



NOTICE OF MEETING

Notice is hereby given that the next ordinary meeting of an Audit Committee will be held on Wednesday 21 June 2023 in the Council Chambers, 43-51 Tanunda Road, Nuriootpa, commencing at 4.00pm.

Martin McCarthy
CHIEF EXECUTIVE OFFICER
AUDIT AND RISK COMMITTEE

A G E N D A

1. AUDIT AND RISK 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:
Audit and Risk Committee meeting held on Tuesday 7 March 2023 at 4.00pm

2. MATTERS FOR INFORMATION

2.1	Review of Community Plan	3
2.2	Audit Plan June 2023 Update	24
2.3	Barossa growth and character planning	27

2.4	Nuriootpa Centennial Park Authority - Audit and Risk Committee Minutes	28
2.5	Adopted 2022/23 Quarterly Budget Update as at 31 March 2023	37
2.6	Report on Interim Report of Audit Finding	52
2.7	Lease, Licence and Hire Permit Policy	78
2.8	Quarterly Risk Management Report - Quarter 3 2022-2023	93

3. DEBATE AGENDA

3.1	Updated Corporate Plan 2023-2027	105
3.2	Various Policy Updates Since Prior Audit and Risk Committee Meeting	247
3.3	Draft Annual Budget and Business Plan 2023/2024 Incorporating the Long Term Financial Plan 2023/2024 - 2032/2033 - For Consultation	285

4. CONFIDENTIAL AGENDA

Nil

5. URGENT OTHER BUSINESS

6. NEXT MEETING

To be determined.

7. CLOSURE

MATTERS FOR INFORMATION

2.1 REVIEW OF COMMUNITY PLAN

**Author: Chief Executive Officer
23/30565**

The Community Plan is a strategic management plan pursuant to the Act. Council at its meeting of April 2023 endorsed the project plan for review of the Community Plan.

As outlined at the recent Council workshop the work to date demonstrates additional work than that first anticipated to align the Community Plan with various and significant policy changes and drivers across a range of stakeholders.

To date work has involved research and investigations into various state, commonwealth, regional and local strategies. Demographic and other data assessments. Commencement of internal engagement with employees. Council members endorsing the seven-point policy priorities (provided at Attachment 2 for Committee Members information). Preparation for community engagement.

Work on Community Plan values and vision will be scheduled according to the revised plan, considering feedback provided by Council at the last workshop. Current consultation processes will also be critical to inform the review of the Community Plan.

The Community Plan review needs to be completed by November 2024, however I strive to try and complete the work by March 2024 and this be integrated into the next annual planning cycle.

The Audit and Risk Committee will be engaged through the processes on this review.

The revised and update project plan is at Attachment 1.

ATTACHMENTS

Attachment 1 Updated Project Scope and Plan for Community Plan Review [↓](#) 
Attachment 2 Strategic Policy Paper - 2022-2026 [↓](#) 

SUPPORTING REFERENCES

Nil

	Review of Community Plan and supporting Corporate Plan	
	Change Champion:	Mayor Lange
	Project Coordinator:	Martin McCarthy
	TRIM Ref:	New container requested

Description of Project
Review of Community Plan 2020-2040

Objectives and Benefits of Project
1. Assess the success and improvements required for the strategic planning framework of Council primarily the Community Plan and how it informs the activities of Council.
2. Review the scope of the Community Plan and supporting Corporate Plan and Service Level Statements including streamlining and simplifying the system.
3. Assess new performance criteria.
4. Refine the Community Plan and reduce its detail to be a clear, concise and aspiration document whilst attending to the necessary legislative needs.
5. Review labour, population, environmental, social, and economic and other relevant data to inform an updated Community Plan.
6. Review other legislative requirements including connection of the Community Plan with State, Federal and regional priorities.

Cost (High Level)
- Internal resources – Mayor and Elected Members, CEO, Directors, Staff, Communications and Community team. - This cost is a sunk cost and will be managed internally.
- Five stages of support required: - Undertake necessary review of supporting documents and work undertaken including Local Economic Development Plan, Corporate Plan, other relevant data and Councils Strategic Policy Paper to write a information paper. - Undertaken workshop with Council to review information paper, its themes, high level scope and target outcomes. - Initial drafting and development of plan from workshop, data assessment, internal engagement and general support. - Assistance with community engagement development including development and implementation of a high-level engagement process - \$5000 allowed for in draft budget. - Review of submissions and final drafting.

Project Team (i.e. it is not proposed to create another group)		
Name	Position	When Required
Bim Lange	Mayor	Over whole process
Council	Councillors	Initiation workshop (completed as part of Strategic Policy Paper), subsequent workshops if required as per target schedule and Council meetings.

Executive Team	Leadership	Meeting as ELT	Over whole process

Project Stakeholders	
Stakeholder	Expectations / Impact
Internal: All staff	- Engagement in opportunities to provide input and feedback through a internal and general engagement processes. - Impacts priorities for activity, services and funding.
External: - All residents - All businesses and industry - Other levels of government - Industry, community, sporting, recreational, cultural, historical and other district and regional bodies - Fellow regional Councils	- Engagement in opportunities to provide input and feedback through general community engagement plan. - Impacts priorities for activity, services and funding. - Impacts direction for long term vision of the community and where Council will invest, advocate and focus its efforts.

Project Communication and Governance		
Who	Method	Frequency
Mayor Lange	Media releases Adverts Facebook Website	As required and identified and target plan.
Martin McCarthy	Email Newsletters Meeting / Workshop Agenda	As required and identified and target plan.
Communications and Engagement Officer (shared)	Support for all the above	As required and identified and target plan.
Community Development	Support for engagement plan development and implementation	As required and identified and target plan.

Deliverables & Milestones		
Project Deliverables	By Who	By When
1. Council report to initiate work	CEO	Completed
2. Establish Internal Focus Group	CEO	Completed
3. Data Update	CEO	75% Complete

4. Presentation of initial research information, data, drafting information paper to Council.	CEO	5 July 2023
5. Complete initial Internal Engagement – Staff	CEO	Commenced 15 July 2023
6. Complete Growth and Character Engagement and integrate findings into review.	CEO	21 July 2023
7. Undertake Elected Member workshop - vision and values	External Support	18 September 2023
8. Review items and feedback from 4,5,6 and 7 above and draft final research and investigations paper and present to Council workshop.	CEO	4 October 2023
9. Final drafting of Community and Corporate Plan including internal engagement with Council and focus group and present to Council for approval to commence community consultation	CEO	17 October 2023
10. Conduct community and staff engagement	CEO	30 November 2023
11. Review feedback and present to Council workshop	CEO	16 January 2024 (as part of Council meeting evening)
12. Present final Community Plan Executive Leadership Team	CEO	31 January 2024
13. Update final draft and prepare report for Council consideration	CEO	19 March 2024

Subsequent Planned Activity

Update Corporate Plan and present to Council for approval	ELT	30 June 2024

Record Management Containers

Required?	Container Type	Record Number	Scope Note
Yes	Strategic Planning – Community Plan	B13363	Permanent Project Records - Activities involving a defined series of actions including planning, implementing, monitoring and the final assessment and report at completion of a project.

Related Documents:

Document	TRIM Ref	Document Contents
Local Government Act	N/a	Requirement of Section 122 4(b) of the Local Government Act – to undertake a comprehensive review of its Strategic Management Plans
Corporate Plan		Administrative plan to implement Council direction – rolling four year plan – current revision already underway.
Local Economic		Economic development strategy.

Development Plan		
Infrastructure and Asset Management Plan		Asset and investment strategy.
Long Term Financial Plan		Financial sustainability settings of Council.

Project Constraints, Assumptions and Dependencies

- Availability of Councillors to attend initiation workshop.
- Availability of internal and external support.
- Internal prioritisation of work priorities and unknown displacement of work effort.
- Necessary leave support.

Environmental Scan:

Relevant Strategies / Plans	Related TBC Projects	Legislation
• This document is the Councils top order document and need to take account of State and Federal relevant plans. • All other subordinate strategic plans such as the Development Plan, Public Health Plan, Social Inclusion Plan, Disability and Access Inclusion Plan, Asset Management Plans, Long Term Financial Management Plan, The Big Project Stage 1 One Plan	• Continuous improvement plan and activity.	• Requirement of Section 122 4(b) of the Local Government Act

Success Measures

Objective	Measure	Acceptable Variance	Result
Target dates outlined in deliverables and milestones	Meeting target dates	There is some ability to amend target dates with the reviewed plan required to be adopted by November 2024.	TBD

Project Evaluation/Post Implementation Review	
1.	Outcomes against project success measures
2.	Lessons Learned: • What worked well? • What did not?
3.	Check all documentation has been captured, notify records of TRIM containers to be closed
4.	Document and save in TRIM a review of assessments, lessons learned and outcomes
5.	Update contractor register with to complete active contracts, add comments and review

Project Scope Sign-Off

The updated project scope and plan was approved by Council at its meeting dated 20 June 2023 page XXX, resolution number YYY.



The Barossa Council

Strategic Policy Platform
and
Expected Behavioural Norms of the Council
and its' Elected Members

2022-2026

Approved

ACKNOWLEDGEMENT OF COUNTRY

The Barossa Council acknowledges the traditional lands of the Ngadjuri, Peramangk and Kaurna people and that we respect their spiritual relations with Country.

Contents

Purpose	4
Utilisation	4
Council Legislative Framework	4
Functions	4
Principles.....	5
Priorities.....	6
1. Delivering the Highest Priorities of Infrastructure with the Greatest Need	6
3. Efficient Governance and Understanding Services and Services Levels	7
3. Community, Social, and Environment Planning and Delivery.....	8
4. Having a Conversation about Local Government Boundaries is Supported.....	9
5. Economy, Housing, Events and Industry	10
6. Connecting with and Understanding of the First Peoples of the Barossa.....	11
7. Thinking about and Planning for the Future	12
How We Will Operate as a Council Supported by the Executive Team.....	13
Behaviours	13
Member Focus.....	13
Accountability	14
Council Policy Summary – Framework Diagram	15

This document was endorsed by Council at its ordinary meeting of 21 March 2023 resolution number 2022-26/118.

Purpose

The purpose of this document is to have an adopted strategic policy document for the Mayor, Councillors and Executive Officers to guide the Council's advocacy, leadership, lobbying and activity in the initial stages of the Council sworn in on 28 November 2022.

It is not designed to cover all possible matters arising but rather a reflection of the priorities of this Council.

The document is deliberately strategic, operational matters are managed by the Administration through Council's policy, processes, annual business plans and budgets.

Utilisation

An endorsed document will be the platform from which the organisation will:

1. Inform its Community and Corporate Plan review;
2. Guide submissions, responses and advocacy efforts with other levels of government, industry and the local government sector;
3. Assist in the setting of operational plans where applicable;
4. Be clear where the current Council priorities are in terms of strategic policy positions and reform;
5. Add to the cultural and organisational behaviours that build successful teams as determined by the Elected Members themselves and associated Council Behavioural Management Policy.

Council Legislative Framework

Council undertakes its work under the legislative framework of the *Local Government Act 1999* (the Act). This paper has had regard to the functions and principles of the Act.

Functions

The functions of a Council include:

- to plan at the local and regional level for the development and future requirements of its area;
- to provide services and facilities that benefit its area, its ratepayers and residents, and visitors to its area;
- to determine the appropriate financial contribution to be made by ratepayers to the resources of the council;
- to provide for the welfare, well-being and interests of individuals and groups within its community;
- to take measures to protect its area from natural and other hazards and to mitigate the effects of such hazards;
- to manage, develop, protect, restore, enhance and conserve the environment in an ecologically sustainable manner, and to improve amenity;
- to provide infrastructure for its community and for development within its area (including infrastructure that helps to protect any part of the local or broader community from any hazard or other event, or that assists in the management of any area);

- to promote its area and to provide an attractive climate and locations for the development of business, commerce, industry and tourism;
- to establish or support organisations or programs that benefit people in its area or local government generally;
- to manage and if appropriate, develop, public areas vested in, or occupied by, the Council;
- to manage, improve and develop resources available to the council;
- to undertake other functions and activities conferred by or under an Act.

Principles

A Council must act to uphold and promote observance of the following principles in the performance of its roles and functions:

- provide open, responsive and accountable government;
- be responsive to the needs, interests and aspirations of individuals and groups within its community;
- participate with other councils, and with State and national governments, in setting public policy and achieving regional, State and national objectives;
- give due weight, in all its plans, policies and activities, to regional, State and national objectives and strategies concerning the economic, social, physical and environmental development and management of the community;
- seek to co-ordinate with State and national government in the planning and delivery of services in which those governments have an interest;
- seek to collaborate, form partnerships and share resources with other councils and regional bodies for the purposes of delivering cost-effective services (while avoiding cost-shifting among councils), integrated planning, maintaining local representation of communities and facilitating community benefit;
- seek to facilitate sustainable development and the protection of the environment and to ensure a proper balance within its community between economic, social, environmental and cultural considerations;
- manage its operations and affairs in a manner that emphasises the importance of service to the community;
- seek to ensure that Council resources are used fairly, effectively and efficiently and council services, facilities and programs are provided effectively and efficiently;
- seek to provide services, facilities and programs that are adequate and appropriate and seek to ensure equitable access to its services, facilities and programs;
- seek to balance the provision of services, facilities and programs with the financial impact of the provision of those services, facilities and programs on ratepayers;
- achieve and maintain standards of good public administration;
- ensure the sustainability of the council's long-term financial performance and position.

Priorities

1. Delivering the Highest Priorities of Infrastructure with the Greatest Need

Background

The Barossa Council embarked in November 2016 on a project to develop a multi-generational 35-year vision for key infrastructure assets to support growth in economic, social, community and environmental outcomes. The master planning processes have reached a point of practical completion with minor works to review and recreational areas to complete, known now as The Big Project.

Council also has long term infrastructure to manage, maintain and improve over the life of assets which range up to and over 100 years in useful life. These plans are critical to the service levels provided to the community, the long terms costs of infrastructure maintenance and replacement and financial sustainability.

Policy Statement

1. The Barossa Council has identified the following key infrastructure priorities for future investigation and future consideration for funding and implementation:
 - a. Recreational infrastructure including aquatic strategy development, expansion of existing facilities, quality of playing surfaces and equestrian facilities.
 - b. The Lyndoch Recreational Park development as the next highest priority of The Big Project.
 - c. Great Australian Wine Trail.
 - d. Implementing world class creative industries infrastructure and programs and events.
 - e. Community Land/Open space strategy including Coulthard Reserve future.
 - f. Rural and township road network upgrades, road maintenance and technology utilisation to achieve efficiency in service standards.
 - g. Footpath investment prioritised by investment in connectivity to health, schooling (including pre-schooling) and aged care facilities or areas deemed as high risk in accordance with road safety standards and associated audits under these standards.
 - h. Maintenance of core infrastructure including stormwater management.
 - i. Investment in creative industries infrastructure.
 - j. Road safety prioritisation.
 - k. RV parking.
 - l. Parent, people of all abilities and children friendly infrastructure.
 - m. Growth Area planning – infrastructure scheme/funding
2. Further Council recognise the importance of advocating, not directly providing, for critical infrastructure and service in the community which includes health and disability services, State and National transport infrastructure, transport services, water access and planning reform.

