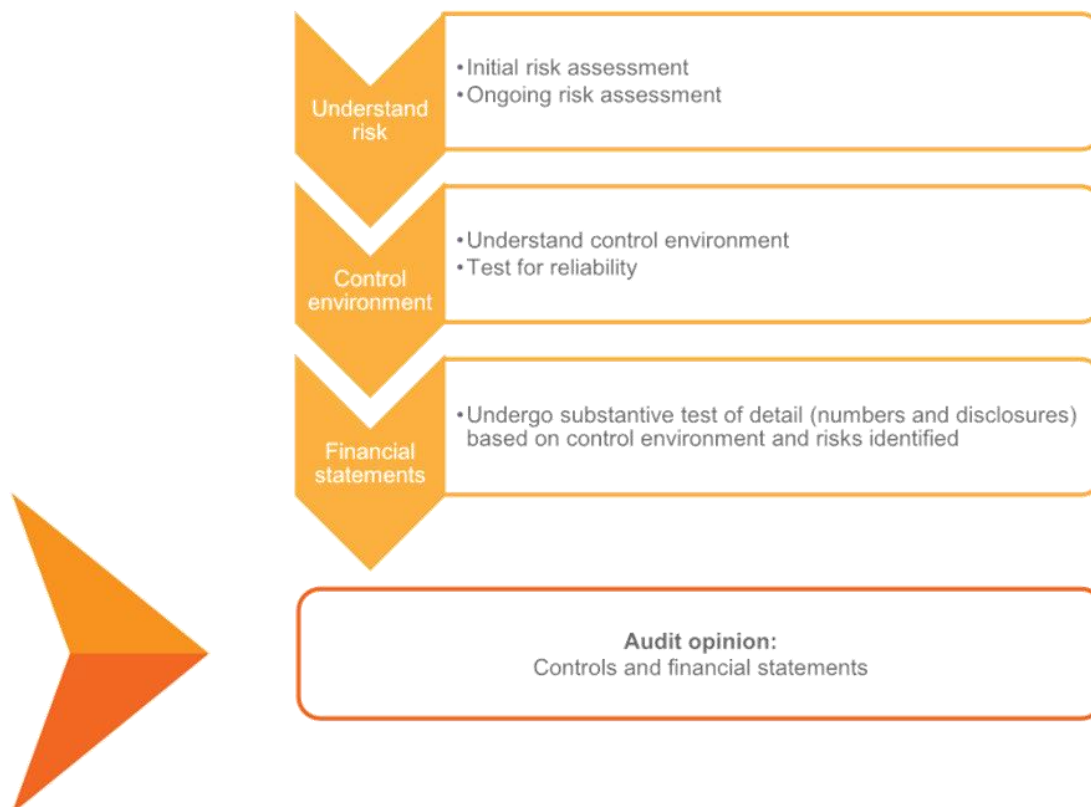
1. The auditor of a council must undertake an audit of:
  - a) the council's financial statements within a reasonable time after the statements are referred to the auditor for the audit (and, in any event, unless there is a good reason for a longer period, within 2 months after the referral), and
  - b) the controls exercised by the council during the relevant financial year in relation to the receipt, expenditure and investment of money, the acquisition and disposal of property and the incurring of liabilities.

## Audit approach

Helping businesses achieve their goals and aspirations.

Bentleys SA's audit approach is based on organisational and financial risk. We develop an understanding of risks for your organisation that relate to the financial statements based on our understanding of your people, your organisation and your sector. This understanding helps us build an audit program that is tailored to you each year and enables us to form an opinion on your financial statements through a target "risk based" approach. This approach identified which key business areas we will focus on more during the audit for that financial year. The benefits of this approach are:

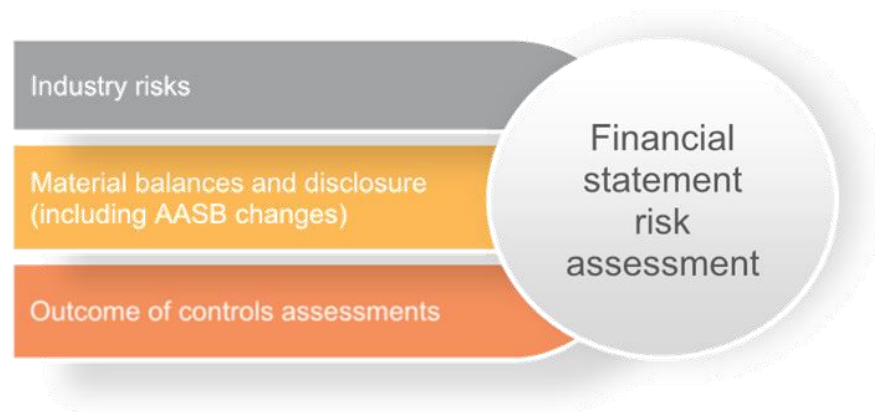
- Audit efficiency
- Increased organisational assurance
- A review of your control environment
- Timely and effective audits



The Barossa Council // April 2022

## Financial Statement Risk Assessment Process

The key to our tailored audit approach is our risk identification methodology. We draw on our sector knowledge, understanding of your business (control) environment, technical training and years of audit experience to identify risks and design and develop a testing plan to provide you assurance.



Whilst we undertake a detailed risk assessment at the planning phase of our audits to design the audit plan for the reporting year, risk is an ongoing consideration throughout the audit process and will be assessed up until the day of signing our audit report.



The Barossa Council // April 2022

## Identified audit risks

We have identified financial statement risk relating to this year's audit.

We have identified the risks of financial statement material misstatement as part of our risk assessment procedures during the planning phase. The specific risks we wish to bring to your attention are as follows:

---

### Area

#### Legal matters and contingent liabilities

---

### Risk

Contingent liabilities not adequately disclosed in the financial statements.

---

---

### Area

#### Capital WIP

---

### Risk

Incorrect accounting treatment of items in the Capital WIP account or incorrect allocation of cost.

An inappropriate amount for overhead costs may be applied to capital assets.

---

---

### Area

#### Grant revenue

---

### Risk

Incorrect classification and accuracy of grant revenue in accordance with the accounting standards.

---

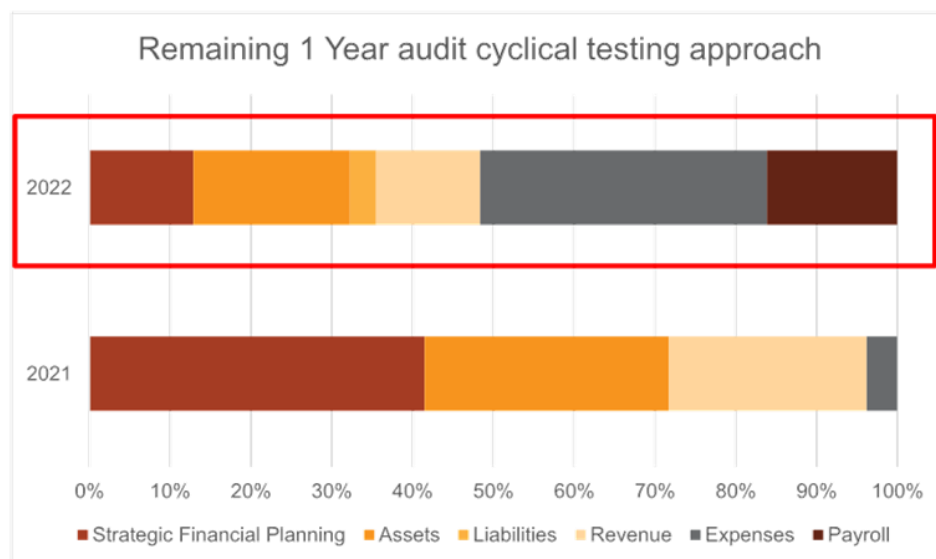


The Barossa Council // April 2022

## Key areas for testing

Based on the previous issued raised in management letters, and the risk identified, we plan on focusing our audit testing on the following areas

Based on our risk assessment procedures and our understanding of your business, we have allocated our time on the key business areas over the course of the audit engagement as follows:



*Note: the above is subject to events or circumstances that may arise during the audit process, and changes in focus may result depending on any risks identified. All areas in the control environment will be tested at least 100% over a three-year period at most, depending on our risk assessment of that area. The above graph depicts the areas of our focus, allowing us to undertake a deeper level of understanding in the areas being focused on.*





The Barossa Council // April 2022

## Timing of work

We have agreed to the following audit timeline with management



The Barossa Council // April 2022

## Engagement Team

We have selected an engagement team with suitable experience for the sector

### Engagement leaders



David Papa  
Engagement Partner



David Francis  
Quality Control



Matthew Brunato  
Manager

### Support staff



Kathy Prus  
Senior Auditor



Abhipriya Kottarapat  
Auditor



**Where you want to be**

Address a critical business issue. Gain efficiency. Achieve strategic growth. Propel your organisation's success.

**Contact Bentleys.**

Bentleys is a network of independent advisory and accounting firms located throughout Australia, New Zealand and Asia. All members of the Bentleys Network are affiliated only, are separate legal entities and not in partnership. Limited liability by a scheme approved under Professional Standards Legislation. Bentleys is a member of Allinial Global – an association of independent accounting and consulting firms.



Level 5, 63 Pirie St Adelaide South Australia 5000  
Telephone +61 8 8372 7900  
[advice@adel.bentleys.com.au](mailto:advice@adel.bentleys.com.au) | [bentleys.com.au](http://bentleys.com.au)

➤ Advisors    ➤ Accountants    ➤ Auditors

**CONSENSUS AGENDA REPORT****CONSENSUS AGENDA****2.4 AUDIT COMMITTEE WORK PLAN 2021/22**

**Author: Chief Executive Officer**  
**22/29974**

The Audit Committee Work Plans (**Attachment 1**) have been updated.

**RECOMMENDATION**

That the report item be received and noted.

**ATTACHMENTS**

Attachment 1    Audit Committee Work Plan 2021-22 [↓](#)

**SUPPORTING REFERENCES**

Local Government Act 1999

**The Barossa Council Audit Committee Work Plan 2021/22**

(4 meetings each financial year - October, December, February, June)

| Activity                                                                                                                                                                                                                                                                                                                                                                                                                       | Responsible Officer                                 | Estimated Timing    | Frequency   | Current Status | Date Completed 2021/22 | Comments                                                                                          |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------|---------------------|-------------|----------------|------------------------|---------------------------------------------------------------------------------------------------|
| <b>Financial Reporting</b>                                                                                                                                                                                                                                                                                                                                                                                                     |                                                     |                     |             |                |                        |                                                                                                   |
| Review and establish Audit Committee budget                                                                                                                                                                                                                                                                                                                                                                                    | Manager Financial Services                          | Feb Meeting         | Annually    |                | 16/02/2022             |                                                                                                   |
| Review draft Budget & LTFF - assumptions and indexation                                                                                                                                                                                                                                                                                                                                                                        | Manager Financial Services                          | April meeting       | Annually    |                |                        | Will occur out of session budget is behind schedule                                               |
| Review draft AB&BP document                                                                                                                                                                                                                                                                                                                                                                                                    | Manager Financial Services                          | June meeting        | Annually    |                |                        | Will occur out of session budget is behind schedule                                               |
| Review Treasury Management performance                                                                                                                                                                                                                                                                                                                                                                                         | Senior Accountant                                   | Feb Meeting         | Annually    |                | 16/02/2022             |                                                                                                   |
| Review Budget Update – Quarterly as at 31 March                                                                                                                                                                                                                                                                                                                                                                                | Manager Financial Services                          | June meeting        | Annually    |                |                        |                                                                                                   |
| Review Budget Update – Quarterly as at 30 September                                                                                                                                                                                                                                                                                                                                                                            | Manager Financial Services                          | Dec meeting         | Annually    |                | 15/12/2022             |                                                                                                   |
| Review Mid – year Budget Review – Quarterly as at 31 December                                                                                                                                                                                                                                                                                                                                                                  | Manager Financial Services                          | Feb Meeting         | Annually    |                |                        | Will occur out of session budget is review is behind schedule                                     |
| Receive draft Financial Statements for last financial year - Council and Nuriootpa Centennial Park Authority including Auditor attendance                                                                                                                                                                                                                                                                                      | Manager Financial Services                          | Oct meeting         | Annually    |                | 10/11/2021             |                                                                                                   |
| Draft Report on Financial Results, including carry forwards                                                                                                                                                                                                                                                                                                                                                                    | Manager Financial Services                          | Oct meeting         | Annually    |                | 10/11/2021             |                                                                                                   |
| Receive adopted Financial Statements and Report on Financial Results for last year - Council and Nuriootpa Centennial Park Authority                                                                                                                                                                                                                                                                                           | Manager Financial Services                          | Dec meeting         | Annually    |                | 10/11/2021             |                                                                                                   |
| Review of Finance / Accounting Policies                                                                                                                                                                                                                                                                                                                                                                                        | Manager Financial Services                          |                     | As required |                | 15/12/2022             | Updated policies have now been converted to new template and will be presented to Council in June |
| Review decisions on interpretations of accounting standards taking into account the views of management and the external auditors.                                                                                                                                                                                                                                                                                             | Manager Financial Services                          |                     | As required |                |                        |                                                                                                   |
|                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                     |                     |             |                |                        |                                                                                                   |
| <b>Enterprise Risk Management</b>                                                                                                                                                                                                                                                                                                                                                                                              |                                                     |                     |             |                |                        |                                                                                                   |
| Review and recommend the approval of statements to be included in the annual report on risk management and internal control (Audit Committee TOR requirement)                                                                                                                                                                                                                                                                  | Risk Coordinator                                    | Oct Meeting         | Annually    |                |                        |                                                                                                   |
| Receive Risk Management Report - includes updates on: <ul style="list-style-type: none"> <li>- Risk Management and WHS&amp;IM Plans</li> <li>- Risk Register</li> <li>- Local Government Risk Services</li> <li>- WHS Committee</li> <li>- Emergency Management</li> <li>- Risk/WHS Incidents</li> <li>- Corrective and Preventative Actions</li> <li>- Workplace Inspections</li> <li>- Internal Financial Control</li> </ul> | Director Corporate Services and Business Innovation | Each normal meeting | Quarterly   |                | Quarterly              | Provided each quarter.                                                                            |
| Receive directorate risk reports showing relevant risks and how they are being managed                                                                                                                                                                                                                                                                                                                                         | Executive Leadership Team                           |                     | As required |                | Finished in 20/21      | First round of presentations undertaken.                                                          |
|                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                     |                     |             |                |                        |                                                                                                   |
|                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                     |                     |             |                |                        |                                                                                                   |



| Activity                                                                                           | Responsible Officer                                 | Estimated Timing    | Frequency                  | Current Status | Date Completed 2021/22 | Comments                                                                                                                                        |
|----------------------------------------------------------------------------------------------------|-----------------------------------------------------|---------------------|----------------------------|----------------|------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>External Audit</b>                                                                              |                                                     |                     |                            |                |                        |                                                                                                                                                 |
| Review any representation letter(s) requested by the external auditors                             | Manager Financial Services                          |                     | As required                |                |                        |                                                                                                                                                 |
| Discuss with management and/or external auditors any matters arising from the interim audits       | Manager Financial Services                          |                     | As required                |                |                        |                                                                                                                                                 |
| Discuss with management and/or external auditors any matters arising from the year end audit       | Audit Committee                                     | Oct Meeting         | Annually                   |                |                        |                                                                                                                                                 |
| Oversee the selection process for new auditors or reappointment of existing auditors               | Audit Committee                                     | prior to 30/6/22    | By 30/6/22 and as required |                |                        |                                                                                                                                                 |
|                                                                                                    |                                                     |                     |                            |                |                        |                                                                                                                                                 |
| <b>Reporting Responsibilities</b>                                                                  |                                                     |                     |                            |                |                        |                                                                                                                                                 |
| Establish meeting schedule and work plan                                                           | Manager Financial Services                          | June Meeting        | Annually                   |                | Dec-21                 | Completed                                                                                                                                       |
| Propose and provide information relevant to the review of Council's Strategic Management Plans     | CEO                                                 |                     | As required                |                |                        |                                                                                                                                                 |
| Receive quarterly Performance and Activity Reports on measures adopted within the Corporate Plan   | CEO                                                 | Each normal meeting | Quarterly                  |                |                        | Currently being re-designed to align with new corporate plan and dedicated responsible resource being recruited.                                |
| Review Policies as required:<br>Risk Management/ Governance/Strategic/Finance                      | Various Officers                                    |                     | As required                |                |                        |                                                                                                                                                 |
| Review Council's Public Disclosure Policy and Process (refer 29/10/19 meeting)                     | CEO                                                 |                     |                            |                | Oct-19                 | Completed should have previously been removed                                                                                                   |
| Annual report on Audit Committee activities to Council                                             | Audit Committee Chairperson                         | Oct meeting         | Annually                   |                |                        |                                                                                                                                                 |
| Chairperson to present Audit Committee Annual Report to Council                                    | Audit Committee Chairperson                         | Nov/Dec Cncl mtg    | Annually                   |                |                        |                                                                                                                                                 |
| Review Council Annual Report                                                                       | CEO                                                 | Oct Meeting         | Annually                   |                |                        |                                                                                                                                                 |
| Complete Audit Committee annual self-assessment                                                    | Audit Committee                                     | Dec meeting         | Annually                   |                |                        |                                                                                                                                                 |
| Business Continuity Plan update                                                                    | Director Corporate Services and Business Innovation |                     | As required                |                |                        |                                                                                                                                                 |
|                                                                                                    |                                                     |                     |                            |                |                        |                                                                                                                                                 |
| <b>Other</b>                                                                                       |                                                     |                     |                            |                |                        |                                                                                                                                                 |
| Review Terms of Reference (Incorporate any Actions below)                                          | CEO                                                 |                     | Annually                   |                |                        | ToR currently being updated likely to be presented to next meeting, with new reforms not commencing until late 2023 the ToR need to be updated. |
| <b>From Audit Committee Self Assessment 2020</b>                                                   |                                                     |                     |                            |                |                        |                                                                                                                                                 |
| Performance of external auditor needs to be formally assessed                                      | MFS                                                 |                     |                            |                |                        |                                                                                                                                                 |
| Formal induction for new Committee Members                                                         | MFS                                                 |                     |                            |                |                        |                                                                                                                                                 |
| A need to review the completeness and range of Performance Indicators that are reported to Council | CEO                                                 |                     |                            |                |                        | Currently being re-designed to align with new corporate plan and dedicated responsible resource being recruited.                                |
|                                                                                                    |                                                     |                     |                            |                |                        |                                                                                                                                                 |
| <b>From Audit Committee Self Assessment 2019</b>                                                   |                                                     |                     |                            |                |                        |                                                                                                                                                 |
| Induction/training of new Committee members                                                        |                                                     |                     |                            |                |                        |                                                                                                                                                 |

| Activity                                                                                                                                                   | Responsible Officer | Estimated Timing | Frequency | Current Status   | Date Completed 2021/22 | Comments                                                                                                                                        |
|------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|------------------|-----------|------------------|------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------|
| Council to consider internal audit function expansion beyond financial controls                                                                            |                     |                  |           |                  |                        |                                                                                                                                                 |
| Audit Committee Membership - recruiting to ensure appropriate skill set and ability                                                                        |                     |                  |           |                  |                        |                                                                                                                                                 |
|                                                                                                                                                            |                     |                  |           |                  |                        |                                                                                                                                                 |
| <b>Meeting Actions</b>                                                                                                                                     |                     |                  |           |                  |                        |                                                                                                                                                 |
| (12/6/13 and 8/6/16 meetings) Policy and Process for treatment of Attractive Assets and review of current controls to ensure they are adequate             | MFS                 |                  |           | Work in progress |                        |                                                                                                                                                 |
| (5/10/17 meeting) Strategic Corporate Risks - CEO continue to provide reports and updated risk assessments to the Audit Committee as works are undertaken. | CEO                 |                  | Quarterly |                  | Various                | Presentation provided and work continues under the implementation of the Enterprise Risk Framework.                                             |
| (5/10/17 meeting) Service Review and Continuous Improvement - CEO continue to provide reports and findings to the Audit Committee as works are undertaken. | CEO                 |                  |           |                  | Various                | Now embedded in organisation under new Directorate.                                                                                             |
| (29/10/19 meeting) Further governance be incorporated into the Audit Committee Terms of Reference at the next review of the document.                      | CEO                 |                  |           |                  | N/a                    | ToR currently being updated likely to be presented to next meeting, with new reforms not commencing until late 2023 the ToR need to be updated. |
| (16/12/19 meeting) Consideration be given to engaging a consultant to test non-financial risks, particularly any categorised as Extreme or High            | DCS&BI              |                  |           |                  | N/a                    | Not considered necessary with structural changes made to risk arrangements internally.                                                          |
| (23/6/2020 meeting) Any impact to Council operations from changes to legislation be presented to Committee for consideration                               | CEO                 |                  |           |                  | Various                | And ongoing                                                                                                                                     |
| (21/10/2020 meeting) MES and R&ICC to review recent audits and consider any benefits (or not) of an external review of the procurement system.             | DCS&BI              |                  |           |                  | Various                | And ongoing                                                                                                                                     |
| (21/10/2020 meeting) Officers to discuss with Chair of NCPA Audit Committee, the introduction of annual Self-Assessment                                    | CEO                 |                  |           |                  |                        | Completed                                                                                                                                       |
| (31/04/2021 confidential meeting) ICT security systems and management reports - Review reports which go to CMT to come to Audit Committee                  | CEO                 |                  |           |                  |                        |                                                                                                                                                 |

**DEBATE AGENDA REPORT****DEBATE AGENDA****4.1 CARETAKER POLICY REVIEW**

**Author: Team Leader, Corporate Governance and Information Services**  
**22/25581**

**PURPOSE**

In preparation for the next periodic elections, Council is required to review and adopt its Caretaker Policy with supporting Guidelines, which will come into operation during the Caretaker Period, commencing 6 September 2022 (unless Council resolves an earlier date). The Audit Committee is now asked to review the draft Caretaker Policy and Guidelines, prior to these being presented to Council.

**RECOMMENDATION**

That Audit Committee:

- (1) Receives, considers, and notes the draft Caretaker Policy **Attachment 1**, noting that the Policy will be presented to Council for consideration and adoption at the next available Council meeting; and
- (2) Receives, considers, and notes the draft Caretaker Guidelines **Attachment 2**, noting that the Guidelines will be presented to the Chief Executive Officer for consideration and approval following Council approval of the Policy.

**REPORT****Background**

Section 91A of the *Local Government (Elections) Act 1999* ("the Elections Act"), requires Council to implement a policy to promote transparent and accountable government in both the Elected Body and Council administration during the Local Government Election Period.

Council's current Caretaker Policy was approved on 19 July 2018, prior to the 2018 elections, and so now it is due for review prior to the November 2022 Local Government elections.

Should a member of the public rely on a Council decision made in breach of the Act and supporting policy during the election period (otherwise known as the "Caretaker Period"), they can seek compensation from Council.

**Introduction**

The draft Caretaker Policy at Attachment 1, as with previous versions, prohibits Council from making certain decisions, known as "Designated Decisions" during an election period. As a result of recent reform to the Elections Act, the Policy also prohibits the use of Council resources for the advantage of a particular candidate or group of

candidates. While this prohibition previously existed in practice, it was classed under the definition of a designated decision.

The intent of restricting the current Council's decision making in this way is to avoid binding the new Council with decisions of the outgoing Council, and to ensure transparency and equity for all candidates.

The election period commences on the day nominations for a general election close – ie. 6 September 2022, or an earlier date if resolved by Council, and expires at the conclusion of the general election.

#### Discussion

Decisions which are deemed “designated” and therefore prohibited are with respect to:

- (1) The employment and remuneration of the Chief Executive Officer or termination of their employment;
- (2) Contracts which exceed the greater of \$100,000 or 1% of Council rates revenue from the previous financial year;

#### Exceptions:

- Contracts for road works, road maintenance or drainage works are excluded from any such dollar limitation
- Any decision which relates to the following is excluded from the dollar limitation:
  - Emergency works
  - Contracts regarding Commonwealth or State funding
  - Employment of a Council employee (other than the Chief Executive Officer)
  - Employment negotiations regarding Council employees generally or a particular class
  - Community Wastewater Management Systems which have been approved prior to the election period.

In addition, there is a prohibition on the use of Council resources for the advantage of a particular candidate or group of candidates.

Committee members should be aware that a decision of Council includes a decision of a Committee of Council and a delegate of Council.

The minimum required under section 91A of the Elections Act is to provide a policy prohibiting the making of designated decisions, and the use of council resources for the advantage of a particular candidate or group of candidates, during the election period. However, officers have also included content in the draft Policy regarding “Significant Decisions” at clause 3.5, so as to provide the Chief Executive Officer with some flexibility to bring urgent matters to the attention of Council during the election period albeit with strict criteria for doing so. This content is consistent with the current approved Caretaker Policy.