3. Efficient Governance and Understanding Services and Services Levels

Background

The Barossa Council Executive Leadership Team (ELT) continues to reform the organisation by researching and identifying improved ways of delivering services. It does this by undertaking strategic reviews of its services on an ongoing basis to inform continuous improvement initiatives and requirements. By doing this, the ELT aim to further improve customer service, productivity and employee engagement whilst identifying savings and driving down or at least stabilising the unit cost of providing services. The program is currently centred on the following key projects:

1. Improving our core systems to improve our response time, the customer experience and, planning and transaction costs. The core systems being:
 - a. Pathway – Council's corporate system
 - b. Brightly – Council's asset management System
 - c. Finance 1 – Council's finance and human resource management system
2. Utilising smart technologies.
3. Continued improvement and strong investment in organisational culture and people framework to improve employee engagement and productivity levels.
4. Reforming our risk framework.
5. Continue implementation of the approved:
 - a. Business Case for Sustainable Resourcing Model – Phase 1 the first set of structure reform associated with operations, asset management, organisation communications and engagement, customer relationship and community and cultural development, environmental and regulatory services along with directorate alignment.
 - b. Business Case for Sustainable Resourcing – Phase 2 the second set of structure reform associated with updates to phase 1, resourcing The Big Project, creating new directorate and restructuring directorates.
 - c. Facilities Management, Lease and Licence and Community Development Reform further supporting changes to modernise our customer, event, liaison, lease, licencing, facilities management and response processes.
 - d. Community Development Strategy compliment Business Cases with next iteration to move our community development service to new model.
6. Complete the review of Financial Services, Office for the Mayor and CEO and Tourism Services reviews in 2023 and 2024.

Policy Statement

The Barossa Council will:

1. Support the Executive Team to continue to reform processes and strive to implement compliant, efficient, effective and technology driven solutions that deliver stable unit costs per transaction and improved customer service.
2. Review services and service levels on an ongoing basis ensuring that they address existing and future need, are relevant and the level of service provided is justified.

3. Community, Social, and Environment Planning and Delivery

Background

Council has been a provider and leader in community and environmental projects. In the previous Council period, the Community Development Strategy and supporting business case was developed and supported. The drive of the Community Development Strategy is to achieve better social inclusion outcomes, inform future Council decision making and provide necessary investment into our community as a core outcome to build our community.

Programs in our environmental footprint are extensive and will continue. The current focus is to drive the future of Council and its community and environmental sustainability, strategic conversations and proposal development is underway to support this vision including understanding our carbon footprint and potentially setting future ideas for service provision and new opportunities for community.

Policy Statement

The Barossa Council will:

1. Continue to advocate for water policy and investment that is economically, socially and environmentally balanced.
2. Continue to advocate for legislative changes to water management and land use planning that properly connects the two regulatory regimes and ensures approvals under each system are aligned, this may include the divestment of land use decision making where relevant. Seeking amendments to the Barossa Water Allocation Plan and implementation of the Barossa Water Security Strategy.
3. Continue to advocate for adequate funding and policy support at State and Federal level to underpin community, social and wellbeing outcomes.
4. Implement the Community Development Strategy including Youth services, Aboriginal reconciliation, housing supply and affordable housing/accommodation, sport and recreation, literature, heritage, cultural and creative industry outcomes.
5. Support core environmental services and projects.
6. Undertake environmental sustainability planning being one of the key foundation pillars of our Council which also include economic, social and governance outcomes for community.
7. Support volunteers and volunteer programs.

4. Having a Conversation about Local Government Boundaries is Supported

Background

The Barossa Council is a financially sustainable organisation based on its current policy settings however it does not represent the whole of the Barossa region. Council also recognises that some locations/communities within the Barossa region are not necessarily connected to the region through the various "regional" structures including Local Government. For a long time components of the relevant Barossa community of interest, being the Barossa region, have advocated for, or expressed views against, revising local government boundaries.

Policy Statement

The Barossa Council:

1. Will continue to consider engagement with community, industry, and stakeholders regarding the best long term governance arrangements for the Barossa which may include boundary reform as bounded by the majority of the Geographical Indicator, Character Area (as defined by the Character Area (Barossa Valley) Legislation) and/or combination of the Eden Valley and Barossa Valley in the Council area.
2. Will advocate and actively participate in reform where it is shown to be financially sustainable and most of the community of interests benefit.

5. Economy, Housing, Events and Industry

Background

The vibrancy, sustainability and future of our community is also built on sound and sustainable economic environment. There are many factors that are not necessarily in Council's control around the business and economic environment however it is important we support sound business strategy, participative economic development that creates jobs that is aligned with Brand Barossa and in our delivery of service the best and highest use of resources is engaged to support economic outcomes. These economic outcomes overtime also need to align to environmental and social sustainability outcomes (discussed as part of Strategic Policy Statements 3 and 7).

Key relationships with Commonwealth and State Government, local industry, Barossa Australia and Regional Development Australia will be maintained; and support and growth in new opportunities including overseas strategic relationships that support our industries will be maintained.

Policy Statement

The Barossa Council will:

1. Focus on progression and prioritisation of the strategies and action identified in its Local Economic Development Plan and align activity with Strategic Policy Statement 3. It will apply the principles of the Environment, Social and Governance framework to drive future thinking. The Local Economic Development plan identifies the following aims and targets:
 - a. Competitive - The Barossa Council region's package of exports will be among the most competitive of all Australian regions, with continued growth of produce, tourism and other exports attracting wealth into the region.
 - b. Partnerships - Council will work closely with the local investment and business community to support economic development and to foster the growth of new and existing businesses in the region
 - c. Affordability - Council will work to support affordable lifestyles within local townships.
 - d. Set up for growth - Council will play an important role in supporting a low-cost business environment by promoting upgrades to physical infrastructure and affordable and reliable access to utilities.
 - e. Labour force - Council will work towards alignment of the local skills base with the needs of the local economy - The Barossa Council region will grow its existing wine and agriculture reputation, whilst supporting economic diversity through expansion of other sectors.
2. Ensure key relationships with Commonwealth and State Governments, local industry bodies including Barossa Australia and Regional Development Australia will be maintained.
3. Support growth in new opportunities that support our local embedded or new industry opportunities including fostering appropriate overseas and interstate relationships.
4. Support, grow and find new events including cultural, heritage, sporting and recreational, industry, tourism, equestrian events and other events where they align to brand Barossa.

6. Connecting with and Understanding of the First Peoples of the Barossa

Background

Reconciliation is a sound and contemporary goal and is a National and State policy. Council has been involved with programs around recognition and understanding of our First Peoples. It is important that we recognise all our historical, traditional, and cultural past as part of the Barossa story.

Policy Statement

The Barossa Council commits to recognise the Aboriginal history in the Barossa and will work collaboratively on open dialogue, reconciliation projects, including at the appropriate time development and implementation of a reconciliation action plan and other activities that support understanding, connection, and retention of knowledge of all our heritage and culture.

7. Thinking about and Planning for the Future

Background

One of Council's primary functions is to think about and plan for the future for the Council area.

Planning for the future includes all facets of what the community will need such as:

- local roads, stormwater and traditional infrastructure;
- managing the impacts of growing population in some areas and not others of the Council area;
- what land supply is needed;
- how we support growing social needs and demands;
- modern community governance and community cohesion and support.

There are also the broader external matters such as health services, education, transport systems (both hard infrastructure like State and National Roads and soft infrastructure like public transport and home and community care and community transport), and environmental matters that form part of a cohesive and sustainable community.

In addressing the above challenges long-term thinking and analysis is needed, this is directly related to Council's fundamental role as a strategic body and what Council does now is aligned to address long term threats and opportunities on 20, 30 or even 50 years' timespans.

Areas that Council should consider in its short, medium and long term thinking are (and are not limited to just those services it provides):

1. Power and energy supply, systems and changes.
2. Transport in the future greater reliance on electric cars for instance.
3. Impacts of population such as road infrastructure, schools, hospitals, aged care services, youth support, and health care generally, retail services, cultural and recreational activities, community development, public transport, water.
4. Technology impacts on service delivery, community members and generally in the community.
5. Sustainability including environmental change requiring mitigation and resilience action and strategies.
6. Emergency management both internally and externally.
7. Rating equity across current rate payer base and generational equity principles.
8. Land use needs, character preservation and modern solutions to commercial, industry and housing supply. Concordia Growth Area Planning, Growth and Infrastructure Investment Strategy and input to the Regional Plan for Greater Adelaide.
9. Governance structures in the future.
10. Telecommunication needs.
11. Open space planning including projects in the approved Big Project.

Policy Statement

The Barossa Council will formulate its Community Plan and its activities, discussions, and advocacy around thinking about the issues, solutions and planning for the long-term future of the community as outlined in the background above.

How We Will Operate as a Council Supported by the Executive Team

In developing this policy foundation Council has considered the expected behaviours and focus of the Elected Members and how the Executive Leadership Team can support us. The Council and each Elected Member have committed to each other the following expectations.

Behaviours

The Barossa Council Elected Members commit to:

1. A cohesive Barossa supported by behaviour of Elected Members in the Chamber and community that presents a team approach, and respectful debate relevant of the matter/s of discussion.
2. Deep respect of each other and all staff.
3. Listening to all.
4. At an early stage approaching authorised staff on operational matters, issues, ideas, concerns, customer requests with a solution focus and not seeking to blame.
5. Valuing others, their knowledge, skills and interests.
6. Honourable, collective and open leadership and demonstrating mentorship.
7. Equality and a mindset of advocating and representing all the Barossa not just a specific interest group, location or area.
8. Respecting policy and process through good conduct, dignity and honour and not 'walking past' behaviours that are not aligned to this document or the legislative standards.
9. Being inclusive, embracing all people and being respectful of all traditions, cultures, and beliefs.
10. As decision makers, present a unified position once the decision is made or openly amended through collaborative, robust and respectful debate; to be clear this does not preclude challenging a decision respectfully and in accordance with the Act in the chamber.

Member Focus

The Barossa Council Elected Members will focus on:

1. Working at the strategic level – policy, direction, strategy, review, and accountability – what will impact our community over the next generations.
2. Being solution orientated and taking a planned approach.
3. Assisting paths for resolution of matters and the way forward.
4. Leading long-term thinking and providing opportunity to dream about the future.

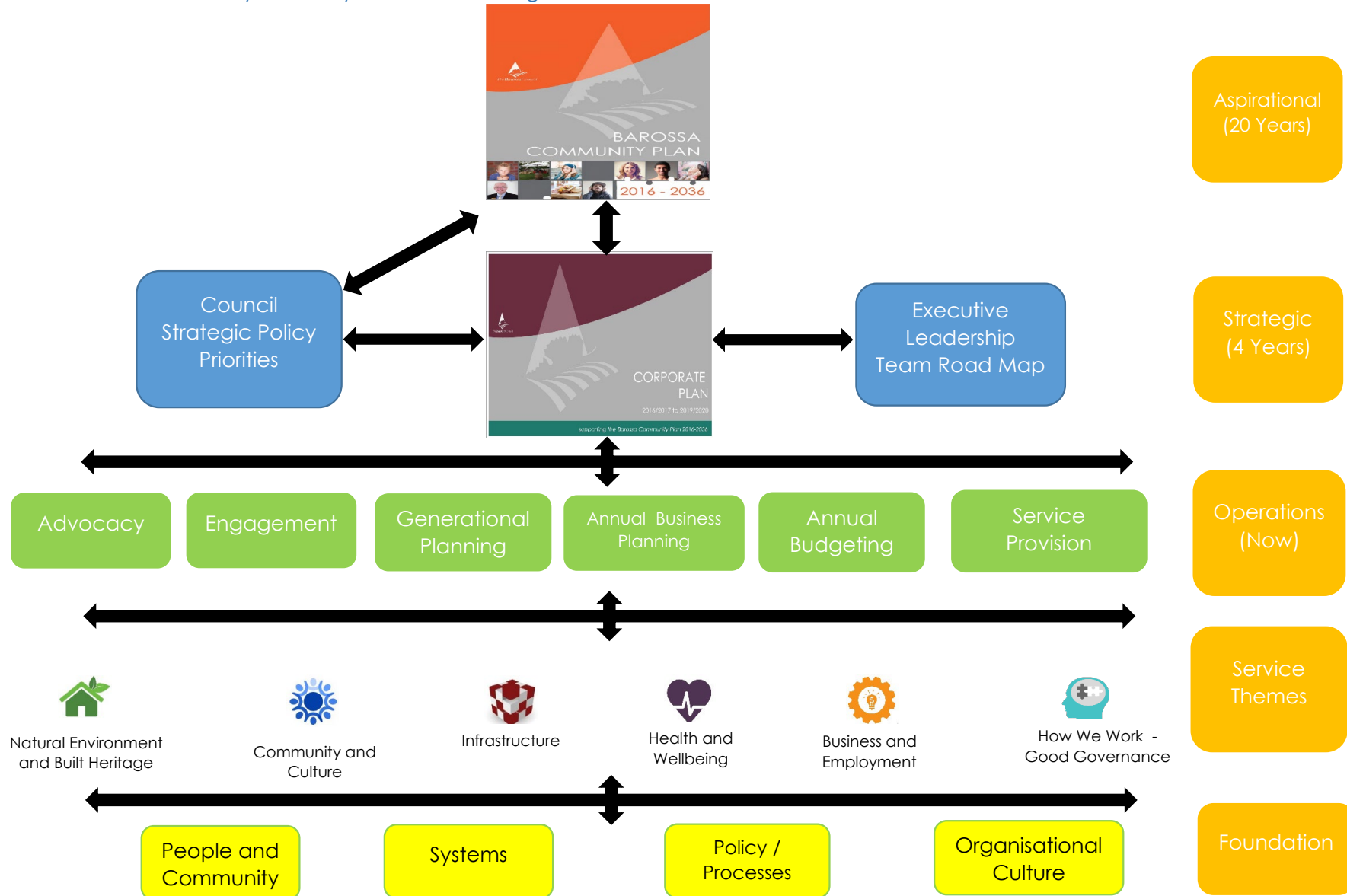
5. Lobbying and informing State and Commonwealth Government and community of opportunities, partnerships and issues that are consistent with this policy document and other policy settings of Council.
6. Investing in reforms and programs and processes already underway.
7. Allow sufficient time for change implementation, topic and subject research and response.

Accountability

The Barossa Council members collectively agree:

1. To review its performance against these self-set standards on an annual basis via an internal (or if it chooses an external) process.
2. To support each other to meet these self-set standards.
3. To support the Chief Executive Officer to ensure staff are aware of these policy positions and they are understood, and that the Executive team support the members in these self-set standard.

Council Policy Summary – Framework Diagram



MATTERS FOR INFORMATION

2.2 AUDIT PLAN JUNE 2023 UPDATE

**Author: Chief Executive Officer
23/30609**

The 2022-23 Audit Plan update as of June 2023 is attached for information.

ATTACHMENTS

Attachment 1 Work Plan 2022-2023 Update [↓](#) 

SUPPORTING REFERENCES

Nil

The Barossa Council Audit Committee Work Plan 2022/23

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

Activity	Responsible Officer	Estimated Timing	Frequency	Current Status	Date Completed 2022/23	Comments
Financial Reporting						
Review and establish Audit Committee budget	Manager Financial Services	Meeting 3	Annually	Drafted		
Review draft Budget & LTFP - assumptions and indexation	Manager Financial Services	Meeting 3	Annually	Completed	7/03/2023	
Review draft AB&BP document	Manager Financial Services	Meeting 4	Annually	In this agenda		
Review Treasury Management performance	Senior Accountant	Meeting 3	Annually	Completed	7/03/2023	
Review Budget Update – Quarterly as at 31 March	Manager Financial Services	Meeting 4	Annually	In this agenda		
Review Budget Update – Quarterly as at 30 September	Manager Financial Services	Meeting 2	Annually	Completed	7/03/2023	
Review Mid – year Budget Review – Quarterly as at 31 December	Manager Financial Services	Meeting 3	Annually	Completed	7/03/2023	
Receive draft Financial Statements for last financial year - Council and Nuriootpa Centennial Park Authority including Auditor attendance	Manager Financial Services	Meeting 2	Annually	Completed		
Draft Report on Financial Results, including carry forwards	Manager Financial Services	Meeting 2	Annually	Completed		
Receive adopted Financial Statements and Report on Financial Results for last year - Council and Nuriootpa Centennial Park Authority	Manager Financial Services	Meeting 2	Annually	Completed		
Enterprise Risk Management						
Receive Risk Management Report - includes updates on: - Risk Management and WHS&IM Plans - Risk Register - Local Government Risk Services - WHS Committee - Emergency Management - Risk/WHS Incidents - Corrective and Preventative Actions - Workplace Inspections - Internal Financial Control	Director Corporate Services and Business Innovation	Each normal meeting	Quarterly	In this agenda		
Receive and review strategic risk register	Executive Leadership Team	TBD	Annually	Underway		Final revision of new strategic risk register underway, will have for meeting 4 at this time.
External Audit						
Review representation letter(s) requested by the external auditors	Manager Financial Services	Meeting 2	Annually	Completed		
Annual liaison with External Audit on financial statements, opinion and controls	Manager Financial Services	Meeting 2	Annually	Completed		
Governance						

Review relevant Policy and Process updates, new or revised.	Relevant Document Control Officer	As required and scheduled	Ongoing	Ongoing none for this meeting		Vaqrious updates provided in June agenda
Complete Audit Committee annual self-assessment	Audit Committee	Meeting 3	Annually	Completed		
Review Terms of Reference (Incorporate any Actions below)	CEO	As required	As required	Completed		Aligned to new legislative requirements.
Reporting Responsibilities						
Propose and provide information relevant to the review of Council's Strategic Management Plans	CEO	As required	As required			
Annual report on Audit Committee activities to Council	Audit Committee Chairperson	Meeting 2	Annually	Completed		
Chairperson to present Audit Committee Annual Report to Council	Audit Committee Chairperson	Relevant Council meeting	Annually	Completed		

MATTERS FOR INFORMATION

2.3 BAROSSA GROWTH AND CHARACTER PLANNING

**Author: Director Development and Community Services
23/30650**

In January 2022, the Wine Arts Food Tourism Local Government Cluster Group (WAFTL) initiated a project called the *Strategic Planning Review of the Barossa Character Area* (the Character Review), working with Barossa Australia, The Barossa Council and Light Regional Council.

The project was initiated due to perceived gaps between the intent of character preservation legislation introduced in 2013 and new planning policies and processes introduced through the Planning and Design Code, and how to best cater for future residential and employment opportunities within the character preservation environment.

In December 2022, The Barossa Council initiated the *Growth and Infrastructure Investment Strategy* (the Strategy), which was identified to address several of the actions within the Barossa Local Economic Development Plan 2022-2027. In addition, it goes to help Council inform the development of the new Regional Plan for Greater Adelaide to be developed by the State Planning Commission sometime in 2023.

A revised engagement strategy and timeline, linking the Strategy and the Character Review was presented to Elected Members at the March 2023 workshop.

Discussion papers had been prepared for the Strategy and the Character Review and highlight key considerations for both. Council endorsed the documentation and engagement strategy at its April Meeting. Community engagement commenced on 1 May and concludes on 30 June 2023.

Following engagement, the consultant will prepare a draft Growth Strategy that will be subject to further community engagement later in the year. The draft Strategy will also be used to help Council inform the develop of the new Regional Plan for Greater Adelaide.

In addition, the Character Review will be progressed through the development of a Policy Statement to be presented to the State Planning Commission for the Commission to initiate a Code Amendment affecting the Character Preservation District Overlay within the Planning and Design Code.

ATTACHMENTS

Nil

SUPPORTING REFERENCES

Details of the two projects, associated discussion paper and engagement tools can be found on Council's Your Say Barossa - [Barossa growth and character planning | Your Say Barossa](#)

MATTERS FOR INFORMATION

2.4 NURIOOTPA CENTENNIAL PARK AUTHORITY - AUDIT AND RISK COMMITTEE MINUTES

**Author: Chief Executive Officer
23/30686**

The Audit and Risk Committee minutes of the Nuriootpa Centennial Park Authority (NCPA) for 11 January and 9 March 2023 are tabled for information.

ATTACHMENTS

Attachment 1 NCPA Audit and Risk Committee Minutes of 11 January 2023 [!\[\]\(17acf1afa8cdf0b67c53d4865a5ed469_img.jpg\)](#) 
Attachment 2 NCPA Audit and Risk Committee Minutes of 9 March 2023 [!\[\]\(4fe6c1f6e7bbe5a2699a4abd6267bb58_img.jpg\)](#) 

SUPPORTING REFERENCES

Nil

**NURIOOTPA CENTENNIAL PARK AUTHORITY (NCPA)****Wednesday 11th January 2023, 1.00pm, NCPA Boardroom****AUDIT AND RISK COMMITTEE (AARC)****MINUTES OF MEETING**

Meeting opened at 1.00pm.

1. COMMENCEMENT**1.1 Welcome**

Dafydd Llewelyn, as Chairperson, welcomed everyone to the meeting.

Present

Committee: Dafydd Llewelyn (Independent Chair), Elaine Ratcliffe (Independent Member), Guy Martin, Mark Lague (The Barossa Council, Appointed Officer).

Invited: Linda Stapleton (LS) (Acting Business Manager, Minutes).

1.2 Apologies

Cr Tony Hurn

1.3 Declarations of Interest

Nil.

2. CONFIRMATION OF PREVIOUS MINUTES

The Minutes of Audit Committee Meeting held on the 26th October 2022 were tabled. Amendments proposed by Dafydd.

MOVED Elaine Ratcliffe that the Minutes of the Meeting held on 26th October 2022, with amendments be confirmed as a true and correct record of the proceedings of that meeting.

SECONDED Guy Martin

CARRIED

3. BUSINESS ARISING FROM PREVIOUS MINUTES

The Action Register was tabled, discussed, and noted as an ongoing document.

4. CONSENSUS AGENDA

Action register – add notes from written page

4.1 Audit and Risk Committee (AARC) Work Plan 2022

The ongoing document was tabled, document to be updated prior to next meeting

4.2 Audit and Risk Committee (AARC) Annual Activity Report 2022

The ongoing document was tabled, document to be updated prior to next meeting

5. DEBATE AGENDA

It was noted that Cr Tony Hurn has been reappointed to the committee by council. Mark Lague has been reappointed by Martin McCarthy (CEO Barossa Council).

NURIOOTPA CENTENNIAL PARK AUTHORITY
Audit and Risk Committee – 11 January 2023 – Meeting Minutes

MOVED Elaine Ratcliffe that the Committee accept the council representatives.

SECONDED Guy Martin

CARRIED

6. NEW BUSINESS

6.1 Sept Quarterly budget review

P&L reports

- Sites & Cabin fees significantly above the budgeted amounts
- Lease fees/rent
 - a. Behind the budgeted amounts
 - b. This is due to timing as invoiced at beginning of each year
- Salary & wages significantly higher
 - a. Increased due to changeover of management teams, the new Operations Managers were in training with the previous managers
 - b. Plus, site fees and cabin fees have had higher revenue, higher volumes of cabin hire requires higher cleaning costs
 - c. Repairs & Maintenance
During quiet times these tasks are undertaken
- Insurances
 - a. Higher increases than expected. Our insurance policies are provided by council, the NCPA have no control over this
- Electricity
 - a. contract expired in December 2022, meeting was advised to expect substantial increases from January 2023 onwards
 - b. Mark Lague to provide more information as it comes to hand as a budget adjustment will be required
- December figures
 - a. Contractors significantly increased
 - Could be attributed to coding in myob
 - b. Salary and wages remains over budget
 - Relief managers are the previous managers who are paid higher than would be normal
 - We have advertised for new managers and this should reduce the cost involved
 - Higher cleaner wages due to increase guest numbers at the park
- Insurances
 - a. Paid quarterly for 2 policies so will show the difference at that point
- Depreciation as per budget figures

General Discussion

It was noted that the figures are looking good. The figures are looking considerably higher than budgeted, potentially \$2.5Million turnover could be achieved for the current year.

There are cabins that require replacement.

Interstate patronage through BIG4 has increased significantly, approximately 40% currently. This has increased to be up approx. 20% in 3 years. We sold 55,000 nights of accommodation last year up from 34,000 the previous year (BIG4 bookings only), plus other avenues. The park received a 94% audit score from BIG4. BIG4 produces reports and that teamed with a thorough audit each year provides greater information.

It was discussed that the 3 bedroom cabin is not gaining traction. The cottage had been used as the managers quarters and has only been empty for the last 3 or 4 months.

NURIOOTPA CENTENNIAL PARK AUTHORITY
Audit and Risk Committee – 11 January 2023 – Meeting Minutes

6.2 December review**6.3 RMS & MYOB Reports****6.4 Budget review**

The 3rd quarter requires a review to increase income and expenditure. Guy Martin and Linda Stapleton to review the budget figures and submit to Council prior to mid-February.

6.5 Quarterly Council Capital Forecast

- Suggest amenities upgrade 2nd quarter
- Adventure playground 2nd quarter – carried forward from last year's budget
- Council have included the playground into the regular inspection schedule to ensure safety compliance
- Cleaner's van – 2nd hand vehicle costs unreasonable currently we will wait for the market to settle

General Discussion

Occupancy rates are very good. The park is changing marketing strategies as required. Good information has been provided to the committee to give a good overview of the business. It was suggested to look at additional ensuite camping sites as these are very popular.

Draft budget for Council is required early February. Existing budget update is required by March 2023
Draft Long-term plan is required March 2023.

Updated work program with any outstanding items for the year, to be addressed at March meeting. Internal processes to be presented at the March meeting.

7. DATE OF NEXT MEETING

The date of the next meeting is set for the Thursday 9th March 2023 at 1.00pm.

8. CLOSE

Chairperson, Dafydd Llewelyn, declared the meeting closed at 2.02pm

Confirmed at Audit and Risk Committee Meeting -

DATE: 9th March 2023

CHAIRPERSON: D. Llewelyn

**NURIOOTPA CENTENNIAL PARK AUTHORITY (NCPA)****Thursday 9th March 2023, 1.00pm, NCPA Boardroom****AUDIT AND RISK COMMITTEE (AARC)****MINUTES OF MEETING**

Meeting opened at 1.00pm.

1. COMMENCEMENT**1.1. Welcome**

Dafydd Llewelyn, as Chairperson, welcomed everyone to the meeting.

Present

Committee: Dafydd Llewelyn (Independent Chair), Elaine Ratcliffe (Independent Member), Guy Martin, Mark Lague (The Barossa Council, Appointed Officer), Cr Tony Hurn

Invited: Linda Stapleton (LS) (Acting Business Manager, Minutes).

Apologies:

1.2. Declarations of Interest

Nil.

2. CONFIRMATION OF PREVIOUS MINUTES

The Minutes of Audit Committee Meeting held on the 11th January 2023 were tabled.

MOVED ELAINE RATCLIFFE that the Minutes of the Meeting held on 11th January 2023, with amendments be confirmed as a true and correct record of the proceedings of that meeting.

SECONDED GUY MARTIN

CARRIED

3. BUSINESS ARISING FROM PREVIOUS MINUTES

The Action Register was tabled, discussed, and noted as an ongoing document.

4. CONSENSUS AGENDA**Action register – add notes from written page****4.1. Audit and Risk Committee (AARC) Work Plan 2023**

The ongoing document was tabled, document to be updated prior to next meeting

4.2. Audit and Risk Committee (AARC) Annual Activity Report 2023

The ongoing document was tabled, document to be updated prior to next meeting

5. DEBATE AGENDA

Nil

NURIOOTPA CENTENNIAL PARK AUTHORITY
Audit and Risk Committee – 9 March 2023 – Meeting Minutes

6. NEW BUSINESS

6.1. January 2023 budget review

P&L reports reviewed. It was noted there is a surplus of \$135,000 YTD to January 2023. The overall cash position of the NCPA is very healthy. It was noted depreciation and periodic costs have been accounted for and that other than depreciation, the figures are correct.

6.2. RMS & MYOB Reports

Monthly comparisons with last year were reviewed. It was noted that the reports provided good information and were a solid indicator of YTD. Premium powered ensuite sites have exceptional occupancy (approx. 70-75%) with the potential for these site numbers to be increased.

6.3. Quarterly Council Capital Forecast

The Cleaners van replacement has been put on hold until the used car market drops, the used vehicle market remains overly inflated.

The upgrade of the 'C' block amenities has been reallocated to the 'A' block amenities. This will achieve a better result for the allocated \$30,000. There will be a provision for \$100,000 in the 2023/24 financial year budget for the 'C' block amenities upgrade, as the upgrades required will be significantly higher in value than the 'A' block amenities due to the size of the facilities.