Supporting guidelines for Elected Members and staff which provide examples of behaviour and frequently asked questions about caretaker period behaviour have been prepared for approval by the Chief Executive Officer under delegation (due to the administrative nature of those documents). Although approved versions will be

provided to Elected Members, Committee members and staff in due course, the draft version of these Guidelines entitled "Caretaker Guidelines" is provided at [Attachment 2](#) for information.

#### Summary and Conclusion

The Audit Committee is asked to review and receive the draft Policy and the supporting draft Guidelines, noting that these will be presented to Council at its next Council meeting.

The Audit Committee should note that Council will be asked to consider whether it wishes to commence the formal Election Period (ie. Caretaker Period) earlier than the closing of nominations on 6 September 2022.

#### **ATTACHMENTS OR OTHER SUPPORTING REFERENCES**

Attachment 1 Draft Caretaker Policy - 2022 [↓](#)

Attachment 2 Draft Caretaker Guidelines - 2022 [↓](#)

#### Supporting references

Nil

#### **COMMUNITY PLAN / CORPORATE PLAN / LEGISLATIVE REQUIREMENTS**

##### Community Plan



How We Work - Good Governance

##### Corporate Plan

6.2. Ensure that Council's policy and process frameworks are based on principles of sound governance and meet legislative requirements.

##### Advocacy Plan

Nil

##### Legislative Requirements

Local Government Act 1999

Local Government (Elections) Act 1999 – section 91A

Code of Conduct for Council Members

#### **FINANCIAL, RESOURCE AND RISK MANAGEMENT CONSIDERATIONS**

##### **Financial**

There are no financial costs of implementing the Caretaker Policy.

##### **Resource**

Facilitation of this matter will be undertaken according to officers' existing duties.

It should be noted that in addition to facilitating the implementation of the policy, training and awareness will be provided to Elected Members, staff and Committee members by way of (may be subject to change):

- Notifications to staff, Committee Members and Elected Members;



- Awareness provided at Elected Member workshop – if required;
- Training and awareness at staff meetings.

**Risk**

Council is required to adopt a Caretaker Policy under section 91A of the Elections Act. Should a member of the public rely on a Council decision made in breach of the Act, they can seek compensation from Council.

**COMMUNITY ENGAGEMENT**

There is no legislative requirement to consult the community in this situation nor in officer's opinion is necessary for the following reasons:

- the draft Caretaker Policy is based on a Local Government Association template as prepared by Norman Waterhouse Lawyers, taking into account legislative compliance, recent legislative reform and best practice; and
- reporting structures regarding corruption, serious and systemic maladministration and misconduct as stipulated by the Independent Commissioner Against Corruption Act 2012 and Ombudsman Act 1972 continue to operate throughout the election period.

# THE BAROSSA COUNCIL CARETAKER POLICY



|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                          |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>1.</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | <b>Purpose</b>                                                                                                                                                                                                                                                                                                                                                                                           |
| 1.1.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | This Policy implements the requirements under section 91A of the <i>Local Government (Elections) Act 1999</i> (SA) – known as the “caretaker provisions” – which provides The Barossa Council (“Council”) with a transparent and accountable government in both the Elected Body and Council Workers during the 2022 Local Government election period.                                                   |
| <b>2.</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | <b>Scope</b>                                                                                                                                                                                                                                                                                                                                                                                             |
| 2.1                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | This Policy applies throughout the election period for a general election, which for the purpose of the Local Government Elections of November 2022, commences on 6 September 2022 and ends at the conclusion of the election, when results have been declared.                                                                                                                                          |
| 2.2                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | This Policy applies to the Council and Council Workers.                                                                                                                                                                                                                                                                                                                                                  |
| <b>3.</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | <b>Policy Statement</b>                                                                                                                                                                                                                                                                                                                                                                                  |
| <b>3.1.</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | <b>Prohibition on designated decision</b>                                                                                                                                                                                                                                                                                                                                                                |
| 3.1.1.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Council is prohibited from making a Designated Decision during an Election Period.                                                                                                                                                                                                                                                                                                                       |
| 3.1.2.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | A decision of the Council includes a decision of: <ul style="list-style-type: none"> <li>(a) a committee of Council; and</li> <li>(b) a delegate of Council.</li> </ul>                                                                                                                                                                                                                                  |
| <b>3.2.</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | <b>Prohibition on the use of Council resources</b>                                                                                                                                                                                                                                                                                                                                                       |
| 3.2.1.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Council resources must not be used for the advantage of a particular candidate or group of candidates.                                                                                                                                                                                                                                                                                                   |
| 3.2.2.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | For clarity, neither the <i>Local Government (Elections) Act 1999</i> nor this Caretaker Policy prohibits Council providing services to all members of the public, which incidentally includes all candidates for election.                                                                                                                                                                              |
| 3.2.3.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | The following council resources must not be used for the advantage of a particular candidate or group of candidates. However, the following resources may only be used by Elected Members, where necessary, in the performance of their ordinary duties as an Elected Member, and must not be used for the purposes of campaigning: <ul style="list-style-type: none"> <li>(a) Mobile phones.</li> </ul> |
| <div>  <div> <div>Approval date:</div> <div>DD/MM/YYYY</div> </div> <div> <div>Review date:</div> <div>01/06/2026</div> </div> <div> <div>Approved by: Council</div> <div>Council Minute Book Ref: [XX]</div> </div> <div> <div>Ref:</div> <div>18/33926*</div> </div> <div> <div>Page 1 of 6</div> </div> </div> <div>           Uncontrolled once removed from webpage or Council's Record Management System. Before using printed copy please verify that it is the current version. © The Barossa Council 2022         </div> |                                                                                                                                                                                                                                                                                                                                                                                                          |

- (b) Council-provided landline phones, computers and other office equipment, including printing, beyond that provided to members of the public (eg in a public library).
- (c) Council-provided business cards.
- (d) Requests to council employees to perform tasks which would confer an advantage on a candidate or group of candidates and are not within approved service levels or set budgets.
- (e) The ability to issue invitations to council events.
- (f) Council travel arrangements (eg access to council-negotiated rates for flights, accommodation or hire cars).
- (g) Access to areas that members of the public cannot access, including areas within the property of third parties).
- (h) Council produced promotional brochures and documents not including the Mayoral statement in the Annual Report of Council.
- (i) Access to training and development required for the performance of an Elected Member's ordinary duties, in accordance with relevant Council Policies and Processes.
- (j) Council photographs, videos and images, and includes but is not limited to photographs taken of Elected Members by Council during the course of an Elected Member's ordinary duties, Council logos and branding

### 3.3. Consequence of contravening this Policy

- 3.3.1. A Designated Decision made by Council during an Election Period is invalid, except where an exemption has been granted by the Minister.
- 3.3.2. Any person who suffers loss or damage as a result of acting in good faith on a Designated Decision made by Council in contravention of this Policy is entitled to compensation from Council for that loss or damage.

### 3.4. Application for exemption

- 3.4.1. If Council considers that it is faced with extraordinary circumstances which require the making of a Designated Decision during an Election Period, it may apply in writing to the Minister for an exemption to enable the making of a Designated Decision that would otherwise be invalid under section 91A of the *Local Government (Elections) Act* and this Policy.
- 3.4.2. If the Minister grants an exemption to enable the making of a Designated Decision that would otherwise be invalid under section 91A of the *Local Government (Elections) Act* and this Policy, then the Council and Council Workers will comply with any conditions or limitations that the Minister imposes on the exemption.

### 3.5. Treatment of Other significant decisions

- 3.5.1. So far as is reasonably practicable, the Chief Executive Officer should avoid scheduling significant decisions (including major policy decisions) for consideration during an 'election period' and ensure that such decisions:
  - (a) are considered by Council prior to the 'Election Period'; or
  - (b) are scheduled for determination by the incoming Council.
- 3.5.2. A 'significant decision' is any major policy or other decision which will significantly affect the Council area or community or will bind the incoming

|                                                                                                                                                                                  |                              |                            |                                                        |                   |             |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|----------------------------|--------------------------------------------------------|-------------------|-------------|
|                                                                                               | Approval date:<br>DD/MM/YYYY | Review date:<br>01/06/2026 | Approved by: Council<br>Council Minute Book Ref: [XXX] | Ref:<br>18/33926* | Page 2 of 6 |
| Uncontrolled once removed from webpage or Council's Record Management System. Before using printed copy please verify that it is the current version. © The Barossa Council 2022 |                              |                            |                                                        |                   |             |

Council.

- 3.5.3. A 'major policy' decision includes any decision (not being a Designated Decision):
- (a) to spend unbudgeted monies;
  - (b) to conduct unplanned public consultation;
  - (c) to endorse a new policy;
  - (d) to dispose of Council land;
  - (e) to approve community grants;
  - (f) to progress any matter which has been identified as an elections issue; and
  - (g) any other issue that is considered a major policy decision by the Chief Executive Officer.
- 3.5.4. The determination as to whether or not any decision is significant will be made by the Chief Executive Officer, after consultation with the Mayor or Chairperson (as relevant to a Committee of Council). The Chief Executive Officer must keep a record of all such determinations by the Chief Executive Officer and make this list available to candidates upon request.
- 3.5.5. Where the Chief Executive Officer has determined that a decision is significant, but circumstances arise that require the decision to be made during the election period, the Chief Executive Officer will report this to the Council.
- 3.5.6. The aim of the Chief Executive Officer's report is to assist Elected Members assess whether the decision should be deferred for consideration by the incoming Council.
- 3.5.7. The Chief Executive Officer's report to Council will address the following issues (where relevant):
- (a) why the matter is considered 'significant';
  - (b) why the matter is considered urgent;
  - (c) what are the financial and other consequences of postponing the matter until after the election, both on the current Council and the incoming Council;
  - (d) whether deciding the matter will significantly limit options for the incoming Council;
  - (e) whether the matter requires the expenditure of unbudgeted funds;
  - (f) whether the matter is the completion of an activity already commenced and previously endorsed by Council;
  - (g) whether the matter requires community engagement;
  - (h) any relevant statutory obligations or timeframes; and
  - (i) whether dealing with the matter in the election period is in the best interests of the Council area and community.
- 3.5.8. Council will consider the Chief Executive Officer's report and determine whether or not to make the decision.

#### 4. Supporting Processes and Documents

Caretaker Guidelines - Ref: [insert EDRMS reference number]\*

#### 5. Related Policies

|                                                                                                                                                                                  |                              |                            |                                                        |                   |             |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|----------------------------|--------------------------------------------------------|-------------------|-------------|
|                                                                                               | Approval date:<br>DD/MM/YYYY | Review date:<br>01/06/2026 | Approved by: Council<br>Council Minute Book Ref: [XXX] | Ref:<br>18/33926* | Page 3 of 6 |
| Uncontrolled once removed from webpage or Council's Record Management System. Before using printed copy please verify that it is the current version. © The Barossa Council 2022 |                              |                            |                                                        |                   |             |

Code of Conduct for Council Members  
 Code of Conduct for Council Employees  
 Human Resource Management Policy

## 6. Legislation and References

Local Government Act 1999, section 91A

## 7. Review

This Policy will be reviewed by the Council in consultation with the relevant stakeholders, within four (4) years or more frequently if legislation or Council's need changes.

## 8. Further Information

- 8.1. This Policy is available on Council's website at [www.barossa.sa.gov.au](http://www.barossa.sa.gov.au). It can also be viewed electronically at Council's principal office at 43-51 Tanunda Road, Nuriootpa and all Council branches, during ordinary business hours. A copy of this Policy can be obtained at those venues upon payment of a fixed fee.
- 8.2. Complaints regarding this Policy or its application can be made to the Customer Service team on 8563 8444 or [barossa@barossa.sa.gov.au](mailto:barossa@barossa.sa.gov.au) at first instance, who will refer you to the most appropriate officer according to Council's Customer Service Policy (see clause 8.1 above for availability).

## 9. Document Control

|                             |                                                                                     |                                                                                                                                        |                                                  |                                  |                                                            |
|-----------------------------|-------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------|----------------------------------|------------------------------------------------------------|
| <b>Corporate Plan Link:</b> |  | 6.2 Ensure that Council's policy and process frameworks are based on principles of sound governance and meet legislative requirements. |                                                  |                                  |                                                            |
| <b>Document Owner:</b>      | Chief Executive Officer                                                             |                                                                                                                                        |                                                  | <b>Document Control Officer:</b> | Team Leader, Corporate Governance and Information Services |
| <b>Consultation Rating:</b> | N/A*                                                                                | <b>Audience:</b>                                                                                                                       | External                                         | <b>Next Review Date:</b>         | 01/06/2026                                                 |
| <b>Version history</b>      |                                                                                     |                                                                                                                                        |                                                  |                                  |                                                            |
| <b>Version No.</b>          | <b>Date</b>                                                                         |                                                                                                                                        | <b>Description of Change</b>                     |                                  |                                                            |
| 4.0                         | XX/XX/2022                                                                          |                                                                                                                                        | Policy reviewed prior to 2022 periodic elections |                                  |                                                            |
| 3.0                         | 19/06/2018                                                                          |                                                                                                                                        | Policy reviewed prior to 2018 periodic elections |                                  |                                                            |
| 2.0                         | 15/07/2014                                                                          |                                                                                                                                        | Policy reviewed prior to 2014 periodic elections |                                  |                                                            |
| 1.0                         | 21/09/2010                                                                          |                                                                                                                                        | Policy reviewed prior to 2010 periodic elections |                                  |                                                            |

## 10. Definitions

|                         |                                                                                     |
|-------------------------|-------------------------------------------------------------------------------------|
| Chief Executive Officer | The appointed Chief Executive Officer or Acting Chief Executive Officer or nominee. |
| Designated Decision     | A decision:                                                                         |

|                                                                                                                                                                                  |                           |                         |                                                        |                |             |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------|-------------------------|--------------------------------------------------------|----------------|-------------|
|                                                                                               | Approval date: DD/MM/YYYY | Review date: 01/06/2026 | Approved by: Council<br>Council Minute Book Ref: [XXX] | Ref: 18/33926* | Page 4 of 6 |
| Uncontrolled once removed from webpage or Council's Record Management System. Before using printed copy please verify that it is the current version. © The Barossa Council 2022 |                           |                         |                                                        |                |             |



|                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                  | <p>(a) relating to the employment or remuneration of the Chief Executive Officer, other than a decision to appoint an acting Chief Executive Officer or to suspend the Chief Executive Officer for serious and wilful misconduct;</p> <p>(b) to terminate the appointment of the Chief Executive Officer;</p> <p>(c) to enter into a contract, arrangement or understanding (other than a contract for road works, road maintenance or drainage works) the total value of which exceeds whichever is the greater of \$100,000 or 1% of the Council's revenue from rates in the preceding financial year, except if the decision:</p> <p>(i) relates to the carrying out of works in response to an emergency or disaster within the meaning of the Emergency Management Act 2004 (SA), or under section 298 of the Local Government Act 1999 (SA);</p> <p>(ii) is an expenditure or other decision required to be taken under an agreement by which funding is provided to the Council by the Commonwealth or State Government or otherwise for the Council to be eligible for funding from the Commonwealth or State Government;</p> <p>(iii) relates to the employment of a particular Council employee (other than the Chief Executive Officer);</p> <p>(iv) is made in the conduct of negotiations relating to the employment of Council employees generally, or a class of Council employees, if provision has been made for funds relating to such negotiations in the budget of the Council for the relevant financial year and the negotiations commenced prior to the election period; or</p> <p>(v) relates to a Community Wastewater Management Systems scheme that has, prior to the election period, been approved by the Council.</p> |
| Elected Member   | Elected Members, including the Mayor, of The Barossa Council.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| Election Period  | <p>The period commencing on the day of the close of nominations for a general election and expiring at the conclusion of the general election – known also as the "caretaker period".</p> <p>[or delete whichever definition is not applicable]</p> <p>the period:</p> <p>(a) commencing on &lt;insert date&gt;, being a day chosen by the Council for the purposes of the Policy, being a date earlier than the close of nominations for the general election; and</p> <p>(b) expiring at the conclusion of the general election.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| General Election | <p>General election of Elected Member held:</p> <p>(a) under section 5 of the Local Government (Elections) Act; or</p> <p>(b) pursuant to a proclamation or notice under the Local Government Act 1999 (SA).</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |

|                                                                                                                                                                                  |                              |                            |                                                        |                   |             |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|----------------------------|--------------------------------------------------------|-------------------|-------------|
|                                                                                               | Approval date:<br>DD/MM/YYYY | Review date:<br>01/06/2026 | Approved by: Council<br>Council Minute Book Ref: [XXX] | Ref:<br>18/33926* | Page 5 of 6 |
| Uncontrolled once removed from webpage or Council's Record Management System. Before using printed copy please verify that it is the current version. © The Barossa Council 2022 |                              |                            |                                                        |                   |             |

|          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|----------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Minister | Minister for Local Government or other minister of the South Australian government vested with responsibility for the Local Government (Elections) Act.                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| Worker   | <p>A person is a worker if the person carries out work in any capacity for Council, including work as:</p> <ul style="list-style-type: none"> <li>(a) an employee; or</li> <li>(b) a contractor or subcontractor; or</li> <li>(c) an employee of a contractor or subcontractor; or</li> <li>(d) an employee of a labour hire company who has been assigned to work in the person's business or undertaking; or</li> <li>(e) an outworker; or</li> <li>(f) an apprentice or trainee; or</li> <li>(g) a student gaining work experience; or</li> <li>(h) a volunteer; or</li> <li>(i) a person of a prescribed class.</li> </ul> |

|                                                                                                                                                                                  |                              |                            |                                                        |                   |             |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|----------------------------|--------------------------------------------------------|-------------------|-------------|
|                                                                                               | Approval date:<br>DD/MM/YYYY | Review date:<br>01/06/2026 | Approved by: Council<br>Council Minute Book Ref: [XXX] | Ref:<br>18/33926* | Page 6 of 6 |
| Uncontrolled once removed from webpage or Council's Record Management System. Before using printed copy please verify that it is the current version. © The Barossa Council 2022 |                              |                            |                                                        |                   |             |

# THE BAROSSA COUNCIL

## CARETAKER GUIDELINES



### 1 Purpose

- 1.1 These Guidelines are a supplement to the Caretaker Policy implementation and examine the following:
- 1.1.1 the scope and meaning of the legislative requirements under section 91A of the *Local Government (Elections) Act* ("the Act") (at clause 2)
  - 1.1.2 decisions regarding the employment of the CEO (clause 3)
  - 1.1.3 decisions regarding specific contracts (clause 4)
  - 1.1.4 decisions regarding the use of Council resources (clause 5)
  - 1.1.5 specific Council resource scenarios (clause 6)
  - 1.1.6 election process enquiries (clause 7).

### 2 Section 91A, Local Government Elections Act

#### 2.1 Overview

- 2.1.1 Under the Local Government (Elections) Act ("the Act") Council's Caretaker Policy must at a minimum:
- prohibit the Council from making Designated Decisions during an Election Period; and
  - prohibit the use of Council resources for the advantage of a particular candidate or group of candidates during an Election Period
- 2.1.2 There are three elements to the prohibition relating to Designated Decisions:
- (a) a decision of the Council;
  - (b) during an Election Period; and
  - (c) which is a Designated Decision.
- Each of these elements is described below.
- 2.1.3 The Act stipulates that any Designated Decision made by a Council during an Election Period without a Ministerial exemption is invalid.
- 2.1.4 Any person who suffers loss or damage as a result of acting on a designated decision made in contravention of section 91A of the Act is entitled to compensation from the Council for that loss or damage.

#### 2.2 Decision of the Council

- 2.2.1 Section 91A of the Act only applies to a decision of the Council. This will include decisions made directly by the Council or indirectly through a Council committee or delegate.
- 2.2.2 A personal decision of an Elected Member, or a Council employee who is not acting under a delegation, is not a decision of a Council and, consequently, cannot be a

|                                                                                                                                                                                  |                            |                                      |                   |              |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------|--------------------------------------|-------------------|--------------|
| Approval date:<br>DD/MM/YYYY                                                                                                                                                     | Review date:<br>01/05/2026 | Approved by: Chief Executive Officer | Ref:<br>18/33927* | Page 1 of 11 |
| Uncontrolled once removed from webpage or Council's Record Management System. Before using printed copy please verify that it is the current version. © The Barossa Council 2022 |                            |                                      |                   |              |

Designated Decision for the purposes of section 91A of the Act.

## 2.3 Election Period

- 2.3.1 During an Election Period, Councils are prohibited from making Designated Decisions, unless an exemption has been granted by the Minister.
- 2.3.2 Section 91A of the Act prohibits the making of Designated Decisions during an Election Period. An Election Period:
- (a) commences on either:
    - (i) the day on which nominations for a General Election close; or
    - (ii) if Council's Caretaker Policy specifies an earlier date, that date; and
  - b) expires at the conclusion of the General Election.
- 2.3.3 A decision which is made prior to the Election Period, but announced during the Election Period, will not be a Designated Decision for the purposes of section 91A of the Act.

## 2.4 Designated Decisions

The following specific types of decision will be Designated Decisions under section 91A of the Act:

- (a) a decision relating to the employment or remuneration of the Chief Executive Officer, other than a decision to appoint an acting Chief Executive Officer or to suspend the Chief Executive Officer for serious and wilful misconduct;
- (b) a decision to terminate the appointment of the Chief Executive Officer.
- (c) a decision to enter into a contract, arrangement or understanding (other than a contract for road works, road maintenance or drainage works) the total value of which exceeds whichever is the greater of \$100,000 or 1% of the Council's revenue from rates in the preceding financial year (ie. \$286,164), except if the decision
  - (i) relates to the carrying out of works in response to an emergency or disaster within the meaning of the Emergency Management Act 2004 (SA) or under section 298 of the Local Government Act 1999 (SA);
  - (ii) is an expenditure or other decision required to be taken under an agreement by which funding is provided to the Council by the Commonwealth or State Government or otherwise for the Council to be eligible for funding from the Commonwealth or State Government;
  - (iii) relates to the employment of a particular Council employee (other than the Chief Executive Officer);
  - (iv) is made in the conduct of negotiations relating to the employment of Council employees generally, or a class of Council employees, if provision has been made for funds relating to such negotiations in the budget of the Council for the relevant financial year and the negotiations commenced prior to the Election Period; or
  - (v) relates to a Community Wastewater Management Systems scheme that has, prior to the Election Period, been approved by the Council; and

|                                                                                                                                                                                  |                            |                                      |                   |              |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------|--------------------------------------|-------------------|--------------|
| Approval date:<br>DD/MM/YYYY                                                                                                                                                     | Review date:<br>01/05/2026 | Approved by: Chief Executive Officer | Ref:<br>18/33927* | Page 2 of 11 |
| Uncontrolled once removed from webpage or Council's Record Management System. Before using printed copy please verify that it is the current version. © The Barossa Council 2022 |                            |                                      |                   |              |

- d) A decision allowing the use of Council resources for the advantage of a particular candidate or group of candidates (other than a decision that allows the equal use of Council resources by all candidates for election).

### **3 Decisions relating to the employment of the Chief Executive Officer**

#### **3.1 Scope of Designated Decision**

- 3.1.1 Certain Council decisions regarding the Chief Executive Officer made during an Election Period will be Designated Decisions.

Any decision relating to the employment or remuneration of the Chief Executive Officer, other than a decision to:

- (a) appoint an acting Chief Executive Officer; or  
(b) suspend a Chief Executive Officer for serious and wilful misconduct,

will be a Designated Decision.

### **4 Specific contracting decisions**

#### **4.1 Scope of Designated Decision**

- 4.1.1 Certain Council decisions regarding specific types of contracts made during an Election Period will be Designated Decisions.
- 4.1.2 Generally, a decision to enter into a contract, arrangement or understanding (other than a prescribed contract) the total value of which exceeds whichever is the greater of \$100,000 or 1% of the Council's revenue from rates in the preceding financial year (ie. for The Barossa Council - \$286,164).
- 4.1.3 However, there are exclusions from this general position provided in section 91A of the Act and the supporting Local Government (Elections) Regulations 2010 ("the Regulations").

#### **4.2 Prescribed Contracts**

- 4.2.1 Prescribed contracts are expressly excluded from the types of contracts which are able to be the subject of a Designated Decision.
- 4.2.2 A 'prescribed contract' is defined in section 91A of the Act to mean a contract entered into by a Council for the purpose of undertaking road construction, road maintenance or drainage works.

#### **4.3 Exemptions**

Other types of contracts are excluded from being the subject of a Designated Decision by the Regulations. These types of decision are decisions:

- (a) relating to the carrying out of works in response to an emergency or disaster within the meaning of the Emergency Management Act or under section 298 of the Local Government Act;
- (b) for an expenditure or other decision required to be taken under an agreement by which funding is provided to the Council by the Commonwealth or State Government or otherwise for the Council to be eligible for funding from the

|                                                                                                                                                                                  |                            |                                      |                   |              |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------|--------------------------------------|-------------------|--------------|
| Approval date:<br>DD/MM/YYYY                                                                                                                                                     | Review date:<br>01/05/2026 | Approved by: Chief Executive Officer | Ref:<br>18/33927* | Page 3 of 11 |
| Uncontrolled once removed from webpage or Council's Record Management System. Before using printed copy please verify that it is the current version. © The Barossa Council 2022 |                            |                                      |                   |              |



Commonwealth or State Government;

- (c) relating to the employment of a particular Council employee (other than the Chief Executive Officer);
- (d) made in the conduct of negotiations relating to the employment of Council employees generally, or a class of Council employees, if provision has been made for funds relating to such negotiations in the budget of the Council for the relevant financial year and the negotiations commenced prior to the Election Period; or
- (e) relating to a Community Wastewater Management Systems scheme that has, prior to the Election Period, been approved by the Council.