6.3.1 3rd quarter review undertaken with the following points noted:

- 2022/23 financial year the adventure playground was completed
- Row 10 on the sheet - cleaners van be carried forward to next year
- Shed for cricket club to be added \$20K for shed in 3rd quarter review
- Change amenities from 'C' to 'A' block
- \$20K for Roadworks to be completed as road to new soccer pitch was not completed as part of the build. The Roadworks are expected to be completed by end of April
- Operating expenses, no adjustments required
- Capital items to be considered by Council in May 2023 (period ending 31/03/23)
- The draft budget to be changed to align with Council document

6.4. Budget review

6.4.1. DRAFT Profit & Loss Multi Period Budget 2023-24 reviewed with the following points noted:

- Depreciation will be adjusted prior to 30 June as required
- Proposed figures are accurate from current figures
- It was noted that a commission is paid to BIG4 for every booking
- The Committee requested to check if member of Barossa Tourism as this will provide data of people visiting the region, eg minimum stays over peak periods, rates and where rates are heading. It was noted that there has been a significant increase in rates in the region over past 2 years with no effect on occupancy numbers
- Currently, 80% of bookings for the park are made through the BIG4 website
- Interstate occupancy rates are growing through the association with BIG4. Interstate visitors are less price sensitive when comparing to accommodation in eastern states. It was noted that the committee felt there is room to move to increase prices to maintain profitability in relation to rising operating costs

NURIOOTPA CENTENNIAL PARK AUTHORITY
Audit and Risk Committee – 9 March 2023 – Meeting Minutes

- The Loan amount is a fixed loan that will be updated. It was recommended to pay out the loan in 2023/24 financial year.
- There is a predicted growth of approximately \$400K in the 2023/24 financial year. There was a discussion regarding levelling off budget., as there is the potential for a recession to occur.
- The Committee raised concerns regarding the percentage rate of projected expenditure. It was discussed that increased tariff pricing may negate this. The current income numbers are not unrealistic and are following recent trends.
- It was debated that the projections for the next 10 years may be extreme if expanded at the current 2% income growth and expenses approximately 2.5-3%. Conservative projections would reduce to 1% income growth. The committed agreed to 0% income growth for 24/25 and 25/26 financial years, then increase by 2% per year. It was decided to freeze revenue for 2025 & 2026 financial years, with costs over 10 year increased by 2.5 – 3% each year. A conservative approach is required for the next few years due to the uncertainty of the current financial climate. The projections for growth are uncertain, there may be a downturn in travel, however, there may also be an opportunity for increased revenue.

6.4.2. DRAFT Capital Works Budget 2023-24

Capital expenditure for next 2 to 3 years is sensible and appropriate for the current climate and circumstances.

6.4.3. Long term plan

It was noted that maintenance costs will need to be factored in for the soccer club rooms in 2-3 years' time, grounds maintenance is covered in current costs. Maintenance of Coulthard Reserve is to be discussed with council. Funding for Coulthard reserve works could then be redirected to soccer clubrooms. The Draft Long Term Plan will be updated and forwarded for discussion by the Board at the March meeting and then presented to Council for consideration.

MOVED ELAINE RATCLIFFE to pass a resolution that the Draft Budgets and Draft Long Term Plans have been discussed and amendments noted, with amended documents to be redrafted and presented to the Board to proceed with the next steps in the budgeting process.

Seconded GUY MARTIN

CARRIED

6.5. Review of Risk Management Framework

6.5.1. DRAFT Procurement Policy

The following points were discussed and noted:

- Page 1 – Point 3 Definitions discussion
 - South Australian suppliers be shown here as a first preference? Then look further afield if required?
- Page 3 – Principle 3
 - Recommended delegation levels to be increased due to increased costs
 - To be discussed with the Board
- Page 3 – Delegation Authority
 - Recommendation for Board to review and increase limits for each delegate
- Page 4 – Principle 4
 - Methodology – increase from \$5,001 to \$10K – before 2 quotes are required

NURIOOTPA CENTENNIAL PARK AUTHORITY
Audit and Risk Committee – 9 March 2023 – Meeting Minutes

- \$20,001-\$50,000 to increase to \$50,001 to \$100,000
- \$50,001 & above to increase to \$100,001 & above
- It was discussed and noted that operational expediency overrides the requirement for 2 quotes prior to works being undertaken
- If operations need to continue, urgent items can be approved and then approved at next Board meeting (example, recent boom gate replacement was authorised and then Board approval sought)
- Page 5 - Point 4.4
 - Change wording to applicable control procedures
- Page 5 – Point 4.3
 - Form required for authority of why the policy is not adhered to and why and signed by CEO
- Page 5 – Point 4.4
 - Excludes any items on exempt items listing eg, utilities
- Page 7 – Point 6.1
 - remove section as irrelevant policies

MOVED ELAINE RATCLIFFE that the draft policy with amendments and recommendations be adapted.

SECONDED CR TONY HURN

CARRIED

6.5.2. DRAFT Customer Service Policy

The following points were discussed and noted:

- Page 1 – Point 3 Definitions
 - Service – amend to read “Actions received by the customer, or facilities provided to the customer from the NCPA”
- Remove 6.3 – not required
- 7.3 – in first instance we will contact via phone or email dependent on how the complaint is received and best resolved and an email to reiterate the phone call and resolution
- 7.4 - remove compensation
- 7.5 – if not able to be resolved at operational level the matter would be escalated to Board for resolution
- Point 8 – other options remain

MOVED ELAINE RATCLIFFE that the draft policy with amendments and recommendations be adapted.

SECONDED CR TONY HURN

CARRIED

GENERAL DISCUSSION

Capital improvements – New Cabins

The new cabins to be installed in the park will be premium cabins and as such, will be charged at a premium rates. Cabins will be retained for approximately 30 years. For this type of cabin there is a premium market with tourists. There were discussions as to face the new cabins toward Coulthard Reserve or inwards to the Park. The advantage of facing Coulthard Reserve is that it will attract nature-based tourism. It is projected that the initial capital would be repaid within approximately 3 years. The benefit of 2 double bedrooms equates to higher rates per stay.

NURIOOTPA CENTENNIAL PARK AUTHORITY
Audit and Risk Committee – 9 March 2023 – Meeting Minutes

It was noted that the three-bedroom cottage is not gaining traction. There may be potential to look at other booking options eg, booking.com or expedia. This is not an avenue the park is currently exploring.

7. DATE OF NEXT MEETING

The date of the next meeting is set for Thursday 25th May 2023 at 1.00pm.

8. CLOSE

Chairperson, Dafydd Llewelyn, declared the meeting closed at 2.40pm

Confirmed at Audit and Risk Committee Meeting -

DATE: **CHAIRPERSON:**

MATTERS FOR INFORMATION

2.5 ADOPTED 2022/23 QUARTERLY BUDGET UPDATE AS AT 31 MARCH 2023

**Author: Senior Accountant
23/30954**

The 2022/23 quarterly budget update as at 31 March 2023 was adopted by Council on 16 May 2023 and is available on Council's website.

ATTACHMENTS

Attachment 1 Third Quarter Budget Update 2022 - 2023 as at 31 March 2023

SUPPORTING REFERENCES

Local Government Act 1999



Annual Budget and Business Plan 2022/23

Budget Update - Quarterly

As at 31 March 2023

Budget Update Report

Executive Summary	2
Uniform Presentation of Finances	3
Key Performance Indicators	4
Summary of Operating Budget Variance Adjustments	5
Summary of Capital Budget Variance Adjustments	7
Statement of Comprehensive Income	10

Annual Business Plan Report

Capital Works Program	11

Executive Summary

This report is a Budget Update as at 31 March 2023 for the 2022/23 financial year pursuant to Regulations 7, 9 and 10 of the Local Government (Financial Management) Regulations 2011 under the Act. Unless otherwise indicated figures shown are for the 2022/23 financial year and the variance report comparison is actual to original budget.

The proposed Revised Budget adjustments include a number of 'one-off' variations shown as Favourable (F) or Unfavourable (U).

Long Term Financial Plan (LTFP) - Review

Since the adoption of the Budget, Council has made decisions on projects that have material financial implications not only for the 2022/23 year (these are included within the yearly budget wherever possible) but also may affect the longer term. In some cases, not all information is available for these projects and not included in the budget review. The following list is a summary of these types of projects:

- ❖ Infrastructure expenditure on project scoping, designs and works with this budget update at \$12m this includes reduced expenditure of \$0.5m and carried forward expenditure to 23/24 of \$3m with this update, see more detail in this report. The updated budget includes not limited to: Bridges \$0.5m; Motor Vehicles and Plant & Equipment - \$1.9m, Foot/bike paths \$0.2m; Resheeting and road shoulders - \$1.2m; Sealing/resealing/reconstruction - \$5.6m; Buildings - \$0.6m, Stormwater - \$0.9m and Community Wastewater Management Systems (CWMS) \$0.6m.
- ❖ Office and Community Facilities inc. The Big Project (TBP) expenditure on project scoping, designs and works with this budget update at \$19.9m this update includes additional \$1.1m of expenditure from review 2, see more detail in this report. TBPs are included in the adopted LTFP and will be regularly monitored as/when substantial costings and actual build costs are incurred to ensure financial sustainability is checked and reported to Council. TBP actual expenditure included in this budget update:
 - Angas Recreation Park – tennis/netball courts, cricket nets, multifunctional clubrooms, second oval and landscaping - \$0.9m
 - Barossa Rugby - \$2.6
 - Nuriootpa Soccer - \$2.9m
 - Talunga Caravan Park Facilities, including cabins \$2.7m
 - Tanunda Recreation Park –oval widening, junior sports field, playground and cricket nets \$7.6m
- ❖ The Councils Community Wastewater Management Systems (CWMS) operating result and capital expenditure programs are transferred to/from a reserve held specifically for this service area. A review of the service charges and rating methodology is required to check the charge vs service provision in line with legislative and ESCOSA requirements.

Uniform Presentation of Finances								
for the year ending 30 June 2023								
The following is a high level summary of both operating and capital investment activities of the Council prepared in a uniform and consistent basis. All Councils in South Australia voluntarily have agreed to summarise annual budgets and long term financial plans on the same basis. The arrangement ensures that all Councils provide a common 'core' of financial information, which enables meaningful comparisons of each Council's finances.								
	Budget Adjustment Notes	Variance Report Notes	Original Full Year Budget (\$'000)	Actuals as at 31 Mar (\$'000)	*Full year Revised Budget in Last Update (\$'000)	Budget Adjustments Quarter 3 (\$'000)	Carried Forward to next year (\$'000)	Proposed Full Year Revised Budget (\$'000)
Income	1-7	9-15	42,484	40,952	43,502	(8)	0	43,494
Less Expenses	8-11	16-19	(43,949)	(30,993)	(44,965)	149	0	(44,816)
Operating Surplus / (Deficit)			(1,465)	9,959	(1,463)	141	0	(1,322)
Less Net Outlays on Existing Assets								
Capital Expenditure on Renewal and Replacement of Existing Assets	12	26	(7,266)	0	(8,740)	(1,784)	608	(9,916)
add back Depreciation, Amortisation and Impairment	10	18	9,159	6,870	9,159	0	0	9,159
add back Proceeds from Sale of Replaced Assets	13	20	411		586	0	0	586
			2,304	6,870	1,005	(1,784)	608	(171)
Less Net Outlays on New and Upgraded Assets								
Capital Expenditure on New and Upgraded Assets	14	26	(27,131)	0	(26,641)	383	2,581	(23,677)
add back Amounts Received Specifically for New and Upgraded Assets	15	21	5,604	4,977	2,752	0	0	2,752
add back Proceeds from Sale of Surplus Assets	16	20	0	0	0	0	0	0
			(21,527)	4,977	(23,889)	383	2,581	(20,925)
Net Lending / (Borrowing) for Financial Year			(20,688)	21,806	(24,347)	(1,260)	3,189	(22,418)

Uniform Presentation of Finances

Funding Source for the movement in Net Lending / (Borrowing)	(\$'000)
Original Full year Budget Net Lending / (Borrowing)	(20,688)
Carried Forward Budget Adjustments approved at the Council meeting 28 November 2022 – Report on Financial Results	(5,003)
Funds were held for these projects in cash and investments at 30 June 2022	
Other Budget Adjustments - September Budget Update. Funds required for these items will decrease Councils cash and investments. This amount includes amendments approved at the Council meetings held July, August and September 2022	(736)
Budget Adjustments - December (includes Sept correction). Funds required for these items will decrease Council's cash and investments	2,080
Carried Forward Budget Adjustments to 2023/24	0
Budget Adjustments - March Budget Update. Funds required for these items will increase Councils cash and investments	(1,260)
Carried Forward Budget Adjustments to 2023/24	3,189
Proposed Full-year Revised Budget - Net Lending / (Borrowing)	(22,418)

Key Performance Indicators (KPI)

Key Performance Indicators (KPI)		Original Budget 30 June 2023	Budget Update 31 Mar 2023
Operating Surplus / (Deficit) (\$'000)		(1,465)	(1,322)
Target	To achieve an operating breakeven position, or better, over any five-year period.		
Notes	Operating Deficit decreased by \$141k as a result of decrease of income of \$8k and a reduction of net costs of \$149k. Due to the advance payment of Financial Assistance Grants totalling \$1.384M the true underlying budget position for 2022-23 is \$62K Surplus not \$1.322M deficit it is simply a timing matter.		
Operating Surplus Ratio		(3.4%)	(3%)
Target	To achieve an operating surplus ratio of between -2% to 10.		
Notes	The adopted LTFP 3-year average for this ratio was 1%, this update projects an annual result of (3.0%). Using the last 2 years actuals 2020 at 3.9% and 2021 at 6.7% and this Budget update of (3.0%) the three year average is 3.3%, within the adopted target range of (2%) to 10%. Due to the advance payment of Financial Assistance Grants totalling \$1.384M the true underlying budget position for 2022-23 is an operating surplus ratio of 0.2% well within the target range.		
Net Financial Liabilities (\$'000)		28,588	19,716
Target	Council's level of net financial liabilities (NFL) is no greater than its annual operating revenue and not less than zero.		
Notes	An improvement (reduction) to net liabilities as a result of the better cash at bank position from last year actual result as compared to the estimates used for this year adopted budget.		
Net Financial Liabilities Ratio		67.3%	45.3%
Target	Net financial liabilities ratio is greater than zero but less than 100% of total operating revenue.		
Notes	This ratio has improved; refer to the comments in the Net Financial Liabilities indicator above.		
Asset Funding Renewal Ratio		110%	132%
Target	Capital outlays on renewing/replacing assets is greater than 80% but less than 110% of Infrastructure Asset Management Plans (previously depreciation) over a rolling 3-year period, the ratio shown above is for the current year only.		
Notes	For the purposes of this Financial Indicator the 2022 Infrastructure Asset Management Plan (IAMP) does not contain renewal spend information. The Long Term Financial Plan (LTFP) required an annual spend for the major asset classes at \$6,607k, the adopted 22/23 budget renewal spend is \$7,266k that calculates a budget Asset Renewal Funding Ratio (ARFR) of 112%. The budget update asset renewal spend is now \$9,734k using the LTFP annual spend of \$6,607k the ARFR is 132%, this is greater than the original budgeted ARFR at 110% and above the adopted target- greater than 80% but less than 110%.		

Department	Description	Income/Expenditure Account	Reason for Budget Adjustment	Type of Adjustment	2022/23 Adjustment Quarter	Favourable/ Unfavourable	Reserve Transfer	Net
Operating Adjustments								
Health Services	Inspection Fees	Food Inspection and Compliance	Unforeseen number of inspections carried out for the financial year.	Addition to income (negative amount)	(2,000)	Favourable		(2,000)
Health Services	Septic Tank Application Fees	Waste Water Applications	Increase in income.	Reduction to income (positive amount)	10,000	Unfavourable		10,000
Statutory Charges					8,000		0	8,000
OM&CEO	Other Income - Misc.	Office of the Mayor and CEO	Align budget with minimum expected payment as per Council report of February 2023	Reduction to income (positive amount)	61,192	Unfavourable		61,192
Works Admin	Other Income - Misc.	Engineering Services - Miscellaneous	Nuri High School Traffic Study	Addition to income (negative amount)	(15,000)	Favourable		(15,000)
Works Admin	Other Income - Misc.	Engineering Services - Miscellaneous	Transfer funds to support traffic study also being funded by State with \$15	Transfer to - expenditure (Pos amount)	5,000	Unfavourable		5,000
Works Admin	Recoupments - Income Protection Insurance	Works Leave - Workers Compensation	WHS/Income Reimbursements - not needed for salary/wages allocated to WHS to assist with legislative requirements	Addition to revenue (negative amount)	(47,000)	Favourable		(47,000)
Financial Services	Recoupments - Income Protection Insurance	Finance Leave - Workers Compensation	WHS/Income Reimbursements - not needed for salary/wages allocated to WHS to assist with legislative requirements	Addition to revenue (negative amount)	(4,500)	Favourable		(4,500)
Other Income					(308)		0	(308)
Information Tech	Salaries - Info Tech Services staff	Info Tech - Miscellaneous	Transfer ETI Salary Savings to Support System Improvement Projects	Reduction to expenditure (negative amount)	(170,000)	Favourable		(170,000)
Planning Services	Wages (Normal Rate - Depot Staff)	Assessment and Advice - Planning	Transfer required to account for funds allocated to this natural account.	Transfer to - expenditure (Pos amount)	2,000	Unfavourable		2,000
Information Tech	Salaries - Info Tech Services staff	Info Tech - Miscellaneous	Transfer for Extremal Recruitment Costs for two roles in ETI to OCP	Transfer From - expenditure (negative amount)	(32,000)	Favourable		(32,000)
Community Service Transport	Salaries - Community Services staff	- Commun Transport Scheme-Regional Response	Extra repairs having to be done for our 18 seat bus to make sure it passes inspection	Transfer From - expenditure (negative amount)	(3,500)	Favourable		(3,500)
Community Service Transport	Salaries - Community Services staff	- Community Transport Scheme - Flash Cabs	Extra servicing costs to repair XF7997 flashcab so it was suitable for hire	Transfer From - expenditure (negative amount)	(500)	Favourable		(500)
Employee Costs					(204,000)		0	(204,000)
Planning Services	Contract Labour	Assessment and Advice - Planning	Transfer required to account	Transfer From - expenditure (negative amount)	(2,000)	Favourable		(2,000)
Corporate Services	Software - Annual Licence Fees	Corporate Governance and Information Services	Previously allocated to OM&CEO expense associated Governance software application to transfer to CGIS	Addition to expenditure (positive amount)	3,600	Unfavourable		3,600
Corporate Services	Contractors - Other Services	Corporate Governance and Information Services	Increase required to support Copy Right License	Addition to expenditure (positive amount)	3,000	Unfavourable		3,000
Works Admin	Consultants - Asset Management Plans	Wks - Asset Management Plan	Contractors for Building Audit	Addition to expenditure (positive amount)	40,000	Unfavourable		40,000
Organisational Development	Consultants - Other	Human Resources - Miscellaneous	Transfer for Extremal Recruitment Costs for two roles in ETI to OCP	Transfer to - expenditure (Pos amount)	32,000	Unfavourable		32,000
Information Tech	Contractors - Other Services	Info Tech - Photocopiers	Transfer unspent ICT infrastructure contractor costs to Info Tech consultants	Transfer From - expenditure (negative amount)	(10,000)	Favourable		(10,000)
Information Tech	Consultants - Other	Info Tech - Administer Consultants	Transfer unspent ICT infrastructure contractor costs to Info Tech consultants	Transfer to - expenditure (Pos amount)	10,000	Unfavourable		10,000
Organisational Development	Consultants - Other	Human Resources - Miscellaneous	CEO Performance Review	Addition to expenditure (positive amount)	15,000	Unfavourable		15,000
Works Admin	Consultants - Other	Engineering Services - Miscellaneous	Nuri High School Traffic Study	Addition to expenditure (positive amount)	15,000	Unfavourable		15,000
OM&CEO	Contractors - Other Services	Office of the Mayor and CEO	Council agenda system upgrades	Addition to expenditure (positive amount)	10,500	Unfavourable		10,500
OM&CEO	Consultants - Other	Office of the Mayor and CEO	Transfer funds to support traffic study also being funded by State with \$15K	Transfer From - expenditure (negative amount)	(5,000)	Favourable		(5,000)
Works Admin	Contractors - Other Services	Wks - Asset Management Plan	Transfer - Asset Management Expenses	Transfer From - expenditure (negative amount)	(65,000)	Favourable		(65,000)
Works Admin	Consultants - Asset Management Plans	Wks - Asset Management Plan	Transfer - Asset Management Expenses	Transfer to - expenditure (Pos amount)	65,000	Unfavourable		65,000
Corporate Services	Contractors - Other Services	Manage OHS&W responsibilities	WHS/Income Reimbursements - not needed for salary/wages allocated to WHS to assist with legislative requirements	Transfer to - expenditure (Pos amount)	51,500	Unfavourable		51,500
Community Services	Contractors - Works Contract Labour Staff	Creative Industries	Income for project as per funding agreement with Live Music Office	Addition to revenue (negative amount)	(25,000)	Favourable		(25,000)
Community Services	Contractors - Other Services	Creative Industries	Expenditure as per funding agreement with Live Music Office - Live and Council portion of funding agreement moved from GL 263-864 for Live and Local Program	Addition to expenditure (positive amount)	25,000	Unfavourable		25,000
Community Services	Consultants - Other	Creative Industries	Council portion of funding agreement moved from GL 263-864 for Live and Local Program	Transfer to - expenditure (Pos amount)	20,000	Unfavourable		20,000
OM&CEO	Consultants - Other	- Regional Cycle Trail	Carried forward expenditure (positive amount)	Carried forward expenditure (positive amount)				
Barossa Bushgardens	Contractors - Cleaning Services	- Bushgardens: Building expenditure	Increase in frequency of cleaning required	Addition to expenditure (positive amount)	(38,470)	Favourable		(38,470)
Community Service Transport	Contractors - Plant/Machinery Servicing	- Commun Transport Scheme-Regional Response	Extra repairs having to be done for our 18 seat bus to make sure it passes inspection	Transfer From - expenditure (negative amount)	1,600	Unfavourable		1,600
Community Service Transport	Contractors - Plant/Machinery Servicing	- Community Transport Scheme - Flash Cabs	Extra servicing costs to repair XF7997 flashcab so it was suitable for hire	Transfer From - expenditure (negative amount)	3,500	Unfavourable		3,500
Community Service Transport	Contractors - Plant/Machinery Servicing	- Community Transport Scheme - Flash Cabs	Extra servicing costs to repair XF7997 flashcab so it was suitable for hire	Transfer From - expenditure (negative amount)	500	Unfavourable		500
Community Service Transport	Contractors - Plant/Machinery Servicing	- Community Transport Scheme - Flash Cabs	Extra servicing costs to repair XF7997 flashcab so it was suitable for hire	Transfer From - expenditure (negative amount)	200	Unfavourable		200

Department	Description	Income/Expenditure Account	Reason for Budget Adjustment	Type of Adjustment	2022/23 Adjustment Quarter	Favourable/ Unfavourable	Reserve Transfer	Net
Operating Adjustments								
Community Service Transport	Contractors - Plant/Machinery Servicing	- Community Transport Scheme - Flash Cabs	Extra servicing costs to repair XFT997 flashcab so it was suitable for hire and passed inspection	Transfer From - expenditure (negative amount)	800	Unfavourable		800
Community Program Development	Donations - Community Assistance Scheme	Community Assistance Scheme	Amount c/fwd from last year \$100k will not be allocated to projects	Reduction to expenditure (negative amount)	(100,000)	Favourable		(100,000)
Information Tech	Internet Expenses	Website - Maintain	Redistribution of internet budget to internal content delivery	Transfer expenses	(3,000)	Favourable		(3,000)
Planning Services	Legal Fees	Assessment and Advice - Planning	Transfer out of Legal fees	Transfer From - expenditure (negative amount)	(6,000)	Favourable		(6,000)
Planning Services	Mobile Phone Expenses	Assessment and Advice - Planning	Transfer required to increase funds for mobile phone expenses.	Transfer to - expenditure (Pos amount)	2,000	Unfavourable		2,000
Planning Services	Staff Training - Seminar/Conference Fees	Assessment and Advice - Planning	Transfer required to increase funds for staff training.	Transfer to - expenditure (Pos amount)	3,000	Unfavourable		3,000
Regulatory Services	Legal Fees	Compliance, Monitoring & Enforcement- Regulatory	Addition to Legal Fees - Regulatory Services	Addition to expenditure (positive amount)	4,500	Unfavourable		4,500
Waste Services	Staff Training	Hard and Other Waste	Unbudgeted costs for AV equipment - Director, Development and Community Services office	Transfer From - expenditure (negative amount)	(250)	Favourable		(250)
Waste Services	Staff Training	Disposal and Collection - Garbage	Unbudgeted costs for AV equipment - Director, Development and Community Services office	Transfer From - expenditure (negative amount)	(250)	Favourable		(250)
Waste Services	Staff Training	Collection and Disposal - Green Organic	Unbudgeted costs for AV equipment - Director, Development and Community Services office	Transfer From - expenditure (negative amount)	(250)	Favourable		(250)
Waste Services	Staff Training	Collection and Disposal- Recyclables	Unbudgeted costs for AV equipment - Director, Development and Community Services office	Transfer From - expenditure (negative amount)	(250)	Favourable		(250)
Waste Services	Advertising	Disposal and Collection - Garbage	Unbudgeted costs for AV equipment - Director, Development and Community Services office	Transfer From - expenditure (negative amount)	(2,652)	Favourable		(2,652)
Waste Services	Staff Training	Disposal and Collection - Garbage	Unbudgeted costs for decals following painting in office of Director, Development and Community Services office	Transfer From - expenditure (negative amount)	(242)	Favourable		(242)
Corporate Services	Legal Fees	Corporate Governance and Information Services	Adjustment required to support legal fees	Addition to expenditure (positive amount)	10,000	Unfavourable		10,000
Health Services	Staff Training - Seminar/Conference Fees	Assessment and Advice - Health	Over expenditure of subscriptions.	Transfer From - expenditure (negative amount)	(2,000)	Favourable		(2,000)
Organisational Development	Legal Fees	Human Resources - Miscellaneous	Increase in legal fees due to VIC change due to introduction of enterprise agreement	Transfer From - expenditure (negative amount)	(2,000)	Favourable		(2,000)
Organisational Development	Legal Fees	Industrial Relations	Increase in legal fees due to VIC change due to introduction of enterprise agreement	Transfer to - expenditure (Pos amount)	2,000	Unfavourable		2,000
Community Services	Contributions - Other	Creative Industries	Council portion of funding agreement moved to GL 263-668 for Live and	Transfer From - expenditure (negative amount)	(20,000)	Favourable		(20,000)
Elected Members	Staff Training - Accommodation Expenses	- Civic Receptions	\$3500 more needed in addition to other adjustment this quarter for Grapevine visit	Addition to expenditure (positive amount)	3,500	Unfavourable		3,500
Community Service Transport	Vehicle Registration	- Community Transport Scheme - Flash Cabs	Extra servicing costs to repair XFT997 flashcab so it was suitable for hire and passed inspection	Transfer From - expenditure (negative amount)	(800)	Favourable		(800)
Community Service Transport	Staff Training - Seminar/Conference Fees	- Home Assist	Transferring funds between ledgers as coordinator undertaking Genos Ignite training as approved by director.	Transfer From - expenditure (negative amount)	1,700	Unfavourable		1,700
Information Tech	Direct Purchases - Assets < \$5,000	Info Tech - Miscellaneous	Redistribution of internet budget to internal content delivery	Transfer expenses	3,000	Unfavourable		3,000
Planning Services	Direct Purchases - Assets < \$5,000	Assessment and Advice- Planning	Unbudgeted costs for AV equipment - Director, Development and Community Services office	Transfer to - expenditure (Pos amount)	4,652	Unfavourable		4,652
Planning Services	Direct Purchases - Assets < \$5,000	Assessment and Advice- Planning	Unbudgeted costs for decals following painting in office of Director, Development and Community Services	Transfer to - expenditure (Pos amount)	242	Unfavourable		242
Health Services	Direct Purchases - Other	Immunisation Management	Transfer Budget for Staff Flu Vac Program	Transfer From - expenditure (negative amount)	(1,500)	Favourable		(1,500)
Elected Members	Direct Purchases - Other	- Civic Receptions	Align budget to decision associated with Grapevine sister city and hosting for Vintage Festival	Addition to expenditure (positive amount)	5,000	Unfavourable		5,000
Community Service Transport	Direct Purchases - Vehicle/Machine Parts	- Community Transport Scheme - Flash Cabs	Extra servicing costs to repair XFT997 flashcab so it was suitable for hire and passed inspection	Transfer From - expenditure (negative amount)	(200)	Favourable		(200)
Community Service Transport	Direct Purchases - Other	- Home Assist	Transferring funds between ledgers as coordinator undertaking Genos Ignite training as approved by director.	Transfer From - expenditure (negative amount)	(1,700)	Favourable		(1,700)
Health Services	Subscriptions/Memberships	Assessment and Advice - Health	Over expenditure of subscriptions.	Transfer to - expenditure (Pos amount)	2,000	Unfavourable		2,000
Organisational Development	Employee Wellbeing & Resilience Program	Human Resources - Miscellaneous	Transfer Budget for Staff Flu Vac Program	Transfer to - expenditure (Pos amount)	1,500	Unfavourable		1,500
OMB/CEO	Other Misc. Expenses - Sundry	Council Meeting - Attend/support	Council catering	Addition to expenditure (positive amount)	1,000	Unfavourable		1,000
Materials, Contract and Other Expenses					Note 9		0	\$4,730
NET TOTAL - Operating Adjustments					(141,578)		0	(141,578)
Reserve Account Adjustments only					(151,995)		0	(151,995)
					(151,995)		0	(151,995)