## **5 Prohibition on the use of Council resources to give selective advantage**

### **5.1 Scope of the Prohibition**

- 5.1.1 Council's Caretaker Policy prohibits the use of Council resources for the advantage of a particular candidate or group of candidates during an election period. The Caretaker Policy may however allow the equal use of resources by all candidates for election, for sound management it is recommended this does not be undertaken unless expressly approved by the Chief Executive Officer or Director, Corporate Services and Business Innovation.

- 5.1.2 The prohibition does not prevent all candidates, including Elected Members, utilising Council resources that are available to all members of the public.

Examples of this include a candidate using a Council library public computer to design election campaign material and produce copies for distribution on a Council photocopier (that is available to the general public). Candidates should not be given access to Council facilities that are not available to other candidates.

- 5.1.3 There are constraints on the personal use of Council resources under the Local Government Act and the Code of Conduct for Council Members. These provisions are discussed in clause 5.5.

### **5.2 Council Resources**

- 5.2.1 'Council resources' is a broad concept which is undefined in the Elections Act. A general definition of the term 'resources' provided in the Macquarie Dictionary is 'the collective wealth and assets of a country, organisation, individual'. Applying this definition, any asset or information owned or controlled by a Council is a 'Council resource'.

- 5.2.2 Council resources may include:

- (a) materials published by Council;
- (b) facilities and goods owned by the Council;
- (c) attendance and participation at functions and events;
- (d) access to Council information;
- (e) communications and media services; and
- (f) Council Employees and contractors.

### **5.3 Meaning of 'Advantage'**

- 5.3.1 Is The concept of 'advantage' is broad and is defined in the Macquarie Dictionary

|                                                                                                                                                                                  |                            |                                      |                   |              |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------|--------------------------------------|-------------------|--------------|
| Approval date:<br>DD/MM/YYYY                                                                                                                                                     | Review date:<br>01/05/2026 | Approved by: Chief Executive Officer | Ref:<br>18/33927* | Page 4 of 11 |
| Uncontrolled once removed from webpage or Council's Record Management System. Before using printed copy please verify that it is the current version. © The Barossa Council 2022 |                            |                                      |                   |              |

as 'any state, circumstance, opportunity, or means especially favourable to success, interest, or any desired end'. In the context of section 91A of the Act, the relevant advantage is in respect of being elected or re-elected.

- 5.3.2 An advantage will be conferred where Council resources can be used, or the permissible uses of the resource favours, one (or some) candidates over others. An advantage arises when a candidate utilises resources, information or support that is not available to a candidate in an election who is not an existing Elected Member.
- 5.3.3 The Ombudsman has given 'advantage' a broad interpretation. The Ombudsman's view is that any activity that gives a perception of favouring one candidate over another is an advantage. Whether the scope of the 'advantage' under section 91A of the Act extends to a perceived advantage is likely to be a matter for debate. Councils should, however, be aware of this view when making decisions during an Election Period.

#### 5.4 Normal Council Business or Campaigning?

- 5.4.1 A breach of the prohibition on using Council resources for the advantage of a particular candidate:
- a) Can occur inadvertently; and
  - b) Does not require a specific Council decision.
- 5.4.2 It is reasonable for Council to continue to provide resources where these are necessary for an Elected Member to perform their duties as an Elected Member, *provided* these resources are not used to advantage a candidate or group of candidates.
- 5.4.3 Where Elected Members are standing for re-election, Council should consider whether the continued provision of Council resources during the Election Period will provide an advantage to existing Elected Members (or other particular candidates) in their election campaigns.
- 5.4.4 Reasonable minds are likely to differ over whether the use of particular Council resources will advantage particular candidates. Due propriety and appropriate judgment should be exercised in making decisions to use Council resources during the Election Period to ensure that the Council and its Members are not open to criticism.

#### 5.5 Use of Council resources for personal benefit

- 5.5.1 The use of Council resources for personal benefit is distinct from the prohibition against the use of Council resources for the advantage of a particular candidate or group of candidates.
- 5.5.2 The use of Council resources for personal benefit is regulated by legislation other than section 91A of the Elections Act. The use of Council resources by an Elected Member for the purposes of an election campaign will be a use of those resources for personal benefit. Elected Members standing for re-election to Council must take care that they only use Council resources for normal Council business and not to assist them in campaigning.
- 5.5.3 The general duties on Elected Members under section 62 of the Local Government Act include offences for improper use of information or position to gain personal advantage for the Elected Member or another person. A maximum penalty of \$10,000 or imprisonment for two years applies to these offences.

|                                                                                                                                                                                  |                            |                                      |                   |              |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------|--------------------------------------|-------------------|--------------|
| Approval date:<br>DD/MM/YYYY                                                                                                                                                     | Review date:<br>01/05/2026 | Approved by: Chief Executive Officer | Ref:<br>18/33927* | Page 5 of 11 |
| Uncontrolled once removed from webpage or Council's Record Management System. Before using printed copy please verify that it is the current version. © The Barossa Council 2022 |                            |                                      |                   |              |

- 5.5.4 Section 78 of the Local Government Act provides for the use of Council resource by Elected Members. Section 78(3) of the Local Government Act states:

*A member of a council must not use a facility or service provided by the council under this section for a purpose unrelated to the performance or discharge of official functions or duties (unless the use has been approved by the council and the member has agreed to reimburse the council for any additional costs or expenses associated with this use).*

- 5.5.5 The Code of Conduct for Elected Members also prohibits the use of Council resources for private purposes without authorisation by Council.
- 5.5.6 The use of Council resources for personal benefit in breach of these requirements could be corruption in public administration for the purposes of the *Independent Commission Against Corruption Act 2012* (SA) or maladministration or misconduct for the purpose of the *Ombudsman Act 1972* (SA) and be the subject of a complaint to the office of Public Integrity (OPI) or Ombudsman respectively.
- 5.5.7 Conduct of a public officer that results in a substantial mismanagement of public resources may also be the subject of a complaint to the Ombudsman.
- 5.5.8 Disciplinary consequences or prosecutions may ultimately result from the unauthorised use of Council resources for private purposes.

## 6 Specific Council resource scenarios

The business of Council does not cease during an Election Period. Council resources will continue to be used during the Election Period. There is a distinction between the use of Council resources in the ordinary course of Council operations and the use of Council resources by a candidate or a group of candidates for campaigning purposes. Where resources are used for campaign purposes, this will be the use of Council resources for personal benefit.

During an Election Period, Elected Members and Council staff must take care that Council resources are not used for the purpose of election campaigning. Some specific scenarios are discussed below where this issue may arise.

### 6.1 Council publications during an Election Period

- 6.1.1 The publication by Council of information for the advantage of a particular candidate or group of candidates is prohibited by section 91A of the *Elections Act*. Publishing includes publication by any medium, including but not limited to leaflets, newspapers, posters, email, websites, radio or television.
- 6.1.2 Councils have a statutory responsibility to publish certain information regarding General Elections. Under section 12(b) of the *Elections Act*, Council is responsible for the provision of information, education and publicity designed to promote public participation in the electoral processes for its area, to inform potential voters about the candidates who are standing for election in its area and to advise its local community about the outcome of the elections and polls conducted in its area.
- 6.1.3 All election materials published by Council should fall within the types of material described in section 12(b) of the *Elections Act* and not contain any material which would advantage a particular candidate or candidates.
- 6.1.4 'Electoral material' is defined in the *Elections Act* as 'an advertisement, notice, statement or representation calculated to affect the result of an election or poll'.

|                                                                                                                                                                                  |                            |                                      |                   |              |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------|--------------------------------------|-------------------|--------------|
| Approval date:<br>DD/MM/YYYY                                                                                                                                                     | Review date:<br>01/05/2026 | Approved by: Chief Executive Officer | Ref:<br>18/33927* | Page 6 of 11 |
| Uncontrolled once removed from webpage or Council's Record Management System. Before using printed copy please verify that it is the current version. © The Barossa Council 2022 |                            |                                      |                   |              |

Given that the purpose of electoral material is to persuade voters towards a particular candidate or group of candidates, it will not be appropriate for a Council to publish electoral material.

- 6.1.5 Council may publish other material during an Election Period. If Council is considering publishing or distributing material during the Election Period, Council should consider whether or not the material would confer an advantage on a particular candidate or group of candidates for election. If an advantage would be conferred, then the material should not be published or distributed.
- 6.1.6 Where a Council publication made in the ordinary course of Council operations would be published during an Election Period, care should be taken as to the contents of these publications, to ensure that Council and Elected Members are not criticised for publishing information which may assist or hinder the electoral prospects of particular candidates.
- 6.1.7 Elected Members are able to publish electoral material on their own behalf provided that they comply with sections 27 and 28 of the Elections Act. Elected Members should not assert or imply that the electoral material originates from or is endorsed by the Council.
- 6.1.8 An Elected Member also should not use Council resources to create or distribute his or her electoral material, including through the use of Council stationery, computers, printers, photocopiers or staff or the application of the Council's logos.

## 6.2 Attendance at Events and Functions

- 6.2.1 Events and functions can take many forms including conferences, workshops, forums, launches, promotional activities, and social occasions (such as dinners, receptions and ceremonies).
- 6.2.2 Elected Members can continue to attend events and functions in their capacity as an Elected Member during an Election Period provided that their attendance is consistent with the ordinary course of the Elected Member's duties and is not used for campaigning.
- 6.2.3 Elected Members should consider whether or not their attendance at an event or function is likely to be viewed as campaigning. In part, this may depend on the conduct of the Elected Member while in attendance at the event or function.
- 6.2.4 Care should particularly be taken by Elected Members if they are asked to give a speech at an event or function during an Election Period.

## 6.3 Access to Council Information

- 6.3.1 Section 61 of the Local Government Act provides Elected Members with a right to access Council documents in connection with the performance or discharge of the functions or duties of the member. This right of access continues during an Election Period.
- 6.3.2 Elected Members should take care that access to Council documents is in connection with the performance or discharge of their functions or duties of the Member. Access to Council documents for the purpose of campaigning or to gain an advantage in an election is an improper use of information gained by virtue of the Elected Member's position as a member of Council.

## 6.4 Communications Services

|                                                                                                                                                                                  |                            |                                      |                   |              |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------|--------------------------------------|-------------------|--------------|
| Approval date:<br>DD/MM/YYYY                                                                                                                                                     | Review date:<br>01/05/2026 | Approved by: Chief Executive Officer | Ref:<br>18/33927* | Page 7 of 11 |
| Uncontrolled once removed from webpage or Council's Record Management System. Before using printed copy please verify that it is the current version. © The Barossa Council 2022 |                            |                                      |                   |              |



- 6.4.1 Council's Communications service should be used to promote Council activities or initiatives or community activities or initiatives which are endorsed or otherwise supported by Council.
- 6.4.2 Communications services should, during the Election Period, be used in the ordinary course of Council operations. Care should be taken that such services will not be used to advantage a particular Elected Member in his or her re-election campaign by profiling that Member or activities which are closely associated with that Member.
- 6.4.3 Elected Members should not use their position as an elected representative or their access to Council staff and other Council resources to gain media attention in support of an election campaign. To do so, would contravene section 62(4) of the Local Government Act which prohibits an Elected Member improperly using his or her position as a Elected Member to gain, directly or indirectly, an advantage for himself or herself or for another person. Elected Members can be prosecuted for this offence.
- 6.4.4 Access to media monitoring is likely to confer a campaigning advantage on recipients of monitoring reports. Media monitoring can be useful to Elected Members in the performance of their official duties but is not usually essential. Councils should carefully consider suspending the access of Elected Members to media monitoring during an Election Period.

## **6.5 Public Consultation during an Election Period**

- 6.5.1 Public consultation (sometimes called 'community engagement') must be undertaken during an Election Period if the consultation is mandated by legislation.
- 6.5.2 Where consultation is discretionary then the consultation can occur during the Election Period. Consideration should be given prior to the consultation being scheduled as to whether or not the consultation will influence the outcome of the election. If the matter subject to the consultation is likely to be closely associated in the minds of voters with a particular candidate or group of candidates then it may be prudent to delay the consultation until after the Election Period.

## **6.6 Expenses Incurred by Elected Members**

- 6.6.1 Payment or reimbursement of costs relating to Elected Members' out-of-pocket expenses incurred during an Election Period will only apply to necessary costs that have been incurred in the performance of normal Council duties. This is consistent with general requirements applying to the reimbursement of Elected Members under section 77 of the Local Government Act.
- 6.6.2 No reimbursements should be provided for campaign expenses or for expenses that could be perceived as supporting or being connected with a candidate's election campaign.

## **6.7 Council Branding and Stationery**

- 6.7.1 Council should not endorse particular candidates for election. Council logos, letterheads, or other Council branding or Council resources or facilities should not be used for a candidate's election campaign.

## **6.8 Support Staff to Elected Members**

|                                                                                                                                                                                  |                            |                                      |                   |              |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------|--------------------------------------|-------------------|--------------|
| Approval date:<br>DD/MM/YYYY                                                                                                                                                     | Review date:<br>01/05/2026 | Approved by: Chief Executive Officer | Ref:<br>18/33927* | Page 8 of 11 |
| Uncontrolled once removed from webpage or Council's Record Management System. Before using printed copy please verify that it is the current version. © The Barossa Council 2022 |                            |                                      |                   |              |



- 6.8.1 Council staff who provide support to Elected Members should not be asked to undertake any tasks connected directly or indirectly with an election campaign for an Elected Member, except where similar support is provided to all candidates.
- 6.8.2 The Mayor has access to support staff for assistance with email and diary management and coordination of activities related to the performance of their role. During an Election Period, it is important to ensure clear separation of 'business as usual' (e.g. acknowledging or responding to emails received, coordinating calendar appointments) and campaigning activity (e.g. preparation and distribution of campaign flyers) and that Council staff do not provide any assistance with the latter.

## 6.9 Equipment and Facilities

- 6.9.1 Council resources such as Council computers, stationery and business cards can continue to be used by Elected Members during an Election Period for normal Council business. Council resources should not be used for campaign purposes as this will contravene the Local Government Act and the Code of Conduct for Elected Members.

## 6.10 Council staff activities during an Election Period

- 6.10.1 Council staff should not undertake any activity that may influence the outcome of an election, except where the activity is required to facilitate the conduct of a fair election process and is authorised by the Chief Executive Officer.
- 6.10.2 Council staff should not authorise, use or allocate a Council resource for any purpose which may influence voting in the election, except where it is required to facilitate the conduct of a fair election process and is authorised by the Chief Executive Officer. This includes making Council resources available to Elected Members for campaign purposes.
- 6.10.3 Council staff must not assist an Elected Member with the Member's election campaign during hours of work. While it is not illegal for Council staff to assist an Elected Member with the Member's election campaign in their own time, such campaign assistance creates reputational risks for the staff member, the candidate, the Council and for the integrity of the election process.
- 6.10.4 Where the use of Council resources could be construed as being related to a candidate's election campaign, the incident must be reported to the Chief Executive Officer.

## 6.11 Equity of assistance to candidates

- 6.11.1 Councils should not favour a candidate or group of candidates for election, over other candidates.
- 6.11.2 Any assistance or advice provided to candidates as part of the conduct of an election will be provided equally to all candidates. Existing Elected Members or other candidates should not be provided with additional information that would confer an electoral advantage. The types of assistance that are available will be documented and communicated transparently to all candidates in advance.

## 7 Election Process Enquiries

All election process enquiries from candidates, whether current Elected Members or not, are to be directed to the Electoral Commissioner as the Returning Officer or, where the matter is outside of the responsibilities of the Returning Officer, to the Chief Executive Officer or his or her nominee.

|                                                                                                                                                                                  |                            |                                      |                   |              |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------|--------------------------------------|-------------------|--------------|
| Approval date:<br>DD/MM/YYYY                                                                                                                                                     | Review date:<br>01/05/2026 | Approved by: Chief Executive Officer | Ref:<br>18/33927* | Page 9 of 11 |
| Uncontrolled once removed from webpage or Council's Record Management System. Before using printed copy please verify that it is the current version. © The Barossa Council 2022 |                            |                                      |                   |              |

|          |                                   |
|----------|-----------------------------------|
| <b>8</b> | <b>Legislation and References</b> |
|----------|-----------------------------------|

Local Government Act 1999

Local Government (Elections) Act 1999

|          |               |
|----------|---------------|
| <b>9</b> | <b>Review</b> |
|----------|---------------|

- 8.1 This Process will be reviewed by the Document Control Officer in consultation with the relevant stakeholders, prior to the next Local Government Election or more frequently if legislation or Council's need changes.

|           |                         |
|-----------|-------------------------|
| <b>10</b> | <b>Document Control</b> |
|-----------|-------------------------|

|                             |                         |                  |                                                                               |                                                            |
|-----------------------------|-------------------------|------------------|-------------------------------------------------------------------------------|------------------------------------------------------------|
| <b>Policy Link:</b>         | Caretaker Policy        |                  |                                                                               |                                                            |
| <b>Document Owner:</b>      | Chief Executive Officer |                  | <b>Document Control Officer:</b>                                              | Team Leader, Corporate Governance and Information Services |
| <b>Consultation Rating:</b> | N/A*                    | <b>Audience:</b> | External                                                                      | <b>Next Review Date:</b> 01/05/2026                        |
| <b>Version history</b>      |                         |                  |                                                                               |                                                            |
| <b>Version No.</b>          | <b>Date</b>             |                  | <b>Description of Change</b>                                                  |                                                            |
| 4.0                         | XX/XX/2022              |                  | Guidelines reviewed prior to next caretaker period/Local Government Election. |                                                            |
| 3.0                         | 10/07/2018              |                  | Guidelines reviewed prior to next caretaker period/Local Government Election. |                                                            |
| 2.0                         | 15/07/2014              |                  | Guidelines reviewed prior to next caretaker period/Local Government Election. |                                                            |
| 1.0                         | 21/09/2010              |                  | New Guidelines                                                                |                                                            |

|            |                    |
|------------|--------------------|
| <b>10.</b> | <b>Definitions</b> |
|------------|--------------------|

|                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|-------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Chief Executive Officer | The appointed Chief Executive Officer or Acting Chief Executive Officer or nominee.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| Designated Decision     | <p>A decision:</p> <p>(a) relating to the employment or remuneration of the Chief Executive Officer, other than a decision to appoint an acting Chief Executive Officer or to suspend the Chief Executive Officer for serious and wilful misconduct;</p> <p>(b) to terminate the appointment of the Chief Executive Officer;</p> <p>(c) to enter into a contract, arrangement or understanding (other than a contract for road works, road maintenance or drainage works) the total value of which exceeds whichever is the greater of \$100,000 or 1% of the Council's revenue from rates in the preceding financial year, (which for Council is \$286,164), except if the decision:</p> <p>(i) relates to the carrying out of works in response to an emergency or</p> |

|                                                                                                                                                                                  |                            |                                      |                   |                  |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------|--------------------------------------|-------------------|------------------|
| Approval date:<br>DD/MM/YYYY                                                                                                                                                     | Review date:<br>01/05/2026 | Approved by: Chief Executive Officer | Ref:<br>18/33927* | Page 10 of<br>11 |
| Uncontrolled once removed from webpage or Council's Record Management System. Before using printed copy please verify that it is the current version. © The Barossa Council 2022 |                            |                                      |                   |                  |

|                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                  | <p>disaster within the meaning of the Emergency Management Act 2004 (SA), or under section 298 of the Local Government Act 1999 (SA);</p> <p>(ii) is an expenditure or other decision required to be taken under an agreement by which funding is provided to the Council by the Commonwealth or State Government or otherwise for the Council to be eligible for funding from the Commonwealth or State Government;</p> <p>(iii) relates to the employment of a particular Council employee (other than the Chief Executive Officer);</p> <p>(iv) is made in the conduct of negotiations relating to the employment of Council employees generally, or a class of Council employees, if provision has been made for funds relating to such negotiations in the budget of the Council for the relevant financial year and the negotiations commenced prior to the Election Period; or</p> <p>(v) relates to a Community Wastewater Management Systems scheme that has, prior to the Election Period, been approved by the Council; or</p> <p>(d) allowing the use of Council resources for the advantage of a particular candidate or group of candidates (other than a decision that allows the equal use of Council resources by all candidates).</p> |
| Elected Member   | Elected Members, including the Mayor, of The Barossa Council.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| Election Period  | The period commencing on the day of the close of nominations for a General Election and expiring at the conclusion of the General Election – known also as the "caretaker period".                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| General Election | General Election of Elected Member held: <p>(a) under section 5 of the Local Government (Elections) Act; or</p> <p>(b) pursuant to a proclamation or notice under the Local Government Act 1999 (SA).</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| Minister         | Minister for Local Government or other minister of the South Australian government vested with responsibility for the Local Government (Elections) Act.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Worker           | <p>A person is a worker if the person carries out work in any capacity for Council, including work as:</p> <p>(a) an employee; or</p> <p>(b) a contractor or subcontractor; or</p> <p>(c) an employee of a contractor or subcontractor; or</p> <p>(d) an employee of a labour hire company who has been assigned to work in the person's business or undertaking; or</p> <p>(e) an outworker; or</p> <p>(f) an apprentice or trainee; or</p> <p>(g) a student gaining work experience; or</p> <p>(h) a volunteer; or</p> <p>(i) a person of a prescribed class.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |

|                                                                                                                                                                                  |                            |                                      |                   |                  |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------|--------------------------------------|-------------------|------------------|
| Approval date:<br>DD/MM/YYYY                                                                                                                                                     | Review date:<br>01/05/2026 | Approved by: Chief Executive Officer | Ref:<br>18/33927* | Page 11 of<br>11 |
| Uncontrolled once removed from webpage or Council's Record Management System. Before using printed copy please verify that it is the current version. © The Barossa Council 2022 |                            |                                      |                   |                  |

**DEBATE AGENDA REPORT****DEBATE AGENDA****4.2 PROPOSED AUDIT COMMITTEE TERMS OF REFERENCE**

**Author: Executive Business Partner**  
**22/25766**

**PURPOSE**

To present reviewed Terms of Reference for The Barossa Council Audit Committee (TOR). At **Attachment 1** the reviewed TOR incorporates changes required through recent amendment to the *Local Government Act 1999*. The Committee is now asked to endorse the TOR for tabling and adoption of Council at its Ordinary Council Meeting - 21 June 2022.

**RECOMMENDATION**

That Audit Committee, having reviewed the Terms of Reference for The Barossa Council Audit Committee, recommend to Council at its Ordinary Council Meeting - 21 June 2022 that the Terms of Reference for the Audit Committee as at **Attachment 1** be adopted.

**REPORT****Background**

Under legislation, Section 126 of the *Local Government Act 1999* Council is required to establish certain Committees, including an Audit Committee. To meet this requirement, Council, at a meeting held on 6 September 2005 established the Audit Committee pursuant to Section 41 of the *Local Government Act 1999* and as such, developed the Committee's Terms of Reference to establish the structure and roles of the Committee and its Members and provide the community with a clear schedule to enable access to Committee meetings.

The current Terms of Reference was adopted at Council Meeting – 27 January 2016 with updates approved at Council Meeting – 15 November 2016 and is now due for review again.

**Discussion**

The reviewed Terms of Reference are at **Attachment 1** and have been revised, updated, and are now presented to the Committee for endorsement to be presented to Council for adoption. It includes changes to the *Local Government Act 1999* relating to the role and functions of the Audit Committee as part of the Local Government Reform process and general amendments to update current processes.

**Summary and Conclusion**

The recommendation for endorsement of the Draft Terms of Reference as at **Attachment 1**, will ensure Council's Audit Committee is meeting its legislative obligations and continues to play a key role providing good governance. Successful

communication between the Committee and the Council ensures that financial and risk management issues raised, receive appropriate consideration and attention.

#### ATTACHMENTS OR OTHER SUPPORTING REFERENCES

Attachment 1 Terms of Reference - The Barossa Council Audit Committee - May 2022



Supporting references

Nil

#### COMMUNITY PLAN / CORPORATE PLAN / LEGISLATIVE REQUIREMENTS

Community Plan



How We Work - Good Governance

Corporate Plan

- 6.2. Ensure that Council's policy and process frameworks are based on principles of sound governance and meet legislative requirements.
- 6.4. Ensure that decisions regarding expenditure of Council's budget are based on an assessment of whole of life costs, risks associated with the activity and advice contained within supporting plans.
- 6.9. Provide access to Council's plans, policies and processes and communicate with the community in plain English.

Advocacy Plan

Nil

Legislative Requirements

Local Government Act 1999

Local Government (Financial Management) Regulations 2011

Local Government (Procedures at Meetings) Regulations 2013

Code of Conduct for Elected Members

#### FINANCIAL, RESOURCE AND RISK MANAGEMENT CONSIDERATIONS

There will be no change to the current financial implications incurred by the recommended Terms of Reference as there is no change to the committee structure that could give rise to changes to the presiding member and/ or sitting fees.

#### COMMUNITY ENGAGEMENT

There is no requirement to consult when reviewing the Audit Committee's Terms of Reference.



# THE BAROSSA COUNCIL

## TERMS OF REFERENCE OF THE AUDIT COMMITTEE



### 1. ESTABLISHMENT

The Barossa Council (hereinafter referred to as "the Council") at a meeting held on 6 September 2005 Minute Book Reference 2005/292 established the Audit Committee (hereinafter referred to as "the Committee") pursuant to section 41 of the *Local Government Act 1999* ("the Act").

### 2. OBJECTIVE

The Committee is established to enquire into and report to Council in respect of those matters conferred upon it under section 126 of the Act and as set out in the clause 3 Scope herein.

### 3. SCOPE

#### 3.1 Financial reporting

The Committee shall monitor and review:

- 3.1.1 The integrity of the financial statements of the Council, including its Annual Report, including significant financial reporting or other decisions and judgements if appropriate;
- 3.1.2 The consistency of, and/or any changes to, accounting policies;
- 3.1.3 The methods used to account for significant or unusual transactions where different approaches are possible;
- 3.1.4 Whether the Council has followed appropriate accounting standards and made appropriate estimates and judgements, considering the views of the external auditor;
- 3.1.5 The clarity of disclosure in the Council's financial reports and the context in which statements are made; and
- 3.1.6 All material information presented with the financial statements.

#### 3.2 Enterprise Risk Management and Internal Controls

The Committee shall:

- 3.2.1 Keep under review the effectiveness of the Council's Enterprise Risk Management Framework and Internal Controls;
- 3.2.2 Review and recommend the approval, where appropriate, of statements to be included in the annual report concerning internal controls and risk management; and
- 3.2.3 Understand the business of the Council to appreciate the risks it manages on a daily basis and to ensure that there are appropriate management plans to manage and mitigate this business risk.

This will include:

- governance considerations;
- insurance matters;
- financial reporting;
- legal and regulatory compliance;
- business continuity; and
- statutory compliance.

This can be facilitated by discussions with internal and external auditors and through presentations by administration on how business risks are identified and managed.

### **3.3 Internal audit**

The Committee shall:

- 3.3.1 Monitor and review the effectiveness of the Council's internal audit function in the context of the Council's overall risk management system;
- 3.3.2 Consider and make recommendations on the program of the internal audit function and the adequacy of its resources and access to information to enable it to perform its function effectively and in accordance with the Act, supporting regulations and relevant professional standards;
- 3.3.3 Review all reports on the Council's operations from the internal auditors;
- 3.3.4 Review and monitor management's responsiveness to the findings and recommendations of the internal auditor; and
- 3.3.5 Where appropriate, meet the internal audit provider at least once a year, without management being present, to discuss any issues arising from the internal audits carried out. In addition, the internal audit provider shall be given the right of direct access to the Mayor of Council and to the Chairperson of the Committee.

### **3.4 External audit**

The Committee shall:

- 3.4.1 Consider and make recommendations to the Council, in relation to the appointment, re-appointment and removal of the Council's external auditor. The Committee shall oversee the selection process for new auditors and if an auditor resigns, the Committee shall investigate the issues leading to this and decide whether any action is required;
- 3.4.2 Oversee Council's relationship with the external auditor including, but not limited to:
  - 3.4.2.1 Recommending the approval of the external auditor's remuneration, whether fees for audit or non-audit services, and recommending whether the level of fees is appropriate to enable an adequate audit to be conducted;
  - 3.4.2.2 Recommending the approval of the external auditor's terms of engagement, including any engagement letter issued at the commencement of each audit and the scope of the audit;
  - 3.4.2.2 Assessing the external auditor's independence and objectivity considering relevant professional and regulatory requirements and the extent of Council's relationship with the auditor, including the provision of any non-audit services;

- 3.4.2.3 Satisfying itself that there are no relationships (such as family, employment, investment, financial or business) between the external auditor and the Council (other than in the ordinary course of business);
- 3.4.2.4 Monitoring the external auditor's compliance with legislative requirements on the rotation of audit partners; and
- 3.4.2.5 Assessing the external auditor's qualifications, expertise and resources and the effectiveness of the audit process (which shall include a report from the external auditor on the Committee's own internal quality procedures);
- 3.4.3 Meet as needed with the external auditor noting that the Committee shall meet the external auditor at least once a year without management being present to discuss the external auditor's report and any issues arising from the audit;
- 3.4.4 Review and make recommendations on the annual audit plan and its consistency with the scope of the external audit engagement;
- 3.4.5 Review the findings of the audit with the external auditor. This shall include, but not be limited to, the following:
  - (i) A discussion of any major issues which arose during the external audit;
  - (ii) Any accounting and audit judgements; and
  - (iii) Levels of errors identified during the external audit.
- 3.4.6 Review the effectiveness of the external audit based on the contract of engagement;
- 3.4.7 Review any representation letter(s) requested by the external auditor; and
- 3.4.8 Review the management letter and management's response to the external auditor's findings and recommendations.

### **3.5 Strategic Management Plans**

- 3.5.2 The Committee shall propose and provide information relevant to, a review of the Council's strategic management and critical operating plans including the Community Plan, Annual Business Plan, Corporate Plan and review and provide recommendations on the sustainability of Council's financial performance considering Council's financial indicators.

### **3.6 Other Investigations or Evaluations**

- 3.6.1 The Committee shall, when necessary, propose and review the exercise of Council's powers under Section 130A of the Act, in relation to the conduct of efficiency and economy Audits that would not otherwise be addressed or included as part of an annual External Auditor.
- 3.6.2 The Committee may review and consider reports or recommendations from external agencies where an investigation or evaluation relates to the role of the committee.

## **4. ROLES AND RESPONSIBILITIES**

The role of the Audit Committee is to monitor financial and risk management of the organisation and provide advice to the Council in order to facilitate achieving overall organisational strategic objectives in a transparent, efficient and effective manner.

**4.1 The Committee's role is to:**

- 4.1.1 Fulfil the role of Council's Audit Committee as required under section 126 of the Act;
- 4.1.2 Assist the Council in reviewing the principal risks facing the Council, including those that threaten the Council's strategic directions; and
- 4.1.3 Review developments and adequacy of principles, policies and practices of Financial Planning and Reporting, Corporate Governance, Risk Management and Internal Control
- 4.1.4 Make recommendations to Council as appropriate on any area within this Terms of Reference where in its view action or improvement is needed.
- 4.1.5 Oversee and liaise with Council's external auditors to ensure effective management of financial risks and reporting processes to ensure that Council keep under review the effectiveness of the Council's internal controls, audit and risk management systems.
- 4.1.7 Be responsible for overseeing and making recommendations on the approach used by management to address business risks; along with reviewing and making recommendations on how Council's corporate, financial governance and legal responsibilities are addressed.

**4.2 Role of the Presiding Member**

- 5.3.1 Oversee the conduct of Committee Meetings in accordance with the Act and Council's Code of Practice for Meeting Procedures.
- 5.3.2 Ensure all Committee Members have the opportunity to participate in debate and discussions in an open and encouraging manner.
- 5.3.3 Where a matter has been debated significantly and no new information is being discussed, the Presiding Member may call the meeting to order and ask for the debate to be finalised and a motion be put forward.

**4.3 Role of Committee Members**

- 5.4.1 Actively participate in debate and discussion as a representative of Council in a professional manner at all times.
- 5.4.2 Ensure the Member is prepared and informed of meeting matters prior to the meeting.
- 5.4.3 Utilise the skills and experience of the Committee Members to effectively carry out the Committee's role.

**5. MEMBERSHIP****5.1 Term rules:**

- 5.1.1 The Committee shall comprise of five (5) members, being;
  - 5.1.1.1 two (2) Elected Members; and
  - 5.1.1.2 three (3) Independent Members.
- 5.1.2 Members to the Committee shall be appointed by Council.

## 5.2 Committee Members

- 5.2.1 All Committee Members shall be appointed by resolution of Council on the recommendation of the Committee, except immediately following the Periodic Elections, where Council may appoint members without the recommendation of the Committee being persons who have signified to the Committee their willingness to act if so appointed. Such method of appointment is to be made when filling vacancies on the Committee caused by either casual vacancies, or by the effluxion of time of the members.
- 5.2.2 Independent Members will have recent and appropriate experience in finance, risk management and/or internal auditing.
- 5.2.2.1 Subject to clause 5.2.2:
- Elected Members who are appointed as Committee Members shall be appointed for the Council term i.e. until the completion of a Periodic Election under the Local Government (Elections) Act 1999, or their retirement from office.
  - Retiring Elected Members shall be eligible for re-appointment as independent Committee Members should a vacancy arise.
  - Council must appoint new Elected Member representatives at the commencement of each Council term i.e. following the conclusion of a Periodic Election.
- 5.2.3 Unless otherwise determined by Council, the Independent Members will be appointed for a 2-year term with a right of extension of the appointment by resolution of Council.
- 5.2.4 The Committee shall, at its first meeting or at its first meeting following the Periodic Election, nominate a Chairperson, who shall be chosen from the appointed Independent Members.
- 5.2.4.1 The nomination must be approved by resolution of Council. Should there be more nominations than required to fill the positions then all voting shall be by secret ballot as per Council's Code of Practice for Meeting Procedures.
- 5.2.5 Independent Members' remuneration, including when acting as the Chairperson, will be set by Council and reviewed annually for consideration by Council during the Budget process.
- 5.2.5.1 Independent Members will be paid per meeting, upon receipt of an invoice.
- 5.2.6 The Committee will be supported by the Chief Executive Officer and other staff members who shall attend the Committee meetings in an advisory capacity.
- 5.2.7 Council's external auditors and staff responsible for the internal audit or review of Council's policies and procedures may be invited to attend meetings of the Committee in an advisory capacity.
- 5.2.8 Any Committee Member may be removed from the Committee by resolution of Council on the grounds that he or she has been absent without leave from three (3) or more consecutive meetings, or is not performing duties as required within the purpose of this Committee or has contravened this Terms of Reference, policy or process of Council.
- 5.2.9 The Council may at its discretion, remove from membership any Member and appoint others in their stead.



**5.5 The Committee's administrative support will:**

- Provide for agendas and minutes of meetings under the provisions set out in the Act.
- Submit for confirmation the draft minutes at the next Committee meeting.
- Coordinate the signing of these confirmed minutes by the Presiding Member.
- Submit the draft minutes to Council's Debate Agenda at the next available Council meeting.
- Coordinate the Committee's Annual self-assessment.
- Make available electronic participation at Committee meetings.

**6. MEETINGS**

- 6.1** The meetings of the Committee shall be held in accordance with the Act, the *Local Government (Procedures at Meetings) Regulations 2013* ("the Regulations") and Council's Code of Practice for Meeting Procedures.
- 6.2** Meetings shall be held at least four (4) times per year, or at other times as determined by the Committee.
- 6.3** When the Chairperson is absent from a meeting the Committee Members may appoint a person from those present to act as Chairperson for the duration of the meeting. An Acting Chairperson may also be appointed in this manner for the duration of a matter presented to the Committee, where the Chairperson is absent for part of a meeting, for example, where they have declared a conflict of interest in a matter in accordance with clause 8 of this Terms of Reference, or for another reason.
- 6.4** Notice of each meeting confirming the venue, time and date, together with an agenda of items to be discussed, shall be forwarded to each Committee Member, all Council Members and other attendees, no later than three (3) clear days before the date of the meeting. Supporting documents shall be sent to Committee Members (and to other attendees as appropriate) at the same time.
- 6.5** Meetings may either wholly or in part be held via electronic means. A Committee Member participating in a meeting by electronic means is taken to be present at the meeting provided that the member:
- (i) can hear all other members present at the meeting;
  - (ii) can be heard by all other members present at the meeting; and
  - (iii) can be heard by the person recording the minutes of the meeting

**7. QUORUM**

- 7.1** The quorum shall be determined by dividing the number of Committee Members appointed to the Audit Committee, pursuant to clause 5.1.1 of these Terms of Reference, by two, ignoring any fraction resulting from the division and adding one.

**8. CONFLICT OF INTEREST**

- 8.1** No Committee Member shall vote or take part in debate who has an interest in any matter before the Committee that would contravene the Conflict of Interest provisions under sections 73, 74 and 75 of the Act.
- 8.2** If a Committee Member has a Material Conflict of Interest in the particular matter to be voted upon or debated, the Member must declare a conflict of interest and then leave the meeting place until the matter is concluded. The declaration of a conflict and the time the member left the meeting and returned to the meeting will be recorded in the minutes.

- 8.3** If a Committee Member has an actual conflict of interest or a perceived conflict of interest, the member must deal with the conflict of interest in a transparent and accountable way. The member must inform the meeting of the member's interest in the matter and, if the member proposes to participate in the meeting in relation to the matter, how the member intends to deal with the actual or perceived conflict of interest. The declaration of a conflict and the time the member left the meeting and returned to the meeting, or, if the member remained in the meeting, how the member voted on the motion, will be recorded in the minutes.
- 8.4** If a quorum at a meeting cannot be formed because a member proposes to exclude himself or herself from the meeting in order to comply with 8.7.3, the member will not be taken to have contravened the Act by participating in the meeting in relation to the matter if the attendance of the member, together with any other required number of members, forms a quorum for the meeting.

**9. VOTING**

- 9.1** All decisions of the Committee shall be made on the basis of a majority decision of the Members present.
- 9.2** The Chairperson to have a determinative vote and a casting vote in the event of no majority being achieved.
- 9.3** Members present must vote on all resolutions of the Committee.

**10. MINUTES**

- 10.1** Minutes of each Audit Committee meeting must be taken in accordance with the Act, the *Local Government (Procedures at Meetings) Regulations 2013* and the Councils Code of Practice for Meeting Procedures

**11. GOVERNANCE**

- 11.1** The activities of the Committee shall be regulated by such directions as may be made from time to time by Council and by such Terms of Reference as may be made by the Committee, and ratified by Council.
- 11.2** Pursuant to section 44 of the Act, the Committee shall have delegated authority relative to section 126(4) of the Act. For other matters the Committee will make recommendations to Council.
- 11.3** The Chairperson shall be responsible to the Council for the proper observance of these Terms of Reference. However, no Member shall be personally liable in respect of any transaction, act or omission of the Committee entered into, done or made in good faith. However, Committee Members do not enjoy the protection against defamation actions afforded to State and Commonwealth Parliaments and must be careful not to make remarks that could result in an aggrieved person seeking to take action against them.
- 11.4** In the event of there being any dispute which cannot be resolved by the Committee, the matter in question is to be referred to the Council for resolution.
- 11.5** Notwithstanding this Terms of Reference, all Committee Members will observe the relevant requirements under the:
- The Local Government Act 1999
  - The Local Government Regulations 2013
  - The Local Government (Procedures at Meetings) Regulations 2013
  - Code of Conduct for Council Members
  - Council's Code of Practice for Council Meetings

- Code of Practice for Access to Council and Committee Meetings and Associated Documents
- Council's policies and processes which are relevant to the operations of the Committee.

**11.6** Independent Members are not required to complete a Register of Interest Return pursuant to Section 64 of the Act.

**11.7** Members are expected to:

- act honestly and within the law at all times;
- act in good faith and not for improper or ulterior motives;
- act in a reasonable, just and non-discriminatory manner;
- undertake their role with reasonable care and diligence;
- conduct their ongoing relationship with fellow Committee Members, Council employees and the public with respect, courtesy and sensitivity;
- use information in a careful and prudent manner.

## **12. REPORTING AND REVIEW**

**12.1** On an annual basis, all Committee Members must complete an anonymous self-assessment that evaluates the Committee's performance to promote continuous improvement in performance and ensure that its actions are aligned with its intended purpose.

12.1.1 The Committee's administrative support officer will facilitate the annual self-assessment process and provide a summary of the results to the Committee and Council's Chief Executive Officer for consideration and further discussion with the Committee as necessary. The results of the self-assessment may be referred to Council if required.

**12.2** The Committee, through the Chair, will present to Council at least once per year on Audit Committee business.

## **13. RESOURCES**

Local Government Act 1999  
 Local Government (General) Regulations 2013  
 Local Government (Procedures at Meetings) Regulations 2013  
 Code of Conduct for Elected Members  
 Caretaker Policy  
 Customer Service Policy and associated Processes  
 Complaints Handling Process under the Code of Conduct for Council Members  
 Elected Members Training and Development Policy  
 Procurement Policy  
 Council Self-assessment Tool  
 Declaration of Conflict of Interest Form – Committee Members

The Chief Executive Officer shall provide sufficient administrative resources to the Committee to enable it to adequately carry out its functions, in accordance with any budget allocation being approved by Council and in under the provisions outlined in the Act.

## **14. TRAINING**

**14.1** All relevant documentation will be provided to the Committee Members during Induction and when Council or legislative changes require further compliance and awareness. Committee Members are expected to read, comply with and, where appropriate, to seek clarification with respect to Council policies and processes relevant to these Terms of Reference.

- 14.2** Independent Members may be offered to undertake training relevant to their role on the Committee. This may include mandatory training required of Council Members and Council and Committee Meeting Procedure training.
- 14.3** Committee Members will be entitled to reimbursement of approved expenditure in relation to attendance at training in accordance with Council policies and processes.

|                            |
|----------------------------|
| <b>9. DOCUMENT CONTROL</b> |
|----------------------------|

|                             |                                                                                   |                                                                                                                                        |                                                                                                                 |                                  |                                                              |
|-----------------------------|-----------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------|----------------------------------|--------------------------------------------------------------|
| <b>Community Plan Link:</b> |  | 6.2 Ensure that Council's policy and process frameworks are based on principles of sound governance and meet legislative requirements. |                                                                                                                 |                                  |                                                              |
| <b>Document Owner:</b>      | Chief Executive Officer                                                           |                                                                                                                                        |                                                                                                                 | <b>Document Control Officer:</b> | Team Leader<br>Corporate Governance and Information Services |
| <b>Consultation Rating:</b> | GA                                                                                | <b>Audience:</b>                                                                                                                       | External                                                                                                        | <b>Next Review Date:</b>         | 21/06/2023                                                   |
| <b>Version history</b>      |                                                                                   |                                                                                                                                        |                                                                                                                 |                                  |                                                              |
| <b>Version No.</b>          | <b>Date</b>                                                                       |                                                                                                                                        | <b>Description of Change</b>                                                                                    |                                  |                                                              |
| 2.0                         | 21/06/2022                                                                        |                                                                                                                                        | Updated to include Audit Committee changes to the Local Government Act 1999 through the Local Government Reform |                                  |                                                              |
| 1.0                         | 21/11/2015                                                                        |                                                                                                                                        | New Policy                                                                                                      |                                  |                                                              |

**DEBATE AGENDA REPORT****DEBATE AGENDA****4.3 RISK MANAGEMENT PROGRAMS AND PROJECTS - UPDATE**

**Author: Manager Corporate Services and Director Corporate Services and Business Innovation**  
**22/27498**

**PURPOSE**

To present a report on the progress of Risk Management programs and projects.

**RECOMMENDATION**

That Audit Committee receives and notes this Risk Management Programs and Projects – update report.

**REPORT****Introduction**

These reports provide an update on the activities and actions that have been the focus of the Risk Team since the last quarterly report provided to the Audit Committee.

**Discussion**

This report contains updates on the following:

- Enterprise risk management and risk registers
- Insurance claims
- WHS Committee
- Workplace and Community Emergency Management
- Business continuity
- Incident reporting
- Internal financial control (ControlTrack)

**Summary and Conclusion**

The attached report is provided for information, however further detail can be provided at the meeting if it is required.

**ATTACHMENTS OR OTHER SUPPORTING REFERENCES**

Attachment 1 Quarterly Risk Management Report – Quarter 3 2021/22

**Supporting references**

Nil

**COMMUNITY PLAN / CORPORATE PLAN / LEGISLATIVE REQUIREMENTS**

Community Plan





## How We Work - Good Governance

### Corporate Plan

- 6.2. Ensure that Council's policy and process frameworks are based on principles of sound governance and meet legislative requirements.
- 6.3. Align operational strategy to strategic objectives and measure organisational performance to demonstrate progress towards achieving our goals.
- 6.5. Implement compliant and contemporary risk management initiatives.

### Advocacy Plan

Nil

### Legislative Requirements

Local Government Act, 1999

Work Health Safety Act, 2012

## **FINANCIAL, RESOURCE AND RISK MANAGEMENT CONSIDERATIONS**

Addressed within this report

## **COMMUNITY ENGAGEMENT**

No required under legislation or Council's Public Consultation Policy.



QUARTERLY RISK  
MANAGEMENT REPORT  
Quarter 3 – 2021/2022

---

Quarterly Risk Management Report – Quarter 3 - 2021/22

---

## Quarterly Risk Management Report

The following report has been developed to assist Council's Executive Leadership Team (ELT) in monitoring and reviewing their Risk, Work Health Safety and Injury Management (Return to Work) duties. It is comprised of Risk/WHS monitoring information, current WHS Plan actions, and insurance data.

A summary of this information is provided to the Audit Committee for their information/action also.

### Contents

|                                                            |                                     |
|------------------------------------------------------------|-------------------------------------|
| <b>Enterprise Risk Management and Risk Registers .....</b> | <b>3</b>                            |
| <b>Insurance - Local Government Risk Services .....</b>    | <b>4</b>                            |
| <b>WHS Committee .....</b>                                 | <b>5</b>                            |
| <b>Workplace Emergency Management .....</b>                | <b>6</b>                            |
| <b>Community Emergency Management .....</b>                | <b>7</b>                            |
| <b>Business Continuity .....</b>                           | <b>8</b>                            |
| <b>WHS Incident Reporting .....</b>                        | <b>9</b>                            |
| <b>Workplace Safety Inspections .....</b>                  | <b>Error! Bookmark not defined.</b> |
| <b>Internal Financial Control (ControlTrack) .....</b>     | <b>10</b>                           |

# Enterprise Risk Management and Risk Registers

## RESULTS/INTERPRETATION

Council's Risk Team is working with Coleen Green who is the Strategic Risk Consultant at Local Government Risk Services to further embed our Enterprise Risk Management Framework within our organisation.

The scope of works has now been agreed upon with three main outcomes to be achieved:

- a) To facilitate training in Councils Enterprise Risk Framework and key foundation knowledge in risk assessment and treatment identification across the organisation.

Enterprise Risk Management – Fundamentals Training – (3 hour) – 21 March 2022

Aimed at Executive, Senior Management, Management and was attended by 20 staff - feedback on the session was positive. This training leads into the workshops around Strategic and Operational Risks – see below for details.

Progress: Completed

- b) To support the development of the Strategic and Operational Risk Registers

Strategic Risk Register

Strategic Risk Workshop – (2.5 hours) Thursday 12 May 2022

Participants: Executive Leadership Team, Manager Corporate Services, Risk Coordinator, Manager Organisational People and Culture and the Manager Enterprise Technology and Innovation.

Strategic risks were discussed and documented within the workshop and the full risk assessments for these risks (including the documentation of the relevant controls) is progressing. On completion, the Strategic Risk Register will be presented to the Audit Committee and Council and will then be monitored by the Audit Committee through the Quarterly Risk Management Reports.

Progress: In progress

Operational Risk Register

Operational Risk Workshops - (6 x 2.5 hour sessions) July 2022

Aimed at a cross section of staff from all departments ensuring all services are represented. During this workshop the risks at an operational level will be discussed and documented which will form our operational risk register.

Progress: Scheduled

- c) To support the refinement / development of Council's risk reporting and accountability mechanisms.

Progress: Nothing to report at this stage

## Quarterly Risk Management Report – Quarter 3 – 2021/22

## Insurance - Local Government Risk Services

### RESULTS/INTERPRETATION

#### Background

Local Government Risk Services (LGRS) provides the insurance coverage for Council which is reviewed on an annual basis together with updates provided during the year where significant changes to the schedules are identified.

#### Claims History

The following table shows new insurance claims by type and per quarter for the current year. Also included is a comparison total for the previous year.

| Claim Type                 | 21/22<br>Q1 | 21/22<br>Q2 | 21/22<br>Q3 | 21/22<br>Q4 | Total to Q1<br>2021/22 | Total<br>2020/21 | Total<br>2019/20 |
|----------------------------|-------------|-------------|-------------|-------------|------------------------|------------------|------------------|
| Liability (MLS)            | 3           | 1           | 4           |             | 8                      | 12               | 12               |
| Property (AMF)             | 1           | 2           | 0           |             | 3                      | 11               | 2                |
| Motor Vehicle (AMF)        | 2           | 4           | 6           |             | 12                     | 16               | 14               |
| Personal Injury (GI)       | 0           | 0           | 1           |             | 1                      | 3                | 3                |
| Workers Compensation (WCS) | 1           | 1           | 3           |             | 5                      | 3                | 7                |
| <b>Total Claims</b>        | <b>7</b>    | <b>8</b>    | <b>14</b>   |             | <b>29</b>              | <b>45</b>        | <b>38</b>        |

#### 2022-2023 Insurance Renewals

The 2022/2023 Local Government Risk Services Insurance Questionnaires have been completed and a review meeting with the Scheme on the cover for Council is scheduled for the 2<sup>nd</sup> June 2022.