Department	Asset	Description	Income/Expenditure Account	Reason for Budget Adjustment	Type of Adjustment	2022/23 Adjustment Quarter	Favourable/ Unfavourable	Reserve Transfer	Net
Capital Expenditure on Renewal and Replacement of existing assets									
Works Admin	601679 - 2021MVHealthSrv	801 - Capital Exp-Admin Vehicles	975 - Capital Exp Equip - Materials	C/fwd MHS Vehicle Budget to 23/24 - Deferred purchase	Carried forward expenditure (positive amount)	(35,000)	Favourable		(35,000)
Works Admin	601677 - 2021MV DDES	801 - Capital Exp-Admin Vehicles	975 - Capital Exp Equip - Materials	C/fwd DD&CS Vehicle Budget to 23/24 - Deferred purchase	Carried forward expenditure (positive amount)	(50,000)	Favourable		(50,000)
Works Capital	314745 - Bridge-SmythRd	865 - Capital Exp-Bridges	969 - Capital Exp Structures - Contractors	Carryover to 2023-24 Bridges Renewal Unallocated 601764-865	Carried forward expenditure (positive amount)	(250,000)	Favourable		(250,000)
Works Admin	601618 - 1920MVGenInspct	801 - Capital Exp-Admin Vehicles	975 - Capital Exp Equip - Materials	C/fwd GI Vehicle Budget to 23/24 - Purchase deferred	Carried forward expenditure 2324 (negative amount)	(40,000)	Favourable		(40,000)
Nuri Cent Pk	601736 - NCPACleanersVan	812 - Capital Exp-Nuriootpa Caravan Park	975 - Capital Exp Equip - Materials	Carry forward NCPA Cleaners Van to 2023/24 Budget year.	Carried forward expenditure (positive amount)	(25,000)	Favourable		(25,000)
Works Capital	314263 - KERB, JULIUS ST	864 - Capital Exp-Kerbs	969 - Capital Exp Structures - Contractors	Carryover to 2023-24 as part of road reconstruction project	Carried forward expenditure (positive amount)	(130,000)	Favourable		(130,000)
Works Admin	601249 - CWMS OpeVeh	801 - Capital Exp-Admin Vehicles	975 - Capital Exp Equip - Materials	C/fwd CWMS Operator Vehicle Budget to 23/24 - PO Committed for costs with advised Vehicle delivery date of August 2023	Carried forward expenditure (positive amount)	(58,055)	Favourable		(58,055)
Nuri Cent Pk	601584 - NCPAIntRoadways	812 - Capital Exp-Nuriootpa Caravan Park	969 - Capital Exp Structures - Contractors	Carry forward NCPA Internal road allocation to 2023/24 Budget year.	Carried forward expenditure (positive amount)	(20,000)	Favourable		(20,000)
OfficesCommunFacilit	200192 - LIBRARY & BRANC	841 - Capital Exp-Misc Community properties	977 - Capital - CITB Levy	Additional expenses to refit full library shelving in addition to foyer as per Report to April Council meeting.	Addition to expenditure (positive amount)	13,500	Unfavourable		13,500
OfficesCommunFacilit	310236 - Aquatic Swimming Pool Kokoda road	869 - Capital Exp - Nuriootpa Swimming Pool	969 - Capital Exp Structures - Contractors	Nuri Pool prep works for season	Addition to expenditure (positive amount)	151,995	Unfavourable		151,995
Comm Serv-Transport	601623 - MVCmtyTrsp8	804 - Capital Exp-Community Transport Scheme	975 - Capital Exp Equip - Materials	As approved by Council on 21/3/2023 item 7.4.1 - Additional budget required for fit for purpose vehicle purchase	Addition to expenditure (positive amount)	4,500	Unfavourable		4,500
Works Capital	314262 - KERB, JOHN STRE	864 - Capital Exp-Kerbs	969 - Capital Exp Structures - Contractors	Melrose Street Mt Pleasant - Early Engineering Survey & Design	Transfer From - expenditure (negative amount)	(20,000)	Favourable		(20,000)
Works Capital	313247 - ROAD SEAL,JULIU	870 - Capital Exp - Road resealing	969 - Capital Exp Structures - Contractors	Stockwell Road Rehabilitation	Transfer From - expenditure (negative amount)	(30,000)	Favourable		(30,000)
Works Capital	306278 - ROAD SEAL,BREAK	870 - Capital Exp - Road resealing	969 - Capital Exp Structures - Contractors	Savings from various road reseals to undertake road resealing on Moculta Road within road widening project extent	Transfer From - expenditure (negative amount)	(7,495)	Favourable		(7,495)
Works Capital	306484 - ROAD SEAL,KING	870 - Capital Exp - Road resealing	969 - Capital Exp Structures - Contractors	Savings from various road reseals to undertake road resealing on Moculta Road within road widening project extent	Transfer From - expenditure (negative amount)	(11,968)	Favourable		(11,968)
Works Capital	306641 - ROAD SEAL, QUEE	870 - Capital Exp - Road resealing	969 - Capital Exp Structures - Contractors	Savings from various road reseals to undertake road resealing on Moculta Road within road widening project extent	Transfer From - expenditure (negative amount)	(6,736)	Favourable		(6,736)
Works Operating	608859 - LyndochLandPu	857 - Capital Exp-Lyndoch Rec Park	955 - Capital Exp Land - Other	As per Council approval of 21 February 2023	Addition to expenditure (positive amount)	1,714,830	Unfavourable		1,714,830
Works Capital	306660 - ROAD SEAL,RICHA	870 - Capital Exp - Road resealing	969 - Capital Exp Structures - Contractors	Savings from various road reseals to undertake road resealing on Moculta Road within road widening project extent	Transfer From - expenditure (negative amount)	(6,542)	Favourable		(6,542)
Works Capital	306670 - ROAD SEAL,ROWLA	870 - Capital Exp - Road resealing	969 - Capital Exp Structures - Contractors	Savings from various road reseals to undertake road resealing on Moculta Road within road widening project extent	Transfer From - expenditure (negative amount)	(3,124)	Favourable		(3,124)
Works Capital	306685 - ROAD SEAL,SARAH	870 - Capital Exp - Road resealing	969 - Capital Exp Structures - Contractors	Savings from various road reseals to undertake road resealing on Moculta Road within road widening project extent	Transfer From - expenditure (negative amount)	(9,360)	Favourable		(9,360)
Works Capital	314360 - ROAD SEAL, RUSH	870 - Capital Exp - Road resealing	969 - Capital Exp Structures - Contractors	Savings from various road reseals to undertake road resealing on Moculta Road within road widening project extent	Transfer From - expenditure (negative amount)	(14,055)	Favourable		(14,055)

Department	Asset	Description	Income/Expenditure Account	Reason for Budget Adjustment	Type of Adjustment	2022/23 Adjustment Quarter	Favourable/ Unfavourable	Reserve Transfer	Net
Capital Expenditure on Renewal and Replacement of existing assets									
Works Capital	314424 - ROAD SEAL, CHAR	870 - Capital Exp - Road resealing	969 - Capital Exp Structures - Contractors	Savings from various road reseals to undertake road resealing on Moculta Road within road widening project extent	Transfer From - expenditure (negative amount)	(10,899)	Favourable		(10,899)
Works Capital	314915 - ROAD SEAL, LESK	870 - Capital Exp - Road resealing	969 - Capital Exp Structures - Contractors	Savings from various road reseals to undertake road resealing on Moculta Road within road widening project extent	Transfer From - expenditure (negative amount)	(19,284)	Favourable		(19,284)
Works Capital	306561 - ROAD SEAL,MURDO	870 - Capital Exp - Road resealing	969 - Capital Exp Structures - Contractors	Savings from various road reseals transferred to Research Road Rehabilitation	Transfer From - expenditure (negative amount)	(2,389)	Favourable		(2,389)
Works Capital	312450 - ROAD SEAL,MENGE	870 - Capital Exp - Road resealing	969 - Capital Exp Structures - Contractors	Savings from various road reseals transferred to Research Road Rehabilitation	Transfer From - expenditure (negative amount)	(13,490)	Favourable		(13,490)
Works Capital	313227 - RdSealFiedlerSt	870 - Capital Exp - Road resealing	969 - Capital Exp Structures - Contractors	Savings from various road reseals transferred to Research Road Rehabilitation	Transfer From - expenditure (negative amount)	(13,681)	Favourable		(13,681)
Works Capital	314184 - ROAD SEAL, PLAI	870 - Capital Exp - Road resealing	969 - Capital Exp Structures - Contractors	Savings from various road reseals transferred to Research Road Rehabilitation	Transfer From - expenditure (negative amount)	(14,694)	Favourable		(14,694)
Works Capital	314432 - ROAD SEAL, PINS	870 - Capital Exp - Road resealing	969 - Capital Exp Structures - Contractors	Savings from various road reseals transferred to Research Road Rehabilitation	Transfer From - expenditure (negative amount)	(6,801)	Favourable		(6,801)
Works Capital	306658 - ROAD SEAL,RESEA	870 - Capital Exp - Road resealing	969 - Capital Exp Structures - Contractors	Savings from various road reseals transferred to Research Road Rehabilitation	Transfer to - expenditure (Pos amount)	51,055	Unfavourable		51,055
Works Capital	313268 - ROAD SEAL,MAGNO	870 - Capital Exp - Road resealing	969 - Capital Exp Structures - Contractors	Additional works required on Northern Footpath of Basedow Road	Transfer From - expenditure (negative amount)	(44,000)	Favourable		(44,000)
Works Capital	313192 - RdSealBasedowRd	870 - Capital Exp - Road resealing	969 - Capital Exp Structures - Contractors	Additional works required on Northern Footpath of Basedow Road	Transfer to - expenditure (Pos amount)	44,000	Unfavourable		44,000
Comm Serv-Transport	601652 - MVCmtyTrsp3	804 - Capital Exp-Community Transport Scheme	975 - Capital Exp Equip - Materials	As approved by Council on 21/3/2023 item 7.4.1 - Additional budget required for fit for purpose vehicle purchase	Addition to expenditure (positive amount)	4,500	Unfavourable		4,500
Comm Serv-Transport	601622 - MVCmtyTrsp1	804 - Capital Exp-Community Transport Scheme	975 - Capital Exp Equip - Materials	As approved by Council on 21/3/2023 item 7.4.1 - Additional budget required for fit for purpose vehicle purchase	Addition to expenditure (positive amount)	4,500	Unfavourable		4,500
Works Capital	306658 - ROAD SEAL,RESEA	870 - Capital Exp - Road resealing	967 - Capital Exp Structures - Wages (Normal)	transferred from asset 314743 in Q2 correction to natural account	Transfer From - expenditure (negative amount)	(391,990)	Favourable		(391,990)
Works Capital	306658 - ROAD SEAL,RESEA	870 - Capital Exp - Road resealing	969 - Capital Exp Structures - Contractors	transferred from asset 314743 in Q2 correction to natural account	Transfer to - expenditure (Pos amount)	391,990	Unfavourable		391,990
Capital Expenditure on Renewal and Replacement of Existing Assets						Note 12	1,146,307	0	1,146,307
Asset Sales adjustments/Capital Income									
Proceeds from Sale of Replaced Assets						Note 13	0	0	0
NET TOTAL - Asset Renewal/Replacement Adjustments							1,146,307	0	1,146,307
Capital Expenditure on New and Upgraded assets									
Information Tech	601239 - Pathway Upgrad	806 - Capital Exp-Computer Equipment	975 - Capital Exp Equip - Materials	Transfer of ETI Salary Savings to Support System Improvement Projects	Addition to expenditure (positive amount)	170,000	Unfavourable		170,000
Information Tech	601239 - Pathway Upgrad	806 - Capital Exp-Computer Equipment	975 - Capital Exp Equip - Materials	Transfer of ETI Salary Savings to Support System Improvement Projects - carry forward to 23-24	Carried forward expenditure (positive amount)	(170,000)	Favourable		(170,000)
Works Capital	601585 - KalbeebaDrainag	848 - Capital Exp-S/W Drainage	969 - Capital Exp Structures - Contractors	Carryover to 2023-24	Carried forward expenditure (positive amount)	(368,740)	Favourable		(368,740)
WrksEngineering/CWMS	601303 - WWTTP Nuriootpa	842 - Capital Exp-CWMS	969 - Capital Exp Structures - Contractors	Engaged design Consultant has not been able to deliver suitable documentation to allow full tendering and Construction to be completed in 22/23 Year	Carried forward expenditure (positive amount)	(1,600,000)	Favourable		(1,600,000)
WrksEngineering/CWMS	601690 - CWMS Pipeline Radio Link Upgrad/Control Change	842 - Capital Exp-CWMS	969 - Capital Exp Structures - Contractors	This project is linked with The Nuriotpa Treatment Plant upgrade which has been delayed dur to design work not being completed	Carried forward expenditure (positive amount)	(92,100)	Favourable		(92,100)
WrksEngineering/CWMS	311594 - STEDS LAGOONS,	842 - Capital Exp-CWMS	969 - Capital Exp Structures - Contractors	Council was unable to secure suitable design resources to deliver design in the 22/23 year	Carried forward expenditure (positive amount)	(350,000)	Favourable		(350,000)
OfficesCommunFacilit	200065 - LIBRARY & BRANC	834 - Capital Exp-Tanunda Rec Park	969 - Capital Exp Structures - Contractors	Tanunda Oval design	Addition to expenditure (positive amount)	30,000	Unfavourable		30,000
Works Capital	601515 - MariaStOpChannl	848 - Capital Exp-S/W Drainage	969 - Capital Exp Structures - Contractors	Baird Street Drainage Design	Transfer From - expenditure (negative amount)	(20,000)	Favourable		(20,000)
Works Capital	601515 - MariaStOpChannl	848 - Capital Exp-S/W Drainage	969 - Capital Exp Structures - Contractors	Homburg Street Drainage Design	Transfer From - expenditure (negative amount)	(30,000)	Favourable		(30,000)
OfficesCommunFacilit	601711 - NuriSoccerInf	837 - Capital Exp-Nuriootpa Recreation Park	969 - Capital Exp Structures - Contractors	Correct Nuriotpa Soccer Project budget allocations to align with actuals	Reduction to expenses	(270,068)	Favourable		(270,068)
Works Capital	600895 - ROAD DRAIN, HOM	848 - Capital Exp-S/W Drainage	969 - Capital Exp Structures - Contractors	Homburg Street Drainage Design	Transfer to - expenditure (Pos amount)	30,000	Unfavourable		30,000