Work is continuing (in consultation with the Coordinator Asset Management) to validate the insurance information required for assets and their contents that are to be insured.

### RESPONSE

A verbal breakdown of 2021/22 claims can be provided upon request.

# WHS Committee

## RESULTS/INTERPRETATION

### Organisational WHS Committee:

The quarterly WHS Committee meeting scheduled for 15 December 2021 was postponed due to lack of a quorum and was held on 28 February 2022.

#### Items discussed included:

- COVID-19 Vaccination Policy
- WHS Training for first aid and HSR replacements and training
- 2021 Risk Evaluation results and draft action plan
- Policies recently reviewed by ELT
  - Principal Office Visitor Entry and Security Process – Draft
  - Depot Visitor Access Process – Draft
  - Adverse Weather Process – Draft
  - Armed Hold-Up and Aggressive Behaviour Process – Draft
  - Hazardous Chemical Policy – July 2021 – Draft

#### Actions from meetings:

- Face mask fit testing
- Lone worker monitoring
- Cash handling risk assessment

### Works and Engineering (Depot) WHS Sub-Committee:

The Works and Engineering WHS Sub-Committee meeting was held 8 March 2022.

#### Items discussed included:

- COVID-19 Vaccination Policy
- Policies recently reviewed by ELT (see above list in WHS Committee)
- Playground audits – Bushgardens now included in inspection schedule
- HSR changes
- Depot fire extinguisher and first aid kit testing and renewal requirements
- New equipment induction and training
- Garden shed air conditioner – to be assessed as part of workplace inspection
- Grader hitches – risk assessment required
- Risk Assessment awareness – further training required for staff
- Springton Quarry – tipping issues
- Fire warden – new deputy for Works & Ops – training to be scheduled
- Mobile phones – issues with older models

#### Actions from meetings:

- Lone Worker – risk assessment required
- Chemical Management – record keeping
- Bird prevention in Depot buildings
- Call-out process review
- Face mask fit testing

## RESPONSE

No action required, quarterly meetings are being held in accordance with Council policy commitments.



---

Quarterly Risk Management Report – Quarter 3 – 2021/22

---

# Workplace Emergency Management

## **RESULTS/INTERPRETATION**

---

### Emergency Planning Committee (EPC) – Meeting – 16 March 2022

- A schedule of workplace emergency drills is being developed to cover all worksites and the testing of various emergency situations.
- Warden training scheduled for 12/5/2022 for all identified wardens.
- Refresher Fire panel Training completed by relevant officers.

## **RESPONSE**

---

No response required

---

Quarterly Risk Management Report – Quarter 3 – 2021/22

---

# Community Emergency Management

**RESULTS/INTERPRETATION**

---

*Zone Emergency Management Committee (ZEMC)*

No significant community emergency events required Council support during the third quarter.

Council continues to operate in accordance with the Local Government Council Ready Framework, with policy settings, incident procedures and arrangements and training in place.

**RESPONSE**

---

No response required

## Quarterly Risk Management Report – Quarter 3 – 2021/22

## Business Continuity

### RESULTS/INTERPRETATION

---

Work on the Business Continuity Plan has been delayed pending the completion of the current review of Council's Corporate Plan.

Further work will commence as outlined below when the Corporate Plan has been adopted.

Background:

Council, at its meeting on 21 September 2021, adopted the reviewed Business Continuity Plan and the supporting Business Continuity Instructions.

The Business Continuity Plan contains the methodology used for formulating business continuity sub-plans, what the critical services are and their maximum allowable outages, who is involved in managing a business interruption event and what their responsibilities are, the declaration process and a set of instructions to be used in the event of a business interruption event.

The next steps in this space include consideration of the following:

- All Service outcomes defined in the Corporate Plan (which is currently being reviewed) will be assessed via the Business Impact Analysis tool determine if they are of a critical nature or not.
- Those deemed to be critical will be identified as such in the Corporate Plan.
- Each Critical Service Outcome will then have their Business Continuity Arrangements documented.
- Business Continuity Arrangements relevant to a particular Business Interruption Event will be used to form the Business Continuity Sub Plan for that interruption event.

### RESPONSE

---

No response required

## Quarterly Risk Management Report – Quarter 3 – 2021/22

## WHS Incident Reporting

### RESULTS/INTERPRETATION

Worker and workplace incident reporting is captured electronically in Skytrust.

The data recorded in Skytrust to the end of March 2022 is as follows:

| Incident Type | 2021/22<br>Q1 | 2021/22<br>Q2 | 2021/22<br>Q3 | 2021/22<br>Q4 | 2021/22<br>YTD |
|---------------|---------------|---------------|---------------|---------------|----------------|
| Injury        | 10            | 12            | 4             |               | 26             |
| Environment   |               |               | 0             |               |                |
| Near Miss     | 7             | 6             | 2             |               | 15             |
| Property      | 4             | 6             | 10            |               | 20             |
| Community     |               |               | 0             |               |                |
| Other         | 2             | 2             | 2             |               | 6              |
| <b>Total</b>  | <b>23</b>     | <b>26</b>     | <b>18</b>     |               | <b>67</b>      |

Monthly Incident and Hazard Reporting is emailed to ELT and the Health and Safety (HSR) Representatives for information. This spreadsheet includes:

- Corrective Actions Monitoring – details description of the action and its status
- Hazard Reports for the current month – details hazard reports for month and status
- Incident Reports for the current month – details incidents for month and status

Further details around incident and hazard reporting can be found in 22/16944.

### RESPONSE

Nil

## Quarterly Risk Management Report – Quarter 3 – 2021/22

## Internal Financial Control (ControlTrack)

The self-assessment tool Council uses to manage the assessment and review of Financial Risks and Controls is ControlTrack.

**The 3 year residual risk review and control self-assessment cycle is as follows:**

*1st yr – 2019/20*

- all financial controls from the Better Practice Model to be assessed/reviewed and rated.

*2nd yr – 2020/21*

- all extreme/high rated risks and their associated controls to be assessed/ reviewed and rated; and
- progress any incomplete actions plans from previous assessments; and
- any controls that were assigned to new assessors (eg new staff, role changes).

*3rd yr – 2021/22*

- all extreme/high rated risks and associated controls to be assessed/reviewed and rated; and
- progress any incomplete actions plans from previous assessments; and
- any controls that were assigned to new assessors (eg new staff, role changes); and
- residual risk assessment of all financial risks from the Better Practice Model – in preparation for the control self-assessment of all financial controls in the following year.

### 2021/2022 Control Self-Assessment cycle

The 2021-22 self-assessment cycle has now begun and there are 32 of the 260 financial controls being assessed by various staff in this assessment. These controls relate to 20 financial risks which are rated high/extreme or where the function is now being carried out by a different staff member.

The cycle is scheduled to be completed by the 31<sup>st</sup> May 2022 and results will be detailed in the next quarterly report.

Any controls that are assessed/reviewed that are rated at a 1, 2, or 3 will require a treatment plan to be put in place to improve the control. These treatment plans will be monitored and reported on in subsequent reports.

Controls being assessed by a subject matter expert and reviewed by their supervisor in this self-assessment cycle:

| 2020-2021 Control Self-Assessment |                            |                                                                                                                                                                |
|-----------------------------------|----------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Category                          | Process                    | Description                                                                                                                                                    |
| Assets                            | Banking                    | Cash transfers between bank accounts and investment bodies are undertaken by appropriate staff.                                                                |
| Assets                            | Debtors                    | Access to the debtor's master file is restricted to appropriately designated personnel and is reviewed by relevant staff for accuracy and on-going pertinence. |
| Assets                            | Fixed Assets               | Council has an asset accounting policy which details thresholds for recognition of fixed assets which is monitored to ensure adherence.                        |
| Expenses                          | Purchasing and Procurement | Access to the supplier master file and ability to make changes is restricted to appropriately authorised staff.                                                |
| Liabilities                       | Accounts Payable           | Access to the supplier masterfile is restricted to authorised staff                                                                                            |

## Quarterly Risk Management Report – Quarter 3 – 2021/22

|                              |                                   |                                                                                                                                                                              |
|------------------------------|-----------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Revenue                      | Rates/Rate Rebates                | Access to the Property master file is restricted to appropriately designated personnel, with a process in place to ensure changes are in line with policies and procedures.  |
| Revenue                      | Rates/Rate Rebates                | All software changes to rate modelling functionality fully tested and reviewed by relevant staff.                                                                            |
| Revenue                      | Rates/Rate Rebates                | Rates are automatically generated by the rate system, including the calculation of rate rebates and other parameters as applicable.                                          |
| Revenue                      | Rates/Rate Rebates                | There is a rating policy in place that is reviewed annually that provides clear guidance on rating methodology and relevant rebates and remissions in line with legislation. |
| Revenue                      | Receipting                        | Officers who create debtor's invoices do not have access to receipting payments and/or reversing receipt transactions.                                                       |
| Revenue                      | User Pay Income - Fee for Service | Fees and Charges register is maintained and made available to the public.                                                                                                    |
| Revenue                      | User Pay Income - Fee for Service | There is a process in place to ensure that fee for service income is accounted for.                                                                                          |
| Revenue                      | User Pay Income - Fee for Service | There is a process in place to establish fees and charges (including GST treatment) which are reviewed annually and adopted by Council.                                      |
| Revenue                      | User Pay Income - Fee for Service | There is a process in place to manage and reconcile bonds and deposits.                                                                                                      |
| Strategic Financial Planning | General Ledger                    | Access to General Ledger maintenance is restricted to appropriately authorised personnel.                                                                                    |
| Strategic Financial Planning | General Ledger                    | All major updates and changes to General Ledger finance system are authorised, tested and documented.                                                                        |
| Strategic Financial Planning | General Ledger                    | Financial data is backed up and stored offsite.                                                                                                                              |
| Strategic Financial Planning | General Ledger                    | Formal disaster recovery plan is in place and communicated to relevant staff.                                                                                                |
| Strategic Financial Planning | General Ledger                    | General Ledger policies and procedures are appropriately created, updated and communicated to relevant staff.                                                                |
| Strategic Financial Planning | Management Reporting              | Management and/or Council review the financial management reports on a regular basis and investigate all significant variances to budget.                                    |
| Strategic Financial Planning | Management Reporting              | There are automated exception reports that identify variances to budget based on a predetermined threshold to be investigated.                                               |
| Strategic Financial Planning | Management Reporting              | There is a process in place for the review of financial management reporting for reasonableness and accuracy.                                                                |
| Strategic Financial Planning | Statutory Reporting               | All balance sheet reconciliations are reviewed by a person other than the preparer at least annually. Strategic Financial Planning - Statutory Reporting                     |
| Strategic Financial Planning | Statutory Reporting               | Liaison with external auditors to ensure completion and lodgement of statutory documents.                                                                                    |
| Strategic Financial Planning | Statutory Reporting               | Liaison with legal and tax advisors as required to assist in timely completion and lodgement of statutory documents.                                                         |
| Strategic Financial Planning | Statutory Reporting               | Reconciliation of all balance sheet accounts is completed in accordance with a schedule of review and/or procedure. Strategic Financial Planning - Statutory Reporting       |
| Strategic Financial Planning | Statutory Reporting               | Statutory financial reports prepared by appropriate personnel are reviewed by senior management and/or Audit Committee.                                                      |
| Strategic Financial Planning | Statutory Reporting               | There is a process in place to review actual vs budget and significant variances investigated.                                                                               |
| Assets                       | Fixed Assets                      | Where appropriate, fixed assets are secured and access is restricted to appropriate staff and authorised users.                                                              |
| Assets                       | Fixed Assets                      | Asset maintenance is planned and monitored with relevant staff in accordance with the Asset Management Plans                                                                 |



---

Quarterly Risk Management Report – Quarter 3 – 2021/22

---

|                   |              |                                                                                                                                                                                                                            |
|-------------------|--------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Assets            | Fixed Assets | Where appropriate, identification details are recorded for portable and attractive assets such as IT and depot items (which are below the capitalisation threshold), on acquisition to facilitate accurate identification. |
| External Services | Contracting  | Tender Documents are kept securely.                                                                                                                                                                                        |

**DEBATE AGENDA REPORT****DEBATE AGENDA****4.4 VARIOUS POLICY UPDATES**

**Author: Coordinator Financial Services**  
**22/29195**

**PURPOSE**

To review four Policy updates.

**RECOMMENDATION**

That Audit Committee having reviewed the Policy updates for Debt Recovery Policy, Non-Current Assets Accounting Policy, Rating Policy and Treasury Management Policy endorse them to Council for approval.

**REPORT***Introduction*

The review and update of Policy documents relative to financial and risk matters is an ongoing matter.

*Discussion*

Recently updates to the Debt Recovery Policy, Non-Current Assets Accounting Policy, Rating Policy and Treasury Management Policy have been developed.

The Policies along with a Community Loan Application Package which support the Treasury Management Policy were presented to a Council workshop for comment.

The Policies are now presented for Audit Committee review. Also presented at the attachments is a presentation which outlines the general reviews undertaken.

*Summary and Conclusion*

The Policies have been updated as outlined and are ready for final review and adoption.

**ATTACHMENTS OR OTHER SUPPORTING REFERENCES**

|              |                                                          |
|--------------|----------------------------------------------------------|
| Attachment 1 | 2021-2022 - Policy Reviews - Audit committee 26 May 2022 |
| Attachment 2 | Rating Policy                                            |
| Attachment 3 | Draft Debt Recovery Policy                               |
| Attachment 4 | Non-Current Asset Accounting Policy                      |
| Attachment 5 | Treasury Management Policy                               |

*Supporting references*

Nil

**COMMUNITY PLAN / CORPORATE PLAN / LEGISLATIVE REQUIREMENTS**Community Plan

## How We Work - Good Governance

Corporate Plan

- 6.2. Ensure that Council's policy and process frameworks are based on principles of sound governance and meet legislative requirements.

Advocacy Plan

Nil

Legislative Requirements

Local Government Act

**FINANCIAL, RESOURCE AND RISK MANAGEMENT CONSIDERATIONS**

Nil impacts are consistent with current financial and resources settings and known risks.

**COMMUNITY ENGAGEMENT**

Nil required or recommended.

# Finance Policies Review Summary

## **Audit Committee – 26 May 2022**

Policies Reviewed:

- Rating
- Debt Recovery
- Non-Current Assets
- Treasury Management

*As presented at Council Workshop in September 2021. Minor amendments made to policies.*

# Policies Review Rating

The major changes to this policy (15/24314v2) are:

Minor rewording for: Principles of taxation, Valuation of Land for rating purposes, Component or rates for differential rating, Fixed Charge, Late Payments – fines and interest, Adoption of Rates, Rate Payment Methods and Supporting Documentation and Policies

Service Charges:

- A future report to Council will consider the cost of risk and a return for the cost of capital and options for revenue recovery from Community Wastewater Management Schemes (CWMS) users, offset by a revenue reduction to general ratepayers.
- The addition of kerbside collection of green organics to service entitled properties.

Additional information provided for Rate Relief – Hardship and Seniors Postponement

# Policies Review Debt Recovery

The major changes to this policy (15/24326v3) in section:

Definition refinements

Rates Debts

- Arrangements and reasons for acceptance and will contain an end and/or review date
- Fines and interest – these have been relaxed during the COVID lockdown periods; confirmation by Council meeting
- Overdue Notices has been renamed to Reminder Notices and along with Final Notices and Legal Action a review of processes and timing
- Sale of Land for Unpaid Rates and Charges processes updated
- Deceased Estates wording refinements

Sundry Debtors

Final Notices and Legal Action refinements

Delegations Write off, rewording

Updates for references to other Policies and supporting documents



# Policies Review Non-Current Assets

Changes to this policy (16/28958v5) as part of continuous improvements and best practice

Capture expenditure updated to capture assets and costs considering legislative definitions and requirements for -

1. System/software
  2. Employee costs to include all “relevant/direct” employee costs involved in the construction or acquisition, and
  3. Minor rewording for Leases and road registered plant and equipment
- 
1. Asset Classification Document linked with this policy contains asset class, groups and types along with criteria for useful lives, thresholds and detail for expenditure on assets maintenance vs capital and revaluation methodology. This document has been updated to refine costs for software/systems acquisition, replacements, upgrades/improvements, capital vs maintenance/operational costs. A list all Core systems/software is contained in the associated document
  2. Additional wording added section 3.5 - Internally Constructed Assets, for other directly attributable costs, including not limited to costs of employee benefits arising directly from the construction or acquisition of the item of property, plant and equipment; and professional fees\*
  3. Refer section 3.7 minor rewording and removal of \$ threshold as this has increased and will be listed in the associated document. And section 3.2.2 - to assist with asset management and insurance reviews all road registered plant and equipment will now be captured as assets irrespective of the their replacement cost.

*\*Refer in AASB116 (Australian Accounting Standard) paragraphs 7 to 28 and AASB 119 - employee benefits*

# Policies Review Treasury Management

The major changes to this policy (15/28491v3) are for Community loans requests and Council assessment

Community Loan requests are considered following process with selected application information and criteria requirements being met. Community support is provided in various forms and each and all applications for support to be considered with due diligence.

Refer section 3.1.3 - Loans/Loan Guarantor for Community Groups, selected criteria has been expanded/reworded for Club/Group requests –

1. Limit the loan period “Generally not greater than” 10 years and to one concurrent loan\* with Council, so that the Community group/club has assessed its existing financial position, future works, projects and/or renewal programs in a long term sustainable way
2. Expanded the requirements for previous and ongoing annual financial position, additional reporting from the clubs and groups and auditing requirements to assess concerns and issues
3. Their membership acceptance of the financial arrangements at an AGM to ensure it has full support
4. A masterplan and/or Council precinct plans incorporate/support the loan purpose, a long term view
5. To provide cash and/or in kind “generally >25% of loan amount, ie. \$50k contribution for a Loan of \$200k to both support their ability to fund loan repayments and a joint commitment for the project
6. A Business Plan that incorporates the project or purpose for the loan and financial projections to show how loan repayments will be met, eg. additional fundraising and income generating activities.
7. Only loan amounts >\$50k as that is the LGFA minimum amount for loans; for amounts less than that is it suggested the Club/Group obtains other source for financing

A Community Loan Application Package (15/13439v2) has been drafted providing more detailed information requirements along with a loan application form, see attachment. The requirements include a proposed annual admin fee for new loans; this is recommended at least for CAD loans, repayments and interest calculations.

Loan applications not meeting the criteria will be noted in the Council report – Financial Considerations

\*Option -early repayment of the loan including interest, no admin other penalties; Council will meet loan period



# Policies Review Treasury Management

Council is not a bank and is not in the business of providing financial assistance to third parties through the lending of funds or providing a loan guarantee, nor is it a registered financial institution.

Refer section 3.1.3 - Loans/Loan Guarantor for Council to consider –

1. Currently loan principle owing from Clubs/Groups is \$706k (including LGFA and an internal loan with Council), a further \$650k in the 21/22 budgeted for Angaston Football Club and Barossa Rugby and a further \$400k approved at the July 2021 Council meeting. Total loan portfolio of the Council including any Community and Council loans and financing in the adopted LTFP \$1.756m.
2. These amounts do not include NCPA fixed loan current principle at \$908k LGFA and a loan directly with Council currently at \$390k.
3. As these are included with Councils total loan portfolio and overall debt levels, a limit on Community loans and other financial arrangements to an aggregate amount of \$1 to 2m?
4. Club/Groups project spend alignment to precinct plans, including TBP plans and priorities
5. Loan applications and assessments of the criteria - Council officer recommendations including expected debt recovery
6. The benefits of the community loan: enhancing the area and community services, upgrading assets, a co-contribution for improvements, supporting clubs/groups progress
7. Preference for loans used for items on Council land; as at 30 June 2021 Council currently has one loan not on Council land (an additional loan approved in 21/22 is also not on Council land)
8. Fixed loans are preferred as compared to a cash advance debenture, as they require less administration and provide a consistent repayment process for both the Clubs/Groups and enables easier checking for repayment and recovery

Community loans are recorded as a Sundry Debtor with the later offsetting the loan repayments; therefore not impacting the calculation of Councils financial indicator – Net Financial Liabilities amount or the ratio.

Sundry debtor loan repayments are reviewed for their expected recoverability as/when Club/Groups provide their annual audited financial statements. Council needs to be aware future fund raising issues by the clubs/groups may generate debt on Council and potential bad debt write off.

Other minor Policy wording refinements have been made under – Purpose, Borrowings and Reporting

# THE BAROSSA COUNCIL RATING POLICY



## 1. Purpose

- 1.1. The purpose of this Policy is to determine the annual setting and collection of rates against Rateable Land.

## 2. Scope

- 2.1. Council's powers to raise rates are found in Chapter 10 of the Local Government Act 1999 (the Act). The Act provides the framework within which the Council must operate, but also allows Council to make a range of policy choices.
- 2.2. This policy includes references to compulsory features of the Rating System, as well as the policy choices that the Council has made on how it imposes and administers the collection of rates.

## 3. Policy Statement

### 3.1. Principles of Taxation

- 3.1.1. This Policy represents the Council's commitment to balancing the five main principles of taxation which are:
- 3.1.1.1. Benefits received – services provided or resources consumed. Reliance on this principle suggests that, all other things being equal, a person who received more benefits should pay a higher share of tax.
  - 3.1.1.2. Capacity to pay – This principle suggests that a person who has less capacity to pay should pay less; and that persons of similar means should pay similar amounts.
  - 3.1.1.3. Administrative simplicity – This principle refers to the costs involved in applying and collecting the tax and how difficult it is to avoid.
  - 3.1.1.4. Economic efficiency – This refers to whether or not the tax distorts economic behaviour.
  - 3.1.1.5. Policy consistency – The principle that taxes should be internally consistent, and based on transparent, predictable rules that are understandable and acceptable to taxpayers.

### 3.2. Valuation of land for rating purposes - Section 151 of the Act

- 3.2.1. Council has adopted the Capital Value method as the basis for valuing land. Council considers that this method provided the fairest way to distribute the rate burden across all ratepayers on the following basis:
- 3.2.1.1. The 'capacity to pay' principle of taxation requires that ratepayers of similar wealth pay similar taxes and ratepayers with greater means pay more tax than ratepayers of less wealth.

|                                                                                                                                                                                  |                              |                            |                                                       |                   |             |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|----------------------------|-------------------------------------------------------|-------------------|-------------|
|                                                                                               | Approval date:<br>DD/MM/YYYY | Review date:<br>DD/MM/2025 | Approved by: Council<br>Council Minute Book Ref: [XX] | Ref:<br>15/24326* | Page 1 of 6 |
| Uncontrolled once removed from webpage or Council's Record Management System. Before using printed copy please verify that it is the current version. © The Barossa Council 2021 |                              |                            |                                                       |                   |             |



3.2.1.2. Property value is a relatively good indicator of circumstance and wealth (when lifetime incomes, including incomes from capital gains, are taken into account). Capital Value, which closely approximates the market value for a property, provides the best indicator of overall property value.

3.2.1.3. Council adopts the valuations made by the State Valuation Office as provided to the Council each year (Section 167 of the Act).

### 3.3. Components of Rates

#### 3.3.1. General Rates

3.3.1.1. Council endorses the differential general rates by land-use based on the capital valuation of rateable properties. In accordance with Clause 14 (Differential factors) of the Local Government (General) Regulations 2013, the following categories of land use are utilised for rating purposes:

- 3.3.1.1.1. A – Residential
- 3.3.1.1.2. B – Commercial – Shop;
- 3.3.1.1.3. C – Commercial – Office;
- 3.3.1.1.4. D- Commercial – Other;
- 3.3.1.1.5. E- Industry – Light;
- 3.3.1.1.6. F- Industry Other;
- 3.3.1.1.7. G- Primary Production;
- 3.3.1.1.8. H – Vacant Land;
- 3.3.1.1.9. I – Other

3.3.1.2. The largest component of the rates is the component that is calculated by reference to the value of the land. Every year, the Council officially adopts the values provided by the Valuer General relating to all properties in the Council area. The Act allows Councils to declare rates that differ (ie higher or lower) based on the location of land, or the uses to which the land is put (residential, commercial, primary production, industrial, vacant, etc).

#### 3.3.2. Fixed Charge

3.3.2.1. Council Imposes a fixed charge (applying equally) to all rateable properties pursuant to Section 152 of the Act.

3.3.2.2. Accordingly, to appropriately balance both the benefit and the capacity to pay principle, Council will limit the amount collected by a fixed charge to no more than 50 per cent of generated rate revenue. The amount of the fixed charge is clearly indicated on the rates notice.