Department	Asset	Description	Income/Expenditure Account	Reason for Budget Adjustment	Type of Adjustment	2022/23 Adjustment Quarter	Favourable/ Unfavourable	Reserve Transfer	Net
Capital Expenditure on New and Upgraded assets									
Nuri Cent Pk	200065 - LIBRARY & BRANC	812 - Capital Exp-Nuriootpa Caravan Park	969 - Capital Exp Structures - Contractors	NCPA Cricket shed	Addition to expenditure (positive amount)	20,000	Unfavourable		20,000
OfficesCommunFacilit	601653 - TBP-Buildings-1	814 - Capital Exp-Talunga Caravan Park	962 - Capital Exp Bldgs - Materials	Talunga Park Cabin Fitout additional costs	Addition to expenditure (positive amount)	18,700	Unfavourable		18,700
OfficesCommunFacilit	601728 - TanRecPkJnrOval	834 - Capital Exp-Tanunda Rec Park	969 - Capital Exp Structures - Contractors	As per title	Addition to expenditure (positive amount)	5,000	Unfavourable		5,000
Works Capital	601686 - BikePthExtensio	861 - Capital Exp-Footpaths	969 - Capital Exp Structures - Contractors	Tanunda Rec Park Junior Sportsfield - Ball Netting Structure	Transfer From - expenditure (negative amount)	(40,000)	Favourable		(40,000)
Works Capital	601739 - SWater-Salaries	848 - Capital Exp-S/W Drainage	989 - Capital Exp - Salaries	Basedow Creek Drainage	Transfer From - expenditure (negative amount)	(20,000)	Favourable		(20,000)
Works Capital	500244 - MtPleas Main St	849 - Capital Exp-Streetscaping	969 - Capital Exp Structures - Contractors	Melrose Street Mt Pleasant - Early Engineering Survey & Design	Transfer to - expenditure (Pos amount)	20,000	Unfavourable		20,000
OfficesCommunFacilit	601728 - TanRecPkJnrOval	834 - Capital Exp-Tanunda Rec Park	969 - Capital Exp Structures - Contractors	Tanunda Rec Park Junior Sportsfield - Ball Netting Structure	Transfer to - expenditure (Pos amount)	40,000	Unfavourable		40,000
Works Capital	312684 - ROAD DRAIN,BRID	848 - Capital Exp-S/W Drainage	969 - Capital Exp Structures - Contractors	Basedow Creek Drainage	Transfer to - expenditure (Pos amount)	20,000	Unfavourable		20,000
Works Capital	310961 - ROAD DRAIN, BAI	848 - Capital Exp-S/W Drainage	969 - Capital Exp Structures - Contractors	Baird Street Drainage Design	Transfer to - expenditure (Pos amount)	20,000	Unfavourable		20,000
Works Capital	315059 - RdSealStkwilltP	870 - Capital Exp - Road resealing	969 - Capital Exp Structures - Contractors	Stockwell Road Rehabilitation	Transfer to - expenditure (Pos amount)	30,000	Unfavourable		30,000
Works Capital	306544 - RdSealMocultaRd	870 - Capital Exp - Road resealing	969 - Capital Exp Structures - Contractors	Savings from various road reseals to undertake road resealing on Moculta Road within road widening project extent	Transfer to - expenditure (Pos amount)	89,463	Unfavourable		89,463
OfficesCommunFacilit	601740 - NurSoccerClubrm	837 - Capital Exp-Nuriootpa Recreation Park	969 - Capital Exp Structures - Contractors	Correct Nuriootpa Soccer Project budget allocations to align with actuals	Reduction to expenses	(596,447)	Favourable		(596,447)
OfficesCommunFacilit	601741 - NurSoccerInfra	837 - Capital Exp-Nuriootpa Recreation Park	969 - Capital Exp Structures - Contractors	Correct Nuriootpa Soccer Project budget allocations to align with actuals	Addition to expenditure (positive amount)	971,514	Unfavourable		971,514
OfficesCommunFacilit	601729 - TanRecPlayGrnd	834 - Capital Exp-Tanunda Rec Park	969 - Capital Exp Structures - Contractors	Funding for Tanunda Playground fencing approved by Council at March 2023 meeting	Addition to expenditure (positive amount)	16,000	Unfavourable		16,000
OfficesCommunFacilit	601575 - TBP-Recreation1	841 - Capital Exp-Misc Community properties	989 - Capital Exp - Salaries	Contingencies to fund other Big Project budget increases during the year	Reduction to expenses	(274,393)	Favourable		(274,393)
OfficesCommunFacilit	601575 - TBP-Recreation1	841 - Capital Exp-Misc Community properties	969 - Capital Exp Structures - Contractors	Contingencies to fund other Big Project budget increases during the year	Reduction to expenses	(161,000)	Favourable		(161,000)
OfficesCommunFacilit	601574 - TBP-Buildings-1	841 - Capital Exp-Misc Community properties	989 - Capital Exp - Salaries	Contingencies to fund other Big Project budget increases during the year	Reduction to expenses	(395,000)	Favourable		(395,000)
OfficesCommunFacilit	601574 - TBP-Buildings-1	841 - Capital Exp-Misc Community properties	969 - Capital Exp Structures - Contractors	Contingencies to fund other Big Project budget increases during the year	Reduction to expenses	(26,879)	Favourable		(26,879)
Capital Expenditure on New and Upgraded Assets					Note 14	(2,933,950)		0	(2,933,950)
Amounts received specifically for New and Upgraded Assets/Profit and loss for asset disposal									
NET TOTAL - Asset New/Upgrade Adjustments						(2,933,950)		0	(2,933,950)
NET TOTAL - Capital Adjustments						(1,787,643)		0	(1,787,643)
<i>Note: for reconciliation purposes the report includes Approved Carried Forwards</i>									

Statement of Comprehensive Income								
for the year ending 30 June 2023								
	Budget Adjustment Notes	Variance Report Notes	Original Full Year Budget (\$'000)	Proposed Full Year Revised Budget (\$'000)	Actuals as at 31 Mar (\$'000)	*Full year Revised Budget in Last Update (\$'000)	Budget Adjustments Quarter 3 (\$'000)	*Proposed Full Year Revised Budget (\$'000)
Income								
Rates	1	17	35,759	35,793	35,752	35,793		35,793
Statutory Charges	2	18	797	797	651	797	(8)	789
User Charges	3	19	3,200	3,754	2,263	3,754		3,754
Grants, Subsidies and Contributions	4	20	1,857	1,965	1,389	1,965		1,965
Investment Income	5	21	88	153	299	153		153
Reimbursements	6	22	61	61	62	61		61
Other Income	7	23	722	979	536	979		979
Net Gain – Joint Ventures and Associations		24	0	0	0	0		0
Total Revenues			42,484	43,502	40,952	43,502	(8)	43,494
Expenses								
Employee Costs	8	25	16,493	16,574	11,644	16,574	(204)	16,370
Materials, Contracts and Other Expenses	9	26	17,878	18,813	12,211	18,813	55	18,868
Depreciation, Amortisation and Impairment	10	27	9,159	9,159	6,870	9,159		9,159
Finance Costs	11	28	419	419	268	419		419
Net Loss – Joint Ventures and Associations			0	0		0		0
Total Expenses			43,949	44,965	30,993	44,965	(149)	44,816
Operating Surplus / (Deficit)			(1,465)	(1,463)	9,959	(1,463)	141	(1,322)
Physical Resources Received Free of Charge		31	0	0		0		0
Asset Disposal and Fair Value Adjustments	16	29	(821)	(821)		(821)		(821)
Amounts Received Specifically for New or Upgraded Assets	15	30	7,251	7,227	4,977	7,227		7,227
Net Surplus / (Deficit)			4,965	4,943	14,936	4,943	141	5,084
Changes in revaluation surplus - infrastructure, property, plant and equipment		33	0	0	0	0	0	0
Infrastructure, property, plant and equipment Impairment (Expense)/Recoupments offset to Asset Revaluation Reserve		34	0	0	0	0	0	0
Total Other Comprehensive Income			0	0	0	0	0	0
Total Comprehensive Income			4,965	4,943	14,936	4,943	141	5,084

Capital Program 2022/23						
Description	2022/23 Budget	Actuals as at 31 March	Full Year Revised Budget in Last Update	Budget Adjustments Quarter 3	Carry forward to 2022/23	Proposed Full Year Revised Budget
CORPORATE AND COMMUNITY SERVICES	20,566,178	7,880,153	18,849,339	1,251,253	0	20,100,592
Community Services - Community Transport	55,000	29,139	83,000	13,500	0	96,500
Community Transport Vehicles	55,000	29,139	83,000	13,500	0	96,500
Library Services	86,161	8,922	86,161	0	0	86,161
Library Books	86,161	8,922	86,161	0	0	86,161
Barossa Regional Gallery	88,745	33	88,745	0	0	88,745
Barossa Regional Gallery Air Conditioning (carried forward)	88,745	33	88,745	0	0	88,745
Offices and Community Facilities	20,336,272	7,842,059	18,591,433	1,237,753	0	19,829,186
The Big Project - Phase 1 Implementation - Buildings (subject to grant funding)	279,988	4,195	439,447	(421,879)	0	17,568
The Big Project - Phase 1 Implementation - Recreation (subject to grant funding)	310,000	6,631	450,393	(435,393)	0	15,000
Angaston Railway Precinct	0	163	0	0	0	0
Angas Recreation Park Clubrooms Canopy	0	165,793	166,014	0	0	166,014
Angas Recreation Park Multi Functional Clubrooms	0	49,767	48,909	0	0	48,909
Angas Recreation Park Tennis/Netball Courts (carried forward)	400,000	405,039	400,000	0	0	400,000
Angas Rec Park Stormwater	0	68	1,700	0	0	1,700
Angas Recreation Park Second Oval and Ancillary Works (carried forward)	0	13,656	279,989	0	0	279,989
Aquatic Swimming Pool, Kokoda Road	0	140,595	0	151,995	0	151,995
Barossa Culture Hub - The Big Project (carried forward)	4,987,865	3,735	0	0	0	0
Barossa Rugby Park - The Big Project (Infrastructure Projects Grant Programs) (part carried forward)	2,560,500	420,871	2,616,529	0	0	2,616,529
Curdnatta Recreation Park BBQ and Cricket Nets (part externally funded)	0	1,487	0	0	0	0
Depot Office and Workshop, Williamstown	0	825	11,849	0	0	11,849
Irrigation Equipment Tanunda Rec Park	0	81,183	146,083	0	0	146,083
Library & Branch Office, Mount Pleasant	0	26,914	53,376	13,500	0	66,876
Library & Branch Office, Nuriootpa	0	5,450	0	0	0	0
Lyndoch Land purchase	0	2,650	0	1,714,830	0	1,714,830
Lyndoch Rec Park Change/Clubrooms	2,500,000	26,839	28,083	0	0	28,083
Nuriootpa Office Minor Building Improvements	0	34,544	304,937	0	0	304,937
Nuriootpa Soccer Clubrooms (carried forward)	1,533,104	102,060	1,837,822	(596,447)	0	1,241,375
Nuriootpa Soccer Civil Infrastructure (carried forward)	30,000	1,002,200	184,095	971,515	0	1,155,610
Nuriootpa Soccer Infrastructure Pitches (carried forward)	300,000	619,379	894,447	(270,068)	0	624,379
Nuriootpa Swimming Pool	0	113	0	0	0	0
Rex Water Heaters	186,000	0	186,000	0	0	186,000
Rex Aquatic Fitness building	0	28,074	0	0	0	0
Stockwell Park BMX Track	0	0	0	0	0	0
Stockwell Park Fitness Infrastructure	0	6,364	0	0	0	0
Stockwell Park Civil Works/Signage/Landscaping	0	29,907	36,725	0	0	36,725
Stockwell Park Trail	0	4,523	0	0	0	0
Talunga Caravan Park Facilities (carried forward)	2,230,109	1,191,390	2,705,507	18,700	0	2,724,207
Tanunda Oval design	0	0	0	30,000	0	30,000
Tanunda Recreation Park Junior Sports Field (part carried forward - Infrastructure Projects Grant Programs)	473,970	585,377	735,135	45,000	0	780,135
Tanunda Recreation Park - Oval Widening	378,100	298,475	378,100	0	0	378,100
Tanunda Recreation Park Playground (Open Space and Places for People Grant Funding) (carried forward)	592,246	691,267	727,493	16,000	0	743,493
Tanunda Recreation Park Cricket Nets (Infrastructure Projects Grant Programs)(carried forward)	125,890	125,652	125,890	0	0	125,890
Tanunda Rec Park Change/Club Rooms	3,448,500	1,683,520	5,647,995	0	0	5,647,995
Upgrade Lighting Lyndoch Rec Park	0	128	0	0	0	0
Tanunda Recreation Park - Show Hall Upgrade Retention (carried forward)	0	2,992	34,915	0	0	34,915
RSL Hall, Mount Pleasant	0	30,514	0	0	0	0
Various tennis/netball courts as per Court audit report July 2019 (expected 40% grants/contributions)	0	0	150,000	0	0	150,000
Williamstown Hall Floor Resurfacing	0	49,715	0	0	0	0
Williamstown Queen Victoria Jubilee Park - The Big Project	0	7	0	0	0	0
DEVELOPMENT AND ENVIRONMENTAL SERVICES	33,079	29,724	33,079	0	0	33,079
Barossa Bushgardens	33,079	29,724	33,079	0	0	33,079
Provision of Airconditioning at Barossa Bushgardens	33,079	29,724	33,079	0	0	33,079
EXECUTIVE SERVICES	515,049	155,801	1,166,007	170,000	(170,000)	1,166,007
Office and Community Facilities	515,049	155,801	1,166,007	170,000	(170,000)	1,166,007
Asset Management System	0	75	300,000	0	0	300,000
Audio Visual System Council Chamber	130,000	137,987	137,000	0	0	137,000
Continuous Improvement program	323,946	615	149,404	0	0	149,404