#### 3.3.3. Service Rate or Charge

##### 3.3.3.1. Community Wastewater Schemes (CWMS)

3.3.3.1.1. Council will recover the cost of providing township based Community Wastewater Management Systems via:

- 3.3.3.1.1.1. A Service Charge; and
- 3.3.3.1.1.2. A Service Rate (to all rateable non-residential users).

|                                                                                                                                                                                  |                              |                            |                                                        |                   |             |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|----------------------------|--------------------------------------------------------|-------------------|-------------|
|                                                                                               | Approval date:<br>DD/MM/YYYY | Review date:<br>DD/MM/2025 | Approved by: Council<br>Council Minute Book Ref: [XXX] | Ref:<br>15/24326* | Page 2 of 6 |
| Uncontrolled once removed from webpage or Council's Record Management System. Before using printed copy please verify that it is the current version. © The Barossa Council 2021 |                              |                            |                                                        |                   |             |

- 3.3.3.1.2. The Service Rate or Charge applied will include an appropriate provision to recover the cost of providing the CWMS service, the cost of risk, a return for the cost of capital and for the future replacement of CWMS infrastructure and equipment, pursuant to Section 155(5) of the Act.

### 3.4. Waste Services

- 3.4.1. Council provides waste collection services to service entitled properties. Council recovers the cost of providing a kerbside via a bin-based Service Charge levied pursuant to Section 155 of the Act. The waste collection services provided are Refuse, Recycling and Green Organics.
- 3.4.2. Mandatory Waste services - whether permanently occupied or not and regardless of whether the service is required or utilised, a Refuse and Recycling services (townships also receive Green Organic as a mandatory service) is provided to all service entitled properties excluding properties identified in the Optional Waste Services section within this policy.
- 3.4.3. Optional Waste Services - The Recycling and General Waste service is an optional service only for commercial and light industry properties. The Green Organic services is optional for Commercial and Light Industry within the townships identified in the Waste Management Services Policy.

### 3.5. Late payment

- 3.5.1. Council will impose a penalty of a 2 percent fine on any late payment for rates (Section 181 (8) of the Act). This fine may be remitted (waived) in whole, or in part, at the Council's discretion.
- 3.5.2. A payment that continues to be late is then charged interest at the appropriate rate (which is adjusted by legislation each year) for each month it continues to be in arrears. This includes the amount of any previous unpaid fine and interest from any previous month. The purpose of this penalty is to act as a genuine deterrent to ratepayers who might otherwise fail to pay their rates on time, to allow Council to recover the administrative cost of following up unpaid rates and to cover any interest cost Council may meet because it has not received the rates on time. Ratepayers will be given every opportunity to apply for rate relive via the Council's Hardship program.
- 3.5.3. When Council receives a partial payment of overdue rates, the Council must apply the money in the following order:
- 3.5.3.1. To satisfy any costs awarded in connection with court proceedings (if applicable)
  - 3.5.3.2. To satisfy any interest costs;
  - 3.5.3.3. In payment of any fines imposed; and
  - 3.5.3.4. In payment of rates, in chronological order (starting with the oldest account first – Section 183 of the Act).

|                                                                                                                                                                                  |                              |                            |                                                        |                   |             |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|----------------------------|--------------------------------------------------------|-------------------|-------------|
|                                                                                               | Approval date:<br>DD/MM/YYYY | Review date:<br>DD/MM/2025 | Approved by: Council<br>Council Minute Book Ref: [XXX] | Ref:<br>15/24326* | Page 3 of 6 |
| Uncontrolled once removed from webpage or Council's Record Management System. Before using printed copy please verify that it is the current version. © The Barossa Council 2021 |                              |                            |                                                        |                   |             |



**3.6. Sale of Land for Non-Payment of Rates – Section 184 of the Act**

- 3.6.1. Council may sell any property where the rates have been in arrears for three years or more. Council is required to comply with the legislative requirements (Section 184 of the Act). including but not limited to:
- 3.6.1.1. Notify the owner of the land of its intention to sell the land;
  - 3.6.1.2. Provide the owner with details of the outstanding amounts; and
  - 3.6.1.3. Advise the owner of its intention to sell the land if payment of the outstanding amount is not received within one month

**3.7. Adoption of Rates**

- 3.7.1. The adoption of valuations and declaration of rates will occur after Council has adopted its Annual Budget and Business Plan for the financial year to which the rates relate, (pursuant to Section 153 (5) of the Act).
- 3.7.2. The adoption and declaration should occur on or before the July Council meeting each year. If required, Council can defer the adoption and declaration until 15 August if circumstances dictate.

**3.8. Rate Payment Methods**

- 3.8.1. The following methods are provided for the payment of rates:
- 3.8.1.1. Payment over the counter in Nuriootpa, Angaston, Mount Pleasant and Lyndoch (cash, EFTPOS, cheque);
  - 3.8.1.2. Payment by mail;
  - 3.8.1.3. Payment at Australia Post outlets (either over the counter/phone/internet);
  - 3.8.1.4. Payment BPAY;
  - 3.8.1.5. Direct Deposit into Councils bank account (by exception);
  - 3.8.1.6. Payment via Council website;
  - 3.8.1.7. Payment via allocated EFT

**4. Supporting Processes and Documents**

- 4.1. Budget & Business Plan and Review Policy – TBCPOC4400
- 4.2. Budget & Business Plan and Review Process – TBCPOC4409
- 4.3. Rating Process – 18/19833
- 4.4. Sale of land for non- payment of rates process – 17/93908
- 4.5. Debt Recovery Process – 17/93908
- 4.6. Property Process – 21/1921
- 4.7. Rates Accounting Process – TBCPRO4553?
- 4.8. Journal Process – 20/15971
- 4.9. Rebate Process – 19/13326

**5. Related Policies**

- 5.1. Hardship Policy – 17/31104
- 5.2. Debt Recovery Policy – 15/24326
- 5.3. Budget and Business Plan review Policy – 14/36056
- 5.4. Funding Policy – 15/28475
- 5.5. Records Management Policy 17/83474

**6. Legislation and References**

|                                                                                                                                                                                  |                              |                            |                                                        |                   |             |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|----------------------------|--------------------------------------------------------|-------------------|-------------|
|                                                                                               | Approval date:<br>DD/MM/YYYY | Review date:<br>DD/MM/2025 | Approved by: Council<br>Council Minute Book Ref: [XXX] | Ref:<br>15/24326* | Page 4 of 6 |
| Uncontrolled once removed from webpage or Council's Record Management System. Before using printed copy please verify that it is the current version. © The Barossa Council 2021 |                              |                            |                                                        |                   |             |

- 6.1. Local Government Act 1999
- 6.2. Chapter 10(Rates and Charges) of the Local Government Act 1999
- 6.3. Clause 14 (differentiating factors) of Local Government (General) Regulations 2013
- 6.4. Local Government Association of SA "Financial Sustainability" Information Paper 1
- 6.5. Local Government Association of SA "Financial Policies" Information Paper 18
- 6.6. Local Government Association of SA "Rating & Other Funding Policy Options" Information Paper 20
- 6.7. Instrument of Sub-delegation under the Local Government Act 1999

## 7. Review

This Policy will be reviewed by [the Council / Document Control Officer] in consultation with the relevant stakeholders, within four (4) years or more frequently if legislation or Council's need changes.

## 8. Further Information

- 8.1. This Policy is available on Council's website at [www.barossa.sa.gov.au](http://www.barossa.sa.gov.au). It can also be viewed electronically at Council's principal office at 43-51 Tanunda Road, Nuriootpa and all Council branches, during ordinary business hours. A copy of this Policy can be obtained at those venues upon payment of a fixed fee.
- 8.2. Complaints regarding this Policy or its application can be made to the Customer Service team on 8563 8444 or [barossa@barossa.sa.gov.au](mailto:barossa@barossa.sa.gov.au) at first instance, who will refer you to the most appropriate officer according to Council's *Customer Service Policy* (see clause 8.1 above for availability).

## 9. Document Control

|                      |                                                                                     |                                                                                                                                                                                 |          |                           |                            |
|----------------------|-------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|---------------------------|----------------------------|
| Corporate Plan Link: |  | 6.2 Ensure that Council's policy and process frameworks are based on principles of sound governance and meet legislative requirements.                                          |          |                           |                            |
|                      |                                                                                     | 6.10 Embed a culture of continuous improvement across Council, with tools, processes and systems being used to achieve business efficiencies and customer service improvements. |          |                           |                            |
|                      |                                                                                     | 6.16 Provide contemporary internal administrative and business support services in accordance with mandated legislative standards and good practice principles.                 |          |                           |                            |
|                      |                                                                                     |                                                                                                                                                                                 |          |                           |                            |
| Document Owner:      | Chief Executive Officer                                                             |                                                                                                                                                                                 |          | Document Control Officer: | Manager Financial Services |
| Consultation Rating: | A                                                                                   | Audience:                                                                                                                                                                       | External | Next Review Date:         | DD/MM/YYYY                 |
| Version history      |                                                                                     |                                                                                                                                                                                 |          |                           |                            |
| Version No.          | Date                                                                                | Description of Change                                                                                                                                                           |          |                           |                            |
| 2.0                  | DD/MM/YYYY                                                                          | Policy reviewed. Formatting changes and only minor changes made                                                                                                                 |          |                           |                            |

|                                                                                                                                                                                  |                              |                            |                                                        |                   |             |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|----------------------------|--------------------------------------------------------|-------------------|-------------|
|                                                                                               | Approval date:<br>DD/MM/YYYY | Review date:<br>DD/MM/2025 | Approved by: Council<br>Council Minute Book Ref: [XXX] | Ref:<br>15/24326* | Page 5 of 6 |
| Uncontrolled once removed from webpage or Council's Record Management System. Before using printed copy please verify that it is the current version. © The Barossa Council 2021 |                              |                            |                                                        |                   |             |

|     |            |            |
|-----|------------|------------|
| 1.0 | 21/07/2015 | New Policy |
|-----|------------|------------|

|                        |
|------------------------|
| <b>10. Definitions</b> |
|------------------------|

|                             |                                                                                                                                                                                       |
|-----------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| The Act                     | Refers to the Local Government Act 1999                                                                                                                                               |
| Capital Value               | The value of the land and all of the improvements on the land                                                                                                                         |
| General Rates               | Rates levied by the Council are a form of property-based taxation, and are not a fee for service. General Rates re used by Council to fund the delivery of services to the community. |
| Rateable Land               | All land within a Council area, except for land specifically exempt ie Crown Land, Council occupied land and other land prescribed in Section 147 of the Act, is rateable.            |
| Rating System               | As defined by the Local Government Act 1999                                                                                                                                           |
| Service Entitled Properties | Properties in Designated Waste Collection Areas (Township and Rural) along the Approved Waste Collection route as identified in the Waste Management Services Policy.                 |
| Service Rate or Charge      | A fee for service, with the Service Rate or Charge being levied to recover the cost of providing the related activity from users of the service.                                      |

|                                                                                                                                                                                  |                              |                            |                                                        |                   |             |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|----------------------------|--------------------------------------------------------|-------------------|-------------|
|                                                                                               | Approval date:<br>DD/MM/YYYY | Review date:<br>DD/MM/2025 | Approved by: Council<br>Council Minute Book Ref: [XXX] | Ref:<br>15/24326* | Page 6 of 6 |
| Uncontrolled once removed from webpage or Council's Record Management System. Before using printed copy please verify that it is the current version. © The Barossa Council 2021 |                              |                            |                                                        |                   |             |

# THE BAROSSA COUNCIL

## DEBT RECOVERY POLICY



### 1. Purpose

1.1. The purpose of this Policy is to

- 1.1.1. to provide a clear and concise policy framework in which to pursue all outstanding debts (rates and sundry debtors) owed to The Barossa Council (the Council);
- 1.1.2. to ensure consistency, fairness, integrity and confidentiality for both the Council and the rate debts and sundry debtors; and
- 1.1.3. to assist in the efficient management of Council assets through the timely collection of outstanding monies.

### 2. Scope

2.1. This Policy will apply to all rateable assessments and sundry debtors for monies owed to The Barossa Council.

### 3. Policy Statement

#### 3.1. Rates Debts

- 3.1.1. Rates Debts shall include all amounts owing including general rates, separate rates, differential rates, CWMS service charges, waste service charge amounts and any other charge levied by Council annually and issued on a quarterly rate notice.

#### 3.2. Arrangements

- 3.2.1. All Arrangements shall be determined on the merits of each individual case. Recovery action for overdue rates will be suspended whilst the terms/conditions of the Arrangement to pay are being met.
- 3.2.2. Each Arrangement shall specify the amounts of each regular payment and the dates by which each payment must be made to Council. Payments under an Arrangement should be of regular amounts and be payable at regular intervals.
- 3.2.3. Payment defaults will result in a default arrangement letter being issued with a request to pay any missed payments. If a ratepayer fails to make up these payments or contact Council, the arrangement may be terminated and the full amount of the outstanding rates and charges and accrued interest shall be due and payable. Recovery action may be taken for recovery of the amount due. A maximum of three defaults applies for any one financial year.
- 3.2.4. Fines and interest will not be applied provided:
  - 3.2.4.1. The arrangement is made before the due date; and

|                                                                                                                                                                                  |                              |                            |                                                                          |                    |             |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|----------------------------|--------------------------------------------------------------------------|--------------------|-------------|
|                                                                                               | Approval date:<br>DD/MM/YYYY | Review date:<br>DD/MM/YYYY | Approved by:<br>[Council/CEO/Director]<br>Council Minute Book Ref: [xxx] | Ref:<br>[XX/XXXX*] | Page 1 of 6 |
| Uncontrolled once removed from webpage or Council's Record Management System. Before using printed copy please verify that it is the current version. © The Barossa Council 2020 |                              |                            |                                                                          |                    |             |

- 3.2.4.2. payment terms are met; and
- 3.2.4.3. the Arrangement will clear the balance outstanding (including arrears) by the end of the current quarter for instalment only payments and the end of the financial year for full year arrangements; or
- 3.2.4.4. as determined on a case by case basis for reasons including but not limited to settlement pending, deceased estates, compassionate grounds, or Council decision, approved hardship application
- 3.2.4.5. In most cases arrangements will be confirmed in writing by Council and will contain an end and/or review date.

### 3.3. Fines and Interest

- 3.3.1. If an instalment of rates is not paid on or before the date on which it falls due it will:
  - 3.3.1.1. will be regarded as being in arrears;
  - 3.3.1.2. will incur a fine of 2 per cent of the amount of the instalment; and
  - 3.3.1.3. incur interest at [the prescribed percentage](#) of the amount in arrears (including the amount of any previous unpaid fine and including interest from any previous month) on the expiration of each full month from that date.

### 3.4. Reminder Notice

- 3.4.1. A Rates Reminder Notice shall be issued within 14 days after the due date of an instalment to those Ratepayers who have not made satisfactory Arrangements. This Reminder Notice provides the Ratepayer a summary of the outstanding debt (including any previous fines and interest) detailing options of paying this debt via a suitable payment method and includes options available if in financial hardship.
- 3.4.2. The Reminder Notice will also advise Ratepayers that failure to pay or make a suitable arrangement to pay will result in the debt being referred to Council's Debt Collection Agency for recovery.

### 3.5. Final Notice

- 3.5.1. A Final Notice shall be issued 30 days after the issue of the Reminder Notice for non-payment or to those ratepayers who have not made satisfactory payment arrangements. This Final Notice provides the ratepayer a total of the outstanding debt (including any fines, interest and legal fees), including options available if in financial hardship, the option of paying, or making a suitable payment arrangement.

### 3.6. Legal Action

- 3.6.1. Legal action will be initiated by referring the account to Council's Debt Collection Agency 30 days after the issue of the Final Notice who will send a Letter of Demand to the Ratepayer. Council is then to be guided by the Collection agency as to the most suitable form of recovery action.
- 3.6.2. Once the debt has been referred to the Debt Collection Agency all communication is to be directed to them. All costs incurred in the fees and charges policy incurred by Council recovering the debt for the collection of outstanding rates and charges will be charged against the ratepayer's property.

|                                                                                                                                                                                  |                              |                            |                                                                          |                    |             |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|----------------------------|--------------------------------------------------------------------------|--------------------|-------------|
|                                                                                               | Approval date:<br>DD/MM/YYYY | Review date:<br>DD/MM/YYYY | Approved by:<br>[Council/CEO/Director]<br>Council Minute Book Ref: [XXX] | Ref:<br>[XX/XXXX*] | Page 2 of 6 |
| Uncontrolled once removed from webpage or Council's Record Management System. Before using printed copy please verify that it is the current version. © The Barossa Council 2020 |                              |                            |                                                                          |                    |             |



### 3.7. Sale of Land for Unpaid Rates and Charges

- 3.7.1. Once the legal action process in 3.6 has been exhausted and before any other legal action in terms of Section 184 of The Act has commenced.
- 3.7.1.1. A copy of the Certificate of Title for the property is to be obtained
- 3.7.1.2. Council will advise the Ratepayer in writing of the debt outstanding; and
- 3.7.1.3. A copy will be sent to the Registered Mortgagee to establish the option of refinancing or paying the arrears outstanding.
- 3.7.2. If the registered mortgagee advises that this is not an option then the Sale of Land for unpaid rates and charges process may begin.
- 3.7.3. Council may proceed to sell the land where any rate or charge is overdue and has remained in arrears for more than three (3) years from the date on which it became payable and comply with the legislative requirements in Section 184 of the Act.
- 3.7.4. Prior to instigating any action, the Ratepayer will be given the opportunity to make an application for rate relief due to financial hardship under the Councils Hardship Policy.
- 3.7.5. In agreement with the Chief Executive Officer, the Manager Financial Services will advise Council on any rate debts that have remained unpaid following implementation of recovery action as detailed above and where Officers seek direction from Council rather than exercising Delegated Powers under the Act.

### 3.8. Deceased Estates

- 3.8.1. When notification in writing is received from lawyers or family members acting on behalf of that person's estate, fines and interest will be suspended until probate is granted or outstanding debt is repaid.

### 3.9. Small Balance Adjustments

- 3.9.1. On the 30<sup>th</sup> June each financial year small debit and credit balances will be adjusted unless regular payments are being made.

### 3.10. Sundry Debtors

- 3.10.1. Sundry Debtors include people owing Council money for food inspections, on-charging of utilities, donations, search requests, recurring charges or any other monies owed to Council.
- 3.10.2. Invoices
- 3.10.2.1. Invoices will be sent for any debt raised providing 30 days for payment
- 3.10.3. Monthly Statement
- 3.10.3.1. A monthly Statement shall be issued at the beginning of each month. The Statement gives the debtor a summary of the outstanding debt.
- 3.10.4. Arrangements to Pay

|                                                                                                                                                                                  |                              |                            |                                                                          |                    |             |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|----------------------------|--------------------------------------------------------------------------|--------------------|-------------|
|                                                                                               | Approval date:<br>DD/MM/YYYY | Review date:<br>DD/MM/YYYY | Approved by:<br>[Council/CEO/Director]<br>Council Minute Book Ref: [XXX] | Ref:<br>[XX/XXXX*] | Page 3 of 6 |
| Uncontrolled once removed from webpage or Council's Record Management System. Before using printed copy please verify that it is the current version. © The Barossa Council 2020 |                              |                            |                                                                          |                    |             |



3.10.4.1. All Arrangements shall be determined on the merits of each individual case. Recovery action for overdue debts will be suspended whilst the terms/conditions of the Arrangement to pay are being met.

3.10.4.2. Payment defaults will result in a default arrangement letter being issued with a request to pay any missed payments.

#### 3.10.5. Final Notice

3.10.5.1. A final notice shall be issued where applicable after the non-payment or to those debtors who have not made satisfactory payment Arrangements of debt following the issue of the monthly statement. This Final Notice gives the debtor a total of the outstanding debt and the option of paying within 14 days, or making suitable payment arrangement.

3.10.5.2. If Council receives no response from the debtor for the final notice, the debt may be referred to Council's Debt Collection Agency for recovery or if the debt relates to a property. Where applicable, the debt will be transferred to the debtors rates assessment as per Section 144 of the Act and fines and interest will then be payable on the overdue amount(s).

#### 3.10.6. Legal Action

3.10.6.1. Legal action will be initiated by referring the account to Council's Debt Collection Agency who will subsequently send a letter of demand to the debtor. Council is then to be guided by the Collection Agency as to the most suitable form of recovery action.

3.10.6.2. Once the debt has been referred to the Debt Collection Agency all communication is to be directed to them.

3.10.6.3. All costs incurred in the fees and charges policy incurred by Council from the collection of outstanding debts may be charged to the debtor and against the debtor's property if applicable

#### 3.10.7. Delegations – Write Offs

3.10.7.1. Debtor amounts outstanding shall be written off only when all reasonable attempts at recovery have been taken. Council's instruments of delegation set out authority for designated Officers to write off sundry debtors.

#### 3.10.8. Disputing a debt

3.10.8.1. In the event that a sundry debt is in dispute, the debtor will be referred to the relevant approving officer for clarification of the debt charged. If the dispute cannot be resolved, the approving officer should refer to Council's Complaint Handling Policy for direction.

### 4. **Supporting Processes and Documents**

- 4.1. Debt Recovery Process - Ref: 17/93908\*
- 4.2. Rating Process - Ref: 18/19833\*
- 4.3. Property Process - Ref: 21/1921\*
- 4.4. Journal Process - Ref: 20/15971\*

|                                                                                                                                                                                  |                              |                            |                                                                          |                    |             |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|----------------------------|--------------------------------------------------------------------------|--------------------|-------------|
|                                                                                               | Approval date:<br>DD/MM/YYYY | Review date:<br>DD/MM/YYYY | Approved by:<br>[Council/CEO/Director]<br>Council Minute Book Ref: [XXX] | Ref:<br>[XX/XXXX*] | Page 4 of 6 |
| Uncontrolled once removed from webpage or Council's Record Management System. Before using printed copy please verify that it is the current version. © The Barossa Council 2020 |                              |                            |                                                                          |                    |             |

4.5. Debtor– Invoice/Credit Note/Recurring Charge Request Process – Ref: 17/81722\*

#### 5. Related Policies

- 5.1. Funding Policy – 15/28475\*
- 5.2. Rating Policy – 19/68633\* - draft
- 5.3. Complaint Handling Policy – 18/16770\*
- 5.4. Records Management Policy – 15/50280\*
- 5.5. Rates Hardship Policy – 20/16286\*
- 5.6. Rates Hardship Supplementary Policy - 17/32474\*

#### 6. Legislation and References

- 6.1. Local Government Act 1999
- 6.2. Instrument of Sub-delegation under the Local Government Act 1999 at section 143(1)

#### 7. Review

- 7.1 This Policy will be reviewed by [the Council / Document Control Officer] in consultation with the relevant stakeholders, within four (4) years or more frequently if legislation or Council's need changes.

#### 8. Further Information

- 8.1. This Policy is available on Council's website at [www.barossa.sa.gov.au](http://www.barossa.sa.gov.au). It can also be viewed electronically at Council's principal office at 43-51 Tanunda Road, Nuriootpa and all Council branches, during ordinary business hours. A copy of this Policy can be obtained at those venues upon payment of a fixed fee.
- 8.2. Complaints regarding this Policy or its application can be made to the Customer Service team on 8563 8444 or [barossa@barossa.sa.gov.au](mailto:barossa@barossa.sa.gov.au) at first instance, who will refer you to the most appropriate officer according to Council's Customer Service Policy (see clause 8.1 above for availability).