Capital Program 2022/23 (Continued)						
Description	2022/23 Budget	Actuals as at 31 March	Full Year Revised Budget in Last Update	Budget Adjustments Quarter 3	Carry forward to 2022/23	Proposed Full Year Revised Budget
Finance Budgeting Software (carried forward)	61,103	0	61,103	0	0	61,103
Intranet	0	0	100,000	0	0	100,000
Mobile Phone Fleet	0	0	50,000	0	0	50,000
Pathway System	0	4,800	148,500	170,000	(170,000)	148,500
Switching Technology	0	0	40,000	0	0	40,000
TechOne System	0	12,325	160,000	0	0	160,000
Website Development Project	0	0	20,000	0	0	20,000
NURIOOTPA CENTENNIAL PARK AUTHORITY	20,000	23,735	267,180	20,000	(45,000)	242,180
Cleaners Van	0	0	25,000	0	(25,000)	0
NCPA - Adventure Playground (carried forward)	0	0	168,445	0	0	168,445
NCPA - Amenities Facilities	0	0	30,000	0	0	30,000
NCPA - Internal Roadworks	20,000	0	20,000	0	(20,000)	0
NCPA- Cricket Shed	0	0	0	20,000	0	20,000
NCPA - Multi-Use Change Rooms	0	23,735	23,735	0	0	23,735
WORKS AND ENGINEERING	13,262,270	5,144,603	15,065,090	(40,000)	(2,973,895)	12,051,195
Bridges	1,188,133	101,322	808,133	0	(250,000)	558,133
Footbridge, King Street North	28,133	39,665	43,133	0	0	43,133
Mangler Hill Road Angaston Safety Guardrails	40,000	36,474	40,000	0	0	40,000
Moculta Road Bridge - Design only (part carried forward)	720,000	21,931	390,000	0	0	390,000
Smyth Road Tanunda Bridge (part carried forward)	400,000	3,150	335,000	0	(250,000)	85,000
Stockwell Bridge widening (subject to grant funding)	0	103	0	0	0	0
Buildings	450,000	134,820	643,539	0	0	643,539
Access and inclusion works - Nuriootpa Oval	80,000	52,032	80,000	0	0	80,000
Building Renewal and Replacement	300,000	0	405,919	0	0	405,919
General office improvement allocation	70,000	49,295	55,000	0	0	55,000
Floodwall Equipment Storage Shed	0	24,423	0	0	0	0
Nuriootpa Office - LED Lighting Replacement	0	314	60,199	0	0	60,199
Tanunda and Williamstown Depots Upgrade	0	2,506	0	0	0	0
The Rex Barossa Aquatic and Fitness Centre - LED Lighting Replacement	0	6,250	42,421	0	0	42,421
Footpaths	227,561	88,652	277,561	(40,000)	0	237,561
Atze Park upgrade	35,000	6,572	35,000	0	0	35,000
College Street, Tanunda, footpath upgrade (NI)	85,630	76,771	85,630	0	0	85,630
Barossa Trail extension to Gawler	0	1,756	50,000	(40,000)	0	10,000
Footpath Renewal Budget - Salaries	106,931	0	106,931	0	0	106,931
Kalimna Creek Reserve Nuriootpa	0	3,450	0	0	0	0
Saleyard Road Mount Pleasant	0	103	0	0	0	0
Motor Vehicles, Plant and Equipment	933,015	879,579	2,032,815	0	(125,000)	1,907,815
Backhoe	0	216,000	216,000	0	0	216,000
General Inspector Vehicle	40,000	0	40,000	0	(40,000)	0
Minor Plant	50,000	8,995	50,000	0	0	50,000
Motor Vehicles Renewal	443,015	226,020	605,815	0	(85,000)	520,815
Mower 1 – Oval Reel Mower	0	0	150,000	0	0	150,000
Mower 2 – Front deck open space mower	0	45,455	60,000	0	0	60,000
Mower 3 – Front deck open space mower	0	0	60,000	0	0	60,000
Mower 4 – Small zero turn mower	0	39,091	60,000	0	0	60,000
Mower Trailer 1	0	4,273	15,000	0	0	15,000
Mower Trailer 2	0	3,000	15,000	0	0	15,000
Mower Trailer 3	0	3,000	15,000	0	0	15,000
Mower Decks	0	7,727	25,000	0	0	25,000
Plant and Equipment	400,000	82,210	400,000	0	0	400,000
Plant Trailer	0	38,290	40,000	0	0	40,000
Turf Ute 1	0	34,724	40,000	0	0	40,000
Turf Ute 2	0	37,894	40,000	0	0	40,000
Turf Ute 3	0	37,881	40,000	0	0	40,000
Works Gardener 4.5T Truck	0	0	61,000	0	0	61,000
4.5 Tonne Truck	0	95,021	100,000	0	0	100,000
Parks and Gardens	100,000	89,388	113,976	0	0	113,976
Krieg Park BMX Track	0	34	13,976	0	0	13,976
Playground Equipment Renewal	70,000	89,171	70,000	0	0	70,000
Playground	30,000	0	30,000	0	0	30,000
Tanunda Recreation Park Oval Renewal	0	183	0	0	0	0
Road Resheeting	1,089,655	270,604	1,175,655	0	0	1,175,655
E Lorkes Road Springton	0	21,315	86,000	0	0	86,000
Resheet Program	1,039,655	249,289	1,039,655	0	0	1,039,655
Resheeting Budget Contingency	50,000	0	50,000	0	0	50,000

Capital Program 2022/23 (Continued)						
Description	2022/23 Budget	Actuals as at 31 March	Full Year Revised Budget in Last Update	Budget Adjustments Quarter 3	Carry forward to 2022/23	Proposed Full Year Revised Budget
Road Resealing	5,272,898	2,650,313	5,612,530	0	0	5,612,530
Basedow Road Tanunda	0	0	0	44,000	0	44,000
Road Reseal Contingency	569,682	0	330,314	0	0	330,314
Goldfields Rd, Cockatoo Valley	438,227	299,020	438,227	0	0	438,227
Middleton Road Cockatoo Valley	0	0	41,000	0	0	41,000
Moculta Road Moculta	1,680,000	723,061	2,010,000	89,463	0	2,099,463
Research Road, Tanunda	0	116,728	391,990	51,055	0	443,045
Research Road, Nuriootpa	0	0	0	0	0	0
Road Reseal Program Budget (Spray and Asphalt)	1,893,000	1,216,206	1,689,010	(214,518)	0	1,474,492
R Rogers Road, Eden Valley	0	0	20,000	0	0	20,000
Valley Road, Angaston	80,868	31,055	80,868	0	0	80,868
Yaldara Drive, Lyndoch	611,121	264,244	611,121	0	0	611,121
Road Reconstruction - Stockwell Road Freight Route	0	0	0	30,000	0	30,000
Stormwater	1,295,153	566,058	1,416,978	(20,000)	(498,740)	898,238
Baird St, Nuriootpa	25,000	19,068	25,000	20,000	0	45,000
Basedow Road Tanunda Drainage Upgrade	0	772	0	0	0	0
Basedow Creek Scour Protection	15,000	0	15,000	20,000	0	35,000
Calton Road to Hamelster Court Drainage, Kalbeeba	368,740	0	368,740	0	(368,740)	0
Centenary Avenue Nuriootpa Flood Mitigation - Design only	0	176	0	0	0	0
Centenary Avenue, Kalimna Creek flood levee	25,000	0	25,000	0	0	25,000
Colonist Corner Williamstown Reserve Drainage Upgrade	0	0	0	0	0	0
Drainage Inlet Capacity Upgrade	50,000	11,473	0	0	0	0
Elizabeth Street Tanunda	30,000	12,473	60,000	0	0	60,000
Kalimna Road Nuriootpa	0	0	30,000	0	0	30,000
Kerb and Gutter Upgrades - critical K&G works to be completed as part of road re-seal programme	500,000	330,725	500,000	(20,000)	(130,000)	350,000
Maria Street Tanunda Drainage Swale	0	0	111,825	(50,000)	0	61,825
Murray St, Nuriootpa	100,000	92,378	100,000	0	0	100,000
Old Talunga Park - Tennis Court / Men's Shed drainage	35,000	42,818	35,000	0	0	35,000
Project Management Salaries	76,413	0	76,413	(20,000)	0	56,413
Roendfeldt Street / Third Avenue / Homburg Street / Langmeil Road - Design Only	30,000	38,500	30,000	30,000	0	60,000
Yettie Road Williamstown	40,000	17,676	40,000	0	0	40,000
Community Wastewater Management System (CWMS)	2,623,055	112,538	2,738,261	0	(2,100,155)	638,106
CWMS Pipeline Radio Link Upgrade/Control Change (carried forward)	0	0	92,100	0	(92,100)	0
Gravity Mains Operation Emergency IP and Manhole Repairs/Replacement	65,000	32,382	65,000	0	0	65,000
Ford Pk Ranger XL S056Ago, 4*4 Single Chassis	0	21,022	22,074	0	0	22,074
Lyndoch Bevalaqua pump Station Emergency Storage	350,000	22,920	350,000	0	0	350,000
Nuriootpa Waste Water Treatment Plant - upgrades/improvements	1,800,000	33,814	1,777,926	0	(1,600,000)	177,926
Stockwell Recreation Park - CWMS Irrigation	0	0	23,106	0	0	23,106
Williamstown Lagoon and Infrastructure	350,000	2,400	350,000	0	(350,000)	0
Vehicle New Operators Technical Support	58,055	0	58,055	0	(58,055)	0
Streetscaping	82,800	251,329	245,642	20,000	0	265,642
Mount Pleasant Streetscaping	0	123,564	58,000	20,000	0	78,000
Murray Street Angaston Streetscaping	0	105,491	104,842	0	0	104,842
Streetscaping - townships- unallocated	82,800	22,274	82,800	0	0	82,800
Grand Total (Notes 12 and 14)	34,396,576	13,234,016	35,380,695	1,401,253	(3,188,895)	33,593,053

Grants, Contributions and Asset Sales 2022/23						
Description	2022/23 Budget	Actuals as at 31 March	Full Year Revised Budget in Last Update	Budget Adjustments Quarter 3	Carry forward to 2022/23	Proposed Full Year Revised Budget
CORPORATE AND COMMUNITY SERVICES	(4,718,000)	0	(3,788,865)	0	0	(3,788,865)
The Big Project - Phase 1: Implementation Grant Funding	(1,771,000)	0	0	0	0	0
Barossa Rugby Development Contributions	(300,000)	0	(300,000)	0	0	(300,000)
Tanunda Rec Park Clubrooms/ Amenities Buildings	(1,149,500)	0	(1,343,050)	0	0	(1,343,050)
Lyndoch Recreation Park Change/Clubrooms (carried forward)	(1,000,000)	0	0	0	0	0
Angas Recreation Park Junior Oval/Recreation Landscaping Contributions	0	0	(350,000)	0	0	(350,000)
Tanunda Recreation Park - Contribution to Lighting/other	0	0	(88,000)	0	0	(88,000)
Talunga Caravan Park - Cabins & Amenities	0	0	(817,286)	0	0	(817,286)
Barossa Rugby Precinct Development Tanunda (Infrastructure Projects Grant Programs)	(497,500)	0	(890,529)	0	0	(890,529)
NURIOOTPA CENTENNIAL PARK AUTHORITY	0	0	(270,344)	0	0	(270,344)
Nuriootpa Artificial Soccer Pitch - Local Roads and Community Infrastructure Phase 2	0	0	(270,344)	0	0	(270,344)
WORKS AND ENGINEERING	(2,944,321)	0	(3,754,036)	0	0	(3,754,036)
Vehicle and Equipment Trade-in Sales	(411,369)	0	(586,318)	0	0	(586,318)
Motor Vehicles/Plant	(50,000)	0	(50,000)	0	0	(50,000)
CWMS Developer Contributions	0	0	(113,624)	0	0	(113,624)
Contribution from LRC	(10,000)	0	(10,000)	0	0	(10,000)
Murray Street / Kalimna Road corner drainage upgrade	(142,736)	0	(142,736)	0	0	(142,736)
Open Space Developer Contributions	0	0	(392,775)	0	0	(392,775)
Barossa Trail extension to Gawler (PIRSA Regional Growth Fund Grant Funding)	(1,200,000)	0	(1,200,000)	0	0	(1,200,000)
Special Local Roads Program	(1,130,216)	0	(1,130,216)	0	0	(1,130,216)
Local Roads and Community Infrastructure	0	0	(128,367)	0	0	(128,367)
Stockwell Bridge widening (Bridges Renewal Round 5/ Local Government Land Transport Infrastructure Project)	0	0	(128,367)	0	0	(128,367)
Grand Total (Notes 13 and 15)	(7,662,321)	0	(7,813,245)	0	0	(7,813,245)

MATTERS FOR INFORMATION

2.6 REPORT ON INTERIM REPORT OF AUDIT FINDING

**Author: Senior Accountant
23/30971**

Attached is Galpins' 2022/23 Draft Interim Audit Report Management Letter for year ended 30 June 2023.

ATTACHMENTS

Attachment 1 2022 - 2023 Draft Interim Audit Report - Management Letter [!\[\]\(17acf1afa8cdf0b67c53d4865a5ed469_img.jpg\) !\[\]\(ece8cabb5adcd402275b8866019cc3b8_img.jpg\)](#)

SUPPORTING REFERENCES

Local Government Act 1999



Accountants, Auditors & Business Consultants

Financial Controls Review

Barossa Council

DRAFT 2022/23 Interim Management
Letter



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Barossa Council

Table of Contents

1. EXECUTIVE SUMMARY	3
1.1 Background	3
1.2 Objectives and scope	3
1.3 Category of findings.....	5
1.4 Overall review of the Council's internal controls	6
1.5 Internal Control Self Assessment.....	6
1.6 Summary of findings.....	7
2. DETAILED AUDIT FINDINGS	8
2.1 PURCHASE AND PROCUREMENT/CONTRACTING.....	8
2.2 FIXED ASSETS.....	9
2.3 GENERAL LEDGER.....	10
2.4 RATES	12
2.5 CREDIT CARDS	14
2.6 BANKING.....	15
APPENDIX 1 – CRITICAL INTERNAL FINANCIAL CONTROLS	16



Barossa Council

1. EXECUTIVE SUMMARY

1.1 Background

During our interim audit we perform procedures to gain an understanding of the internal controls in place relevant to the financial statements and perform tests of design and effectiveness for these controls. Based on the results of the control testing, we then assess the audit risks to define the extent and nature of our substantive procedures (e.g. inspection of documents, recalculation, reconciliation, etc) for our final visit.

In addition to an opinion on the financial statements, section 129 of the Local Government Act 1999 requires auditors to provide an opinion regarding internal controls of councils. This opinion focuses on Council's obligations under s125 of the Local Government Act 1999:

"A council must ensure that appropriate policies, practices and procedures of internal control are implemented and maintained in order to assist the council to carry out its activities in an efficient and orderly manner to achieve its objectives, to ensure adherence to management policies, to safeguard the council's assets, and to secure (as far as possible) the accuracy and reliability of council records."

The audit opinion is restricted per s129 of the Act to the application of s125 as it relates to financial internal controls, specifically 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.

In order to assist the Council in addressing the requirements of s129, we have reviewed a prioritised list of controls from the better practice model based on our initial audit risk assessment. Further details about our scope can be found in item 1.2 of this report.

1.2 Objectives and scope

The objectives of our interim audit were to:

- understand Council's business, business cycles and processes relevant to the financial statements
- understand the internal controls in place for the areas we consider critical for the audit of the financial statements
- design internal controls tests for the internal controls identified
- perform the internal controls tests to determine the final risks of material misstatements in the financial statements to be addressed in our final audit
- review a prioritised list of internal financial controls we consider critical for the purpose of issuing a controls opinion.

The scope of our audit included a review of internal controls we consider key controls to be in place for the purpose of addressing the requirements of s129.



Barossa Council

These key internal controls consist of a prioritised list of controls from the better practice model. This list was defined based on our risk assessment to determine the key business cycles, and key risks within these business cycles, that we understand should be the focus of the Council's control self-assessment.

The identification of key core controls and key business risks included the following risk assessment procedures:

Risk review – A review of Council's inherent risk assessment for internal financial controls.

Financial statement review – A high level financial statement review performed to identify key accounts and transaction streams.

Internal / external audit results review – The findings and recommendations of internal / external financial audits are reviewed to identify