#### 9. Document Control

|                                           |                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|-------------------------------------------|-------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>[Community / Corporate] Plan Link:</b> |  | <p>6.2 Ensure that Council's policy and process frameworks are based on principles of sound governance and meet legislative requirements.</p> <p>6.10 Embed a culture of continuous improvement across Council, with tools, processes and systems being used to achieve business efficiencies and customer service improvements.</p> <p>6.16 Provide contemporary internal administrative and business support services in accordance with mandated legislative standards and good practice principles.</p> |
| <b>Document Owner:</b>                    | Chief Executive Officer                                                             | <b>Document Control Officer:</b> Manager Financial Services                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| <b>Consultation Rating:</b>               | <input checked="" type="checkbox"/>                                                 | <b>Audience:</b> Internal/External<br><b>Next Review Date:</b> DD/MM/YYYY                                                                                                                                                                                                                                                                                                                                                                                                                                   |

#### Version history

|                                                                                     |                           |                         |                                                                       |                 |             |
|-------------------------------------------------------------------------------------|---------------------------|-------------------------|-----------------------------------------------------------------------|-----------------|-------------|
|  | Approval date: DD/MM/YYYY | Review date: DD/MM/YYYY | Approved by: [Council/CEO/Director]<br>Council Minute Book Ref: [XXX] | Ref: [XX/XXXX*] | Page 5 of 6 |
|-------------------------------------------------------------------------------------|---------------------------|-------------------------|-----------------------------------------------------------------------|-----------------|-------------|

Uncontrolled once removed from webpage or Council's Record Management System. Before using printed copy please verify that it is the current version. © The Barossa Council 2020

| Version No. | Date       | Description of Change           |
|-------------|------------|---------------------------------|
| 2.0         | DD/MM/YYYY | Review of overdue debts process |
| 1.0         | 21/7/15    | New Policy                      |

| 10. Definitions                       |                                                                                                                                                                                                         |
|---------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Arrangement                           | An agreement between Council and a Ratepayer or Debtor to repay an amount of money within a time frame according to an agreed schedule.                                                                 |
| Owner                                 | The registered proprietor of a rateable property                                                                                                                                                        |
| Prescribed Percentage (P)             | "the prescribed percentage" is to be calculated as follows:<br>$P = \frac{CADR + 3\%}{12}$ where "P" is the prescribed percentage and "CADR" is the cash advance debenture rate for that financial year |
| Ratepayer/s                           | Person/persons who appears in the assessment record as the owner/s or occupier/s of rateable property                                                                                                   |
| Rate Debts                            | Persons with outstanding amounts for their assessment , also known as ratepayers                                                                                                                        |
| Sundry Debtors or Accounts Receivable | Person/s owing money for goods and/or services rendered to them by Council and for this Policy referred as a "debtor"                                                                                   |
| Recurring Charges                     | Charges that are charged on a set frequency ie lease fees                                                                                                                                               |
| The Local Government Act 1999         | Known as "The Act"                                                                                                                                                                                      |

|                                                                                                                                                                                  |                              |                            |                                                                          |                    |             |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|----------------------------|--------------------------------------------------------------------------|--------------------|-------------|
|                                                                                               | Approval date:<br>DD/MM/YYYY | Review date:<br>DD/MM/YYYY | Approved by:<br>[Council/CEO/Director]<br>Council Minute Book Ref: [XXX] | Ref:<br>[XX/XXXX*] | Page 6 of 6 |
| Uncontrolled once removed from webpage or Council's Record Management System. Before using printed copy please verify that it is the current version. © The Barossa Council 2020 |                              |                            |                                                                          |                    |             |

# THE BAROSSA COUNCIL

## NON-CURRENT ASSET

## ACCOUNTING POLICY



### 1. Purpose

- 1.1. The purpose of this Policy is to detail Non-Current Asset expenditure that is to be capitalised in Council's asset register.

### 2. Scope

- 2.1. This policy includes the accounting treatment of all Council's Non-Current Assets.

### 3. Policy Statement

#### 3.1. Classification

- 3.1.1. Council's Non-Current Assets are classified in accordance with the Asset Classification document.

#### 3.2. Capitalisation

- 3.2.1. Expenditure, or other transactions, which result in the creation of future economic benefits which are controlled by Council are to be capitalised when:

- 3.2.1.1. It is probable that the future economic benefits embodied in an asset will eventuate, and
- 3.2.1.2. The asset possesses a cost that can be measured reliably (as value) and its value at the time Council gains control over the asset is in excess of:

|                                                                      |          |
|----------------------------------------------------------------------|----------|
| 3.2.1.2.1. Buildings *                                               |          |
| 3.2.1.2.1.1. Buildings (including Toilets)                           | \$20,000 |
| 3.2.1.2.1.2. Sheds, Pergolas, Cabins, Carports and Other Structures  | \$10,000 |
| 3.2.1.2.1.3. Buildings at Componentisation                           | \$50,000 |
| 3.2.1.2.2. Sealed Roads*                                             |          |
| 3.2.1.2.2.1. Reconstruction and Renewal Work                         | \$20,000 |
| 3.2.1.2.3. Sheeted Roads                                             |          |
| 3.2.1.2.3.1. Resheeting, Major Patch Repair and Road Shoulders       | \$15,000 |
| 3.2.1.2.4. Community Wastewater Management Systems (CWMS)            | \$ 5,000 |
| 3.2.1.2.5. Footpaths, Kerbs and Carpark Surfaces                     | \$10,000 |
| 3.2.1.2.6. Stormwater and Drainage                                   | \$ 5,000 |
| 3.2.1.2.7. Bridges, Floodways and Major Culverts                     | \$15,000 |
| 3.2.1.2.8. Parks and Reserves Development                            | \$ 5,000 |
| 3.2.1.2.9. Plant and Equipment (including all road registered items) | \$5,000  |
| 3.2.1.2.10. Furniture and Fittings                                   | \$ 5,000 |
| 3.2.1.2.11. Core Software Programs                                   | \$15,000 |
| 3.2.1.2.12. Township Entrance Statements                             | \$ 5,000 |
| 3.2.1.2.13. All Other Assets                                         | \$ 5,000 |

|                                                                                                                                                                                  |                              |                            |                                                                          |                    |             |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|----------------------------|--------------------------------------------------------------------------|--------------------|-------------|
|                                                                                               | Approval date:<br>DD/MM/YYYY | Review date:<br>DD/MM/YYYY | Approved by:<br>[Council/CEO/Director]<br>Council Minute Book Ref: [XXX] | Ref:<br>[XX/XXXX*] | Page 1 of 8 |
| Uncontrolled once removed from webpage or Council's Record Management System. Before using printed copy please verify that it is the current version. © The Barossa Council 2020 |                              |                            |                                                                          |                    |             |

- 3.2.2. \* These assets are capitalised when replacing/renewing assets that are >10% of the Current Replacement Cost.
- 3.2.3. A comprehensive list of asset groups contained within each asset category is included in the Asset Classification document.
- 3.2.4. Where the value of individual assets fall below the asset threshold for capitalisation, but the assets form part of a network or asset group such as for park furniture on a reserve, consideration will be given to capitalising the individual asset based on whether the aggregate value of those assets exceeds the capitalisation threshold.
- 3.2.5. Assets should have an economic useful life of greater than one year to enable capitalisation of the expenditure and should also meet a Materiality or threshold test.
- 3.2.6. All capitalised expenditure is to be recorded in Council's asset register and shall be properly identified, recorded and classified. For each asset, a determination shall be made of its total life, remaining useful life, cost for accounting purposes and method of Depreciation.
- 3.2.7. Asset details shall be kept in Council's financial asset register for all capitalised assets. Accuracy of details supporting capitalised assets shall be the responsibility of the asset officer assigned to that asset. The relevant asset officer will be responsible for communicating to the Co-ordinator Asset Management any changes to the asset register in a timely manner.
- 3.2.8. Assets specifically excluded from capitalisation include directional and informational signage, trees and Land Under Roads.
- 3.2.9. Community buildings, structures and associated assets (on Council owned land or Crown Land that is under the control of Council) that are managed under executed land only lease agreements will not be valued in Councils asset register and therefore will not be depreciated. Council will only recognise these assets in the event of expiration/termination of the lease and the abandonment of the building and associated assets, unless the lease agreement specifies otherwise. In the event of a loss, it is recognised that Council may not necessarily replace the building and associated assets. Council may still conduct insurance valuations as per terms of lease agreements currently in place.
- 3.2.10. All assets recorded in the fixed asset register will be correctly entered and maintained according to the information management principles applicable such as their specific Asset Class, Asset Category and Asset Group.

### 3.3. Renewal Versus Upgrade

- 3.3.1. Renewal is the replacement or refurbishment of an existing asset (or component) with a new asset (or component) capable of delivering the same level of service as the existing asset including any additional legislation or regulatory requirements.
- 3.3.2. A substantial amount of upgraded asset work completed each year is partly renewing components of existing assets. For normal work cycles, components of

|                                                                                                                                                                                  |                              |                            |                                                                          |                    |             |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|----------------------------|--------------------------------------------------------------------------|--------------------|-------------|
|                                                                                               | Approval date:<br>DD/MM/YYYY | Review date:<br>DD/MM/YYYY | Approved by:<br>[Council/CEO/Director]<br>Council Minute Book Ref: [XXX] | Ref:<br>[XX/XXXX*] | Page 2 of 8 |
| Uncontrolled once removed from webpage or Council's Record Management System. Before using printed copy please verify that it is the current version. © The Barossa Council 2020 |                              |                            |                                                                          |                    |             |



these assets would need to be replaced when the Depreciation or consumption of them had reduced their remaining life to zero, but as they are being upgraded to a better service level, they are effectively replacing asset components that would normally need to be replaced as/when due.

### 3.4. Acquisition

- 3.4.1. Council's Assets may be acquired by purchase, construction, donation or received free of charge (as in the case of infrastructure assets received from developers in new land divisions).
- 3.4.2. In all cases of acquisition by purchase or construction, the requirements of Council's relevant policies including the Prudential Management Policy and the Procurement Policy must be followed.
- 3.4.3. Assets acquired by Council shall be recorded in line with applicable Australian Accounting Standards (AASB) using the cost method of accounting which is the Fair Value given as consideration plus costs incidental to acquisition including architect's fees, engineering fees and all other costs incurred in preparing the asset ready for use.
- 3.4.4. An Asset Acquisition Form or relevant documentation is required to be completed in all instances where an asset is created and it meets the definition of an asset (excluding developer donated assets received free of charge).

### 3.5. Internally Constructed Assets

- 3.5.1. The cost of assets constructed by the Council will include the cost of all materials used in construction, direct labour employed and, where relevant, an appropriate internal allocation amount to represent indirect labour overheads and the use of Council's internal plant and machinery used on the project. Labour overheads will be based on outdoor labour hours worked and plant and machinery allocation will be based on usage.
- 3.5.2. Other directly attributable costs, including not limited to costs of employee benefits arising directly from the construction or acquisition of the item of property, plant and equipment; and professional fees. Refer AASB116 and AASB119.

### 3.6. Revaluation

- 3.6.1. After recognition as an asset, an item of property, plant and equipment whose Fair Value can be measured reliably shall be carried at a revalued amount, being its Fair Value at the date of the revaluation less any subsequent accumulated Depreciation and subsequent accumulated Impairment Losses. All infrastructure assets, land and buildings shall be revalued on a regular basis such that the carrying value does not differ materially from that which would be determined using Fair Value at the end of the reporting period. If an item of property, plant and equipment is revalued, the entire class of property, plant and equipment to which that asset belongs shall be revalued.

|                                                                                                                                                                                  |                              |                            |                                                                          |                    |             |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|----------------------------|--------------------------------------------------------------------------|--------------------|-------------|
|                                                                                               | Approval date:<br>DD/MM/YYYY | Review date:<br>DD/MM/YYYY | Approved by:<br>[Council/CEO/Director]<br>Council Minute Book Ref: [XXX] | Ref:<br>[XX/XXXX*] | Page 3 of 8 |
| Uncontrolled once removed from webpage or Council's Record Management System. Before using printed copy please verify that it is the current version. © The Barossa Council 2020 |                              |                            |                                                                          |                    |             |



3.6.2. Council considers it appropriate to establish revaluation thresholds that will result in Assets of a value greater than a certain level being revalued. In setting the thresholds Council will give consideration to the number and value of existing assets and their class and type within the total portfolio. The threshold will be set at a level where even if those assets below the threshold were not revalued, the overall impact on the total portfolio would be immaterial.

3.6.3. Typically, Fair Value is taken as being the Current Replacement Cost owing to the specialised nature of the assets and inability to purchase or sell them on the open market. The market approach is used where there is an active and liquid market. The income approach is usually used only with for-profit entities where the asset generates income/profits then the assets must be measured on either the cost or fair value basis. Market evidence should be used for determining valuations wherever such evidence exists. Where market evidence does not exist Fair Value may need to be estimated by an income or Current Replacement Cost approach. Current Replacement Cost will be the basis of valuation of structures on Community Land. Structures erected or constructed on non-Community Land that have a market value will however need to be valued using a market based approach.

3.6.4. The asset officer responsible for the maintenance and accuracy of the data relevant to the asset information in the asset register shall with the Co-ordinator Asset Management will be responsible for ensuring revaluations occur regularly in accordance with AASB13.

### 3.7. Leases

3.7.1. In accordance with AASB16 Leases, all leases (subject to the exceptions described below), will be capitalised by recognising a Right of Use asset together with a liability for the present value of the lease obligation.

3.7.2. Depreciation will be calculated on the Right of Use asset and interest will be calculated on the lease liability.

3.7.3. The value of the Right of Use asset and the lease liability will include non-cancellable lease payments and payments for option periods which Council is reasonably certain to exercise.

3.7.4. The following leases will be excluded from capitalisation:

3.7.4.1. Short Term Leases – leases for a period of 12 months or less

3.7.4.2. Low Value Items – items which when new have value below the threshold e.g. laptops, tablets, computers, small items of furniture and equipment. This low value item is applied to an item, not to a group of items, and applies to the 'as new' value, not a second hand value.

### 3.8. Assets Registers

3.8.1. Registers of all assets shall be maintained and shall record individual assets in sufficient detail as to permit their identification and control. The assets registers shall be updated at least annually. The assets registers shall be used for the purpose of revaluing and depreciating assets and for stocktaking. A stocktake of

|                                                                                                                                                                                  |                              |                            |                                                                          |                    |             |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|----------------------------|--------------------------------------------------------------------------|--------------------|-------------|
|                                                                                               | Approval date:<br>DD/MM/YYYY | Review date:<br>DD/MM/YYYY | Approved by:<br>[Council/CEO/Director]<br>Council Minute Book Ref: [XXX] | Ref:<br>[XX/XXXX*] | Page 4 of 8 |
| Uncontrolled once removed from webpage or Council's Record Management System. Before using printed copy please verify that it is the current version. © The Barossa Council 2020 |                              |                            |                                                                          |                    |             |

all plant and equipment, including computer equipment, shall be conducted regularly.

### 3.9. Impairment

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

3.9.2. All other assets that are subject to Depreciation not included with section 3.9.1 are reviewed for impairment whenever events or changes in circumstances indicate that the Carrying Amount may not be recoverable. An Impairment Loss is recognised for the amount by which the asset's Carrying Amount exceeds its recoverable amount (which is the higher of the present value of future cash inflows or value in use). Where an asset that has been revalued is subsequently impaired, the impairment is first offset against such amount as stands to the credit of that class of assets in Asset Revaluation Reserve, any excess being recognised as an expense.

### 3.10. Physical Resources

3.10.1. An item of Property, Plant and Equipment may be gifted or contributed to the Council. As per AASB116 the cost of the item is its Fair Value as at the date it is acquired.

### 3.11. Depreciation

3.11.1. Depreciation is the systematic allocation of the Depreciable Amount of an asset over its useful life. The Depreciation method used shall reflect the pattern in which the asset's future economic benefits are expected to be consumed by the entity. Straight line Depreciation is the method that most closely reflects the expected pattern of consumption of the future economic benefits embodied in the asset.

3.11.2. Asset officers are responsible for reviewing the useful lives of assets they have responsibility for annually and advising the Co-ordinator Asset Management of any changes.

### 3.12. Disposal of Non-Current Asset which has a value attached to it

3.12.1. Assets will be disposed of in accordance with Council's Disposal of Land or Other Assets Policy.

3.12.2. The Carrying Amount of an item of property, infrastructure, plant and equipment shall be derecognised on disposal or when no future economic benefits are expected from its use or disposal. The gain or loss arising from de-recognition of an item of property, infrastructure, plant and equipment shall be included in profit or loss when the item is de-recognised.

|                                                                                                                                                                                  |                              |                            |                                                                          |                    |             |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|----------------------------|--------------------------------------------------------------------------|--------------------|-------------|
|                                                                                               | Approval date:<br>DD/MM/YYYY | Review date:<br>DD/MM/YYYY | Approved by:<br>[Council/CEO/Director]<br>Council Minute Book Ref: [XXX] | Ref:<br>[XX/XXXX*] | Page 5 of 8 |
| Uncontrolled once removed from webpage or Council's Record Management System. Before using printed copy please verify that it is the current version. © The Barossa Council 2020 |                              |                            |                                                                          |                    |             |

|           |                                           |
|-----------|-------------------------------------------|
| <b>4.</b> | <b>Supporting Processes and Documents</b> |
|-----------|-------------------------------------------|

- 4.1. Register of Capital Assets – Conquest
- 4.2. Lease Register (Section 4.10)
- 4.3. Asset Disposal Form
- 4.4. Asset Acquisition Form
- 4.5. Annual Review of Useful Life and Valuations (AASB116 section 50 and 51)
- 4.6. Asset Impairment Review Process (Section 4.7)
- 4.7. Stocktake of Plant and Equipment Process
- 4.8. Asset Classification Document

|           |                         |
|-----------|-------------------------|
| <b>5.</b> | <b>Related Policies</b> |
|-----------|-------------------------|

- 5.1. Asset Management Policy
- 5.2. Asset Management Strategy
- 5.3. Disposal of Land or Other Assets Policy
- 5.4. Motor Vehicle Policy
- 5.5. Procurement Policy

|           |                                   |
|-----------|-----------------------------------|
| <b>6.</b> | <b>Legislation and References</b> |
|-----------|-----------------------------------|

- 6.1. International Financial Reporting Standards (IFRS)
- 6.2. Accounting Standard AASB116 – Property Plant and Equipment
- 6.3. Accounting Standard AASB136 – Impairment of Assets
- 6.4. Accounting Standard AASB13 – Fair Value Measurement
- 6.5. Accounting Standard AASB108 – Accounting Policies, Changes in Estimates and Errors
- 6.6. Accounting Standard AASB1051 – Land Under Roads
- 6.7. Accounting Standard AASB141 – Agriculture
- 6.8. Accounting Standard AASB16 – Leases
- 6.9. Accounting Standard AASB 119 employee benefits
- 6.10. CPA Australia and the Australian Asset Management Collaborative Group - Guide to the valuation and Depreciation of not-for-profit and public sector physical assets under accrual based accounting standards
- 6.11. Australian Infrastructure Financial Management Guidelines – Update 2015
- 6.12. Framework for the Preparation and Presentation of Financial Statements – Australian Accounting Standards Board – December 2007
- 6.13. International Accounting Standards (IAS) Property, Plant and Equipment (paragraph 6)
- 6.14. South Australian Model Financial Statements – Local Government Association of South Australia
- 6.15. Councils Asset Class Revaluation and Condition Assessment Program
- 6.16. Local Government Act 1999

|           |               |
|-----------|---------------|
| <b>7.</b> | <b>Review</b> |
|-----------|---------------|

This Policy will be reviewed by [the Council / Document Control Officer] in consultation with the relevant stakeholders, within four (4) years or more frequently if legislation or Council's need changes.

|           |                            |
|-----------|----------------------------|
| <b>8.</b> | <b>Further Information</b> |
|-----------|----------------------------|

- 8.1. This Policy is available on Council's website at [www.barossa.sa.gov.au](http://www.barossa.sa.gov.au). It can also be viewed electronically at Council's principal office at 43-51 Tanunda Road, Nuriootpa and all Council branches, during ordinary business hours. A copy of this Policy can be obtained at those venues upon payment of a fixed fee.

|                                                                                                                                                                                  |                              |                            |                                                                          |                    |             |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|----------------------------|--------------------------------------------------------------------------|--------------------|-------------|
|                                                                                               | Approval date:<br>DD/MM/YYYY | Review date:<br>DD/MM/YYYY | Approved by:<br>[Council/CEO/Director]<br>Council Minute Book Ref: [XXX] | Ref:<br>[XX/XXXX*] | Page 6 of 8 |
| Uncontrolled once removed from webpage or Council's Record Management System. Before using printed copy please verify that it is the current version. © The Barossa Council 2020 |                              |                            |                                                                          |                    |             |

- 8.2. Complaints regarding this Policy or its application can be made to the Customer Service team on 8563 8444 or [barossa@barossa.sa.gov.au](mailto:barossa@barossa.sa.gov.au) at first instance, who will refer you to the most appropriate officer according to Council's Customer Service Policy (see clause 8.1 above for availability).

| 9. Document Control                |                                                                                   |                                                                                                                                                                                                                                               |          |                           |                            |
|------------------------------------|-----------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|---------------------------|----------------------------|
| [Community / Corporate] Plan Link: |  | 6.2 Ensure that Council's policy and process frameworks are based on principles of sound governance and meet legislative requirements.                                                                                                        |          |                           |                            |
|                                    |                                                                                   | 6.10 Embed a culture of continuous improvement across Council, with tools, processes and systems being used to achieve business efficiencies and customer service improvements.                                                               |          |                           |                            |
|                                    |                                                                                   | 6.16 Provide contemporary internal administrative and business support services in accordance with mandated legislative standards and good practice principles.                                                                               |          |                           |                            |
|                                    |                                                                                   |                                                                                                                                                                                                                                               |          |                           |                            |
| Document Owner:                    | Chief Executive Officer                                                           |                                                                                                                                                                                                                                               |          | Document Control Officer: | Manager Financial Services |
| Consultation Rating:               |  | Audience:                                                                                                                                                                                                                                     | External | Next Review Date:         | February 2025              |
| Version history                    |                                                                                   |                                                                                                                                                                                                                                               |          |                           |                            |
| Version No.                        | Date                                                                              | Description of Change                                                                                                                                                                                                                         |          |                           |                            |
| 8.0                                | 2/22                                                                              | Minor descriptions and detail removed not required at policy level.                                                                                                                                                                           |          |                           |                            |
| 7.0                                | 6/19                                                                              | Full review of the Policy to simplify and improve its readability.                                                                                                                                                                            |          |                           |                            |
| 6.0                                | 27/6/18                                                                           | Revision of the useful lives for transport and bridges classes of assets (4.16 – page 15) only. Full review to be carried out June 2019.                                                                                                      |          |                           |                            |
| 5.0                                | 21/6/16                                                                           | Revisions included the current accounting standards as required at the time.                                                                                                                                                                  |          |                           |                            |
| 4.0                                | 16/6/15                                                                           | Revisions included the current accounting standards as required at the time.                                                                                                                                                                  |          |                           |                            |
| 3.0                                | 26/6/14                                                                           | Revisions included the current accounting standards as required at the time. This revision also incorporates the Accounting for Trees Policy and the Accounting for Land Under Roads Policy which were previously two individual policies.    |          |                           |                            |
| 2.0                                | 27/6/13                                                                           | Revisions included the current accounting standards as required at the time.                                                                                                                                                                  |          |                           |                            |
| 1.0                                | 15/11/11                                                                          | This was a newly named policy – with revisions reflecting the current accounting standards required at the time. Prior to this version – the policy was called the Asset Management – Recording, Tracking and Disposal of Non-Current Assets. |          |                           |                            |

| 10. Definitions                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                              |                            |                                                                          |                    |             |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------|--------------------------------------------------------------------------|--------------------|-------------|
| Asset                                                                                                                                                                            | An asset is a resource controlled by the Council as a result of past events and from which future economic benefits or costs are expected to flow or be incurred by the Council.<br>For the purposes of this policy assets refers to Infrastructure, Property, Plant and Equipment. This includes physical assets that meet a pre-determined |                            |                                                                          |                    |             |
|                                                                                               | Approval date:<br>DD/MM/YYYY                                                                                                                                                                                                                                                                                                                 | Review date:<br>DD/MM/YYYY | Approved by:<br>[Council/CEO/Director]<br>Council Minute Book Ref: [XXX] | Ref:<br>[XX/XXXX*] | Page 7 of 8 |
| Uncontrolled once removed from webpage or Council's Record Management System. Before using printed copy please verify that it is the current version. © The Barossa Council 2020 |                                                                                                                                                                                                                                                                                                                                              |                            |                                                                          |                    |             |



|                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|--------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                | threshold and that are used in the course of Council business over more than one accounting period.                                                                                                                                                                                                                                                                                                                                                                     |
| Carrying Amount                | Carrying Amount is the amount at which the asset, or sum of the class of assets, is recorded in the accounting records as at a particular date. In application to a Depreciable Asset, Carrying Amount means the net amount after deducting accumulated Depreciation.                                                                                                                                                                                                   |
| Condition Assessment           | Condition Assessment is the technical assessment of the operational and physical conditions of an asset, using a systematic method designed to produce consistent, relevant and useful information.                                                                                                                                                                                                                                                                     |
| Componentisation               | Componentisation relates to assets that are made up of materially significant parts, which in turn have different lifecycles, must be depreciated separately.                                                                                                                                                                                                                                                                                                           |
| Current Replacement Cost (CRC) | Current Replacement Cost is the purchase or construction cost of replacing an asset with a technologically modern equivalent new asset with the same economic benefits allowing for any differences in the quantity and quality of output and in operating costs. A valuation technique that reflects the amount that would be required currently to replace the service capacity of an asset, also known as a cost approach                                            |
| Depreciable Amount             | Depreciable Amount is the cost of an asset, or other amount substituted for cost, less its Residual Value.                                                                                                                                                                                                                                                                                                                                                              |
| Depreciation                   | Depreciation is an expense representing the consumption of an asset overtime in providing services. It is recognised systematically for the purpose of allocating the Depreciable Amount of an asset over its useful life.                                                                                                                                                                                                                                              |
| Depreciable Asset              | Depreciable Asset is an asset having a limited useful life.                                                                                                                                                                                                                                                                                                                                                                                                             |
| Fair Value                     | Fair Value is the price that would be received to sell an asset, or paid to transfer a liability, in an orderly transaction between market participants at the measurement date (as per definition set out in AASB13).                                                                                                                                                                                                                                                  |
| Impairment Loss                | Impairment Loss is the amount by which the Carrying Amount of an asset exceeds its recoverable amount.                                                                                                                                                                                                                                                                                                                                                                  |
| Land Under Roads               | Land Under Roads includes land under roadways and road reserves, including land under footpaths, nature strips and median strips.                                                                                                                                                                                                                                                                                                                                       |
| Materiality                    | Materiality is defined in AASB 108 paragraph 5 as follows:<br>"omissions or misstatements of items are material if they could, individually or collectively, influence the economic decisions that users make on the basis of the financial statements. Materiality depends on the size and nature of the omission or misstatement judged in the surrounding circumstances. The size or nature of the item, or a combination of both, could be the determining factor." |
| Non-current Assets             | Non-Current Assets are assets that cannot be easily converted to cash or cash equivalents and are expected to generate economic benefits over multiple accounting periods. And for the purposes of this policy restricted to assets held in Councils asset register.                                                                                                                                                                                                    |
| Residual Value (RV)            | Residual Value is the estimated amount that an entity would currently obtain from disposal of an asset after deducting the estimated costs of disposal, if the asset was already at the age and in the condition expected at the end of its useful life.                                                                                                                                                                                                                |

|                                                                                                                                                                                  |                              |                            |                                                                          |                    |             |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|----------------------------|--------------------------------------------------------------------------|--------------------|-------------|
|                                                                                               | Approval date:<br>DD/MM/YYYY | Review date:<br>DD/MM/YYYY | Approved by:<br>[Council/CEO/Director]<br>Council Minute Book Ref: [XXX] | Ref:<br>[XX/XXXX*] | Page 8 of 8 |
| Uncontrolled once removed from webpage or Council's Record Management System. Before using printed copy please verify that it is the current version. © The Barossa Council 2020 |                              |                            |                                                                          |                    |             |

# THE BAROSSA COUNCIL TREASURY MANAGEMENT POLICY



## 1. Purpose

- 1.1 This Policy is designed to provide clear direction to Council and its Officers in relation to the Treasury Management function. It underpins Council's decision-making regarding the financing of its operations as documented in its Annual Budget and Business Plan (AB&BP) and Long Term Financial Plan (LTFP) together with associated projected/actual cash flow of receipts and payments.
- 1.2 This Policy establishes a decision framework to ensure that:
  - 1.2.1 funds are available as required to support approved payments;
  - 1.2.2 the interest rate and other risks (e.g. liquidity and investment credit risks) are acknowledged and responsibly managed;
  - 1.2.3 the net interest costs associated with borrowing and investing are reasonably likely to be minimised (on average) over the longer term; and
  - 1.2.4 Council will assess Community Loan requests, considering
    - 1.2.4.1 due process with selected application information and criteria requirements in the Community Loan Application Package
    - 1.2.4.2 the Loan portfolio of the Council and Financial sustainability of the Club
    - 1.2.4.3 community benefit including: enhancing the area and community services, upgrading assets, a co-contribution for improvements, supporting clubs/groups progress

## 2. Scope

- 2.1. This Policy is to be applied by Council and its Officers involved in the Treasury Management function.
- 2.2. This Policy covers the following areas of Treasury Management:
  - 2.2.1. Treasury Management Strategy
  - 2.2.2. Borrowings
    - 2.2.2.1. Interest Rate Risk Exposures
    - 2.2.2.2. Loans to/Guarantor for Community Groups
  - 2.2.3. Investments
  - 2.2.4. Reporting

## 3. Policy Statement

|                                                                                                                                                                                  |                              |                            |                                                                |                   |             |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|----------------------------|----------------------------------------------------------------|-------------------|-------------|
|                                                                                                                                                                                  | Approval date:<br>20/07/2021 | Review date:<br>01/02/2024 | Approved by: Council<br>Council Minute Book Ref: [2018-22/510] | Ref:<br>15/28491* | Page 1 of 8 |
| Uncontrolled once removed from webpage or Council's Record Management System. Before using printed copy please verify that it is the current version. © The Barossa Council 2020 |                              |                            |                                                                |                   |             |



### 3.1. Treasury Management Strategy

- 3.1.1. Council's operating and capital expenditure decisions are made on the basis of:
- 3.1.1.1. the identified community need and benefit relative to other expenditure options;
  - 3.1.1.2. the cost effectiveness of the proposed means of service delivery; and
  - 3.1.1.3. the affordability of proposals having regard to Council's long term Financial Sustainability (including consideration of the cost of capital and the impact of the proposal on Council's Operating Surplus Ratio, Asset Sustainability Ratio and Net Financial Liabilities Ratio).
- 3.1.2. Council manages its finances holistically in accordance with its overall Financial Sustainability strategies and targets. This means Council will:
- 3.1.2.1. maintain target ranges for its Net Financial Liabilities ratio, ie that the ratio will not exceed 100% of total operating revenue;
  - 3.1.2.2. not retain and quarantine money in Reserves for particular future purposes unless required by legislation or agreement with other parties;
  - 3.1.2.3. generally only borrow funds when it needs cash and not specifically for particular projects, ie use available surplus cash and investments before undertaking a new borrowing ; and
  - 3.1.2.4. consider the use of any funds that are not immediately required to meet approved expenditure for reducing the current level of borrowings.

### 3.2. Borrowings

#### 3.2.1. Interest Rate Risk Exposures

- 3.2.1.1. Council will aim to keep debt levels both during a year and over periods of years as low as its AB&BP and LTFP allow (and its AB&BP and LTFP should be based on best meeting community needs in an equitable and financially sustainable manner).
- 3.2.1.2. On average over time, fixed interest rate borrowings normally are slightly more expensive than variable rate ones because of the certainty they offer. When assessing new external loan borrowings (after utilisation of internal cash reserves in accordance with this Policy), consideration will be given to the following to minimise net interest costs:
  - 3.2.1.2.1. Term of loan (including consideration of Inter-Generational equity issues and matching the life of the loan with the projected useful life(s) of the associated assets where the funds are being utilised to finance major projects. Appropriate review for short vs long term loans in periods of significant or reduced cash holding to minimize the net interest margin. For major expenditure programs, where required prepare a prudential report pursuant to Section 48 of the Local Government Act 1999 and the Prudential Management Policy).
  - 3.2.1.2.2. Fixed vs Variable rate of interest (including consideration of utilising the Cash Advance Debenture facility from the Local Government

|                                                                                                                                                                                  |                              |                            |                                                                |                   |             |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|----------------------------|----------------------------------------------------------------|-------------------|-------------|
|                                                                                               | Approval date:<br>20/07/2021 | Review date:<br>01/02/2024 | Approved by: Council<br>Council Minute Book Ref: [2018-22/510] | Ref:<br>15/28491* | Page 2 of 8 |
| Uncontrolled once removed from webpage or Council's Record Management System. Before using printed copy please verify that it is the current version. © The Barossa Council 2020 |                              |                            |                                                                |                   |             |

Finance Authority of SA that requires interest payments only and enables any amount of principal to be repaid or redrawn at call).

3.2.1.2.3. Target / threshold levels for Council's Key Financial Performance indicators.

3.2.1.3. Council monitors its Net Financial Liabilities Ratio incorporating Council's borrowings as projected through the LTFP and AB&BP and then assessed in the Mid-year Budget Review, Annual Financial Statements and Report on Financial Results to the adopted target range.

3.2.1.4. Other Financial Accommodation and Arrangements in the Act

### 3.2.2. Loans/Loan Guarantor for Community Groups

3.2.2.1. Council values and recognises the role of community groups and sporting clubs within the region and endeavours to support them in a variety of ways. Community Loans are described as "support loans made by Council to community groups and sporting organisations to self-fund infrastructure projects".

3.2.2.2. The offering of loans or loan guarantees to community groups will only be considered after all other funding options have been fully exhausted and compliance with the requirements of the policy have been met. These other funding options include:

3.2.2.2.1. Government grants

3.2.2.2.2. Sponsorship

3.2.2.2.3. Fundraising

3.2.2.2.4. Application for credit from a lending institution.

3.2.2.3. From time to time Community Groups approach Council for financial support by way of a self-supporting loan or to be Guarantor for an external loan. Council may agree to:

3.2.2.3.1. Act as a guarantor for the organisation

3.2.2.3.2. Borrow funds from the Local Government Financial Authority (LGFA) on behalf of the organization.

3.2.2.3.3. Loan funds from existing Council cash reserves with the interest applicable, not advisable, options a) and b) is preferred.

3.2.2.4. While Council appreciates that financial institutions may not loan funds to a Community group that is leasing Council Land, Council also recognises that it is not in the business of providing financial assistance to third parties through the lending of funds or providing a loan guarantee, nor is it a registered financial institution.

3.2.2.5. The Local Government Act 1999 Section 139 also precludes Council from making investments into businesses or operations of a business for profit nature.

3.2.2.6. The minimum value of an individual Community loan will be \$50,000.

3.2.2.7. The Council community loans/loan guarantees portfolio should be maintained below 7.5% of Council's General Rate Revenue at any one time to ensure the financial sustainability of Council's overall financial

|                                                                                                                                                                                  |                              |                            |                                                                    |                   |             |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|----------------------------|--------------------------------------------------------------------|-------------------|-------------|
|                                                                                               | Approval date:<br>20/07/2021 | Review date:<br>01/02/2024 | Approved by: Council<br>Council Minute Book Ref: [2018-<br>22/510] | Ref:<br>15/28491* | Page 3 of 8 |
| Uncontrolled once removed from webpage or Council's Record Management System. Before using printed copy please verify that it is the current version. © The Barossa Council 2020 |                              |                            |                                                                    |                   |             |

position. This ensures that Council's loan capacity is not inhibited and that it does not significantly affect financial performance indicators.

- 3.2.2.8. Specific eligibility criteria is required to be met for the project to receive funding by Council which is:
- 3.2.2.8.1. The proposed project must address at least one of the strategies in Council's Community Plan.
  - 3.2.2.8.2. The project must have demonstrated community benefit that support the community at large.
  - 3.2.2.8.3. Applications will only be considered by groups who are resident in The Barossa Council area or provide a significant benefit to The Barossa Council community.
  - 3.2.2.8.4. Loans will predominantly be used for capital improvements and the construction on Council land and/or acquisition of capital assets.
  - 3.2.2.8.5. Requests associated with meeting ongoing salary, rent, day to day operating costs or commercial undertakings will not be considered.
  - 3.2.2.8.6. The repayment period should not exceed the life of the asset or the term of the existing lease agreement and will generally not be greater than 10 years.
  - 3.2.2.8.7. The community group will provide a minimum contribution generally more than 25% of the loan amount, ie. \$50k contribution for a Loan of \$200k. This contribution can be supported with the provision of in-kind support in the delivery of the project.
  - 3.2.2.8.8. All capital projects must be consistent with any Masterplan or precinct plan as part of The Big Project (TBP) where it has been developed for the site.
- 3.2.2.9. Council assessment includes:
- 3.2.2.9.1. Review of the loan application and supporting information by Council officers,
  - 3.2.2.9.2. Long term financial sustainability of the Council and precinct plans, including TBP plans and priorities,
  - 3.2.2.9.3. The applicant's affordability, including not limited to: net financial liabilities, debt to income ratio, historical financial results and fundraising activity, net assets and cash position,
  - 3.2.2.9.4. Loan application and assessments of the criteria, recovery of the debt and Council officer recommendations at a Council meeting.
- 3.2.2.10. Approved Community Loan arrangements will be governed in accordance with an agreed loan agreement between the parties and formal loan repayment.

### 3.3. Investments

- 3.3.1. Council funds that are not immediately required for operational needs and cannot be applied to either reduce existing borrowings or avoid the raising of new borrowings will be invested where practical. The balance of funds held in any operating bank account that does not provide investment returns at least consistent with 'at call' market rates shall be kept at a level that is no greater than is required to meet immediate working capital requirements.
- 3.3.2. Council funds available for investment will be lodged 'at call' or, having regard to differences in interest rates for fixed term investments of varying maturity dates, may be invested for a fixed term. In the case of fixed term

|                                                                                                                                                                                  |                              |                            |                                                                |                   |             |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|----------------------------|----------------------------------------------------------------|-------------------|-------------|
|                                                                                               | Approval date:<br>20/07/2021 | Review date:<br>01/02/2024 | Approved by: Council<br>Council Minute Book Ref: [2018-22/510] | Ref:<br>15/28491* | Page 4 of 8 |
| Uncontrolled once removed from webpage or Council's Record Management System. Before using printed copy please verify that it is the current version. © The Barossa Council 2020 |                              |                            |                                                                |                   |             |



investments, the term should not exceed a point in time where the funds otherwise could be applied to cost-effectively either defer the need to raise a new borrowing or reduce the level of Council's variable interest rate borrowing facility.

- 3.3.3. When investing funds Council will select the investment type that delivers the best value, having regard to investment returns, transaction costs and other relevant and objectively quantifiable factors. This policy does not stipulate that the highest rate should be accepted, but that the investment which delivers the best value to Council should be selected.
- 3.3.4. Officers appointed under the Sub Delegation Register Section 48 may, from time to time, invest surplus funds in:
  - 3.3.4.1. deposits with the Local Government Financing Authority; and/or
  - 3.3.4.2. bank interest bearing deposits or investment accounts with Council's current banking service provider.
- 3.3.5. Any other investment(s) require the specific approval of Council.

### 3.4. Legislative Requirements

- 3.4.1. All investments are to be made in accordance with the provisions of the Local Government Act 1999, with particular regard to the following:
  - 3.4.1.1. The purpose of the investment
  - 3.4.1.2. The desirability of diversifying Council investments
  - 3.4.1.3. The nature of and risk associated with existing Council investments
  - 3.4.1.4. The desirability of maintaining the real value of the capital and income of the investment
  - 3.4.1.5. The risk of capital or income loss or depreciation
  - 3.4.1.6. The potential for capital appreciation
  - 3.4.1.7. The likely income return and the timing of income return
  - 3.4.1.8. The length of the term of a proposed investment
  - 3.4.1.9. The period for which the investment is likely to be required
  - 3.4.1.10. The liquidity and marketability of a proposed investment during, and on the determination of, the term of the investment
  - 3.4.1.11. The aggregate value of the assets of the Council
  - 3.4.1.12. The likelihood of inflation affecting the value of the proposed investment
  - 3.4.1.13. The costs of making a proposed investment
  - 3.4.1.14. The results of any review of existing Council investments.

### 3.5. Reporting

- 3.5.1. At least once a year, Council (through the Audit Committee) shall receive a specific report regarding Treasury Management performance relative to this policy document. The report shall highlight:
  - 3.5.1.1. for each Council borrowing and investment - the quantum of funds, its interest rate and maturity date, and changes in the quantum since the previous report;
  - 3.5.1.2. the proportion of fixed interest rate and variable interest rate borrowings at the end date of the reporting period;
  - 3.5.1.3. For each Community Loan or Council Guarantee – the quantum of funds, its interest rate and maturity date, and changes in the quantum since the previous report; and

|                                                                                                                                                                                  |                              |                            |                                                                |                   |             |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|----------------------------|----------------------------------------------------------------|-------------------|-------------|
|                                                                                               | Approval date:<br>20/07/2021 | Review date:<br>01/02/2024 | Approved by: Council<br>Council Minute Book Ref: [2018-22/510] | Ref:<br>15/28491* | Page 5 of 8 |
| Uncontrolled once removed from webpage or Council's Record Management System. Before using printed copy please verify that it is the current version. © The Barossa Council 2020 |                              |                            |                                                                |                   |             |

3.5.1.4. Full details and explanation of any instances of deviation from this policy during the year.

#### 4. Supporting Processes and Documents

- 4.1 Community Loan / Guarantor Application Package – Ref: 15/13439\*
- 4.2 Community Loan Agreement – Ref: 21/63793\*

#### 5. Related Policies

- 5.1 Funding Policy – Ref: 15/28475\*
- 5.2 Prudential Management Policy – Ref: 14/29402\*
- 5.3 Budget and Business Plan (and Review) Policy – Ref: 14/36056\*

#### 6. Legislation and References

- 6.1. Local Government Act 1999
  - 6.1.1. Sections: 44, 47, 48, 121, 122, 123, 133, 134, 135, 136, 140
- 6.2. Local Government (Financial Management) Regulations 2011
  - 6.2.1. Part 2

#### 7. Review

This Policy will be reviewed by [the Council / Document Control Officer] in consultation with the relevant stakeholders, within four (4) years or more frequently if legislation or Council's need changes.

#### 8. Further Information

- 8.1. This Policy is available on Council's website at [www.barossa.sa.gov.au](http://www.barossa.sa.gov.au). It can also be viewed electronically at Council's principal office at 43-51 Tanunda Road, Nuriootpa and all Council branches, during ordinary business hours. A copy of this Policy can be obtained at those venues upon payment of a fixed fee.
- 8.2. Complaints regarding this Policy or its application can be made to the Customer Service team on 8563 8444 or [barossa@barossa.sa.gov.au](mailto:barossa@barossa.sa.gov.au) at first instance, who will refer you to the most appropriate officer according to Council's *Customer Service Policy* (see clause 8.1 above for availability).

#### 9. Document Control

|                                                                                                                                                                                  |                                                                                     |                            |                                                                                                                                        |                           |                                  |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|----------------------------|----------------------------------------------------------------------------------------------------------------------------------------|---------------------------|----------------------------------|
| Corporate Plan Link:                                                                                                                                                             |  |                            | 6.2 Ensure that Council's policy and process frameworks are based on principles of sound governance and meet legislative requirements. |                           |                                  |
| Document Owner:                                                                                                                                                                  | Chief Executive Officer                                                             |                            |                                                                                                                                        | Document Control Officer: | Manager Financial Services       |
| Consultation Rating:                                                                                                                                                             | A                                                                                   | Audience:                  | External                                                                                                                               | Next Review Date:         | 01/02/2024                       |
| Version history                                                                                                                                                                  |                                                                                     |                            |                                                                                                                                        |                           |                                  |
| Version No.                                                                                                                                                                      | Date                                                                                |                            | Description of Change                                                                                                                  |                           |                                  |
|                                                                                               | Approval date:<br>20/07/2021                                                        | Review date:<br>01/02/2024 | Approved by: Council<br>Council Minute Book Ref: [2018-22/510]                                                                         |                           | Ref:<br>15/28491*<br>Page 6 of 8 |
| Uncontrolled once removed from webpage or Council's Record Management System. Before using printed copy please verify that it is the current version. © The Barossa Council 2020 |                                                                                     |                            |                                                                                                                                        |                           |                                  |

|     |            |                                     |
|-----|------------|-------------------------------------|
| 3.0 | March 2020 | Scheduled review – changes include: |
| 2.0 | 21/7/2015  | Policy Review                       |
| 1.0 | 20/10/2009 | Policy Review                       |

#### 10. Definitions

|                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|-------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Employee                                                    | All full-time, part-time and casual employees of The Barossa Council including trainees, apprentices, and on-hire employees.                                                                                                                                                                                                                                                                                                                                                             |
| Electronic Document and Records Management System ("EDRMS") | An automated system used to manage the creation, use, management, storage and disposal of physical and electronic Documents and Records, for the purposes of supporting the creation, revision and management of digital Documents; improving Council's work-flow, and providing evidence of business activities.                                                                                                                                                                        |
| Financial Sustainability                                    | A Council's long term financial performance and position is sustainable where planned long term service and infrastructure levels and standards are met without unplanned increases in rates or disruptive cuts to services.                                                                                                                                                                                                                                                             |
| Intergenerational Equity (or fairness)                      | Involves the costs associated with expenditure being spread over time in accordance with the distribution of the benefits that are generated. Hence, an equitable tax system is one under which the taxes paid by each generation is in proportion to the benefits that generation receives from Government spending. It is commensurate with spreading costs in relation to the pattern of benefits over time so that one generation is not excessively subsidising another generation. |
| Key Performance Indicators                                  | Key Performance Indicators also known as Financial Performance Indicators and associated targets have been developed both in the public and private sectors to assist organisations and others who are interested in an entity's financial performance, to understand the messages that its financial statements contain and help guide revenue and expenditure decisions and overall budget strategies.                                                                                 |
| LGFA                                                        | Local Government Finance Authority (LGFA) – A Government guaranteed statutory authority established for the benefit of councils and other Prescribed Local Government Bodies within the State.                                                                                                                                                                                                                                                                                           |
| Net Financial Liabilities Ratio                             | Net financial liabilities equals total liabilities less financial assets (excluding equity accounted investments in Council businesses). The Net Financial Liabilities Ratio is calculated by expressing net financial liabilities at the end of a financial year as a percentage of operating income for the year.                                                                                                                                                                      |
| Officer                                                     | An Officer of Council is a person employed pursuant to an employment contract and or engaged under a relevant industrial instrument such as the relevant enterprise agreement.                                                                                                                                                                                                                                                                                                           |
| Reserves                                                    | Councils may use 'reserve accounting' as a useful means of recognising and planning for future proposals. A Council may therefore establish various equity accounts (or 'reserves') within its balance sheet to identify an allocation for future purposes. Reserves are not cash backed unless required by legislation or agreement with other parties.                                                                                                                                 |
| Surplus Funds                                               | Funds over and above a level which is required to meet Council's                                                                                                                                                                                                                                                                                                                                                                                                                         |

|                                                                                                                                                                                  |                              |                            |                                                                |                   |             |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|----------------------------|----------------------------------------------------------------|-------------------|-------------|
|                                                                                               | Approval date:<br>20/07/2021 | Review date:<br>01/02/2024 | Approved by: Council<br>Council Minute Book Ref: [2018-22/510] | Ref:<br>15/28491* | Page 7 of 8 |
| Uncontrolled once removed from webpage or Council's Record Management System. Before using printed copy please verify that it is the current version. © The Barossa Council 2020 |                              |                            |                                                                |                   |             |



|                     |                                                                                                   |
|---------------------|---------------------------------------------------------------------------------------------------|
|                     | immediate working capital requirements.                                                           |
| Community Groups    | Includes Community and Sporting clubs, organisations                                              |
| Treasury Management | The management of Council cash, investments, Reserves, borrowings and other financing mechanisms. |

|                                                                                                                                                                                  |                              |                            |                                                                    |                   |             |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|----------------------------|--------------------------------------------------------------------|-------------------|-------------|
|                                                                                               | Approval date:<br>20/07/2021 | Review date:<br>01/02/2024 | Approved by: Council<br>Council Minute Book Ref: [2018-<br>22/510] | Ref:<br>15/28491* | Page 8 of 8 |
| Uncontrolled once removed from webpage or Council's Record Management System. Before using printed copy please verify that it is the current version. © The Barossa Council 2020 |                              |                            |                                                                    |                   |             |

# COVER SHEET

## CONFIDENTIAL REPORT

**26 May 2022**

### **Audit Committee Meeting**

#### **5 DEBATE AGENDA CONFIDENTIAL REPORT**

##### **5.1 EXTERNAL AUDITOR SELECT TENDER**

The matter of the agenda item being information the disclosure of which-

- (i) could reasonably be expected to confer a commercial advantage on a person with whom the council is conducting, or proposing to conduct, business, or to prejudice the commercial position of the council; and
- (ii) would, on balance, be contrary to the public interest; pursuant to Section 90(3)(b) of the Local Government Act 1999 ("the Act") being information that must be considered in confidence.

There is strong public interest in enabling members of the public to observe Audit Committee's transparent and informed decision-making. This helps to ensure accountability, maintain transparency of public expenditure, facilitate public participation, assist public awareness and allow for the scrutiny of information. Attendance at an Audit Committee meeting is one means of satisfying this interest. The public will only be excluded from an Audit Committee meeting when the need for confidentiality pursuant to Section 90(2) of the Act outweighs the public interest of open decision-making.

In this matter, the reasons that receipt, consideration or discussion of the information or matter in a meeting open to the public would be contrary to the public interest are that Tender process for discussion.

On balance, the above reason which supports the need for confidentiality pursuant to Section 90(2) of the Act outweighs the factors in favour of the public interest of open decision-making.

**RECOMMENDATION**

That Audit Committee:

- (1) Under the provisions of Section 90(2) of the *Local Government Act 1999*, make an order that the public be excluded from the meeting with the exception of the Chief Executive Officer, Director Corporate Services and Business Innovation, Manager Finance, Coordinator Financial Services and the Minute Secretary, in order to consider in confidence a report relating to 5.1 External Auditor Select Tender being information that must be considered in confidence pursuant to:

Section 90(3)(b) of the *Local Government Act 1999*:

information the disclosure of which-

- (i) could reasonably be expected to confer a commercial advantage on a person with whom the council is conducting, or proposing to conduct, business, or to prejudice the commercial position of the council; and
- (ii) would, on balance, be contrary to the public interest; and

- (2) Accordingly, on this basis, Audit Committee is satisfied that public interest in conducting meetings in a place open to the public has been outweighed by the need to keep the information and discussion confidential in order that Tender process for discussion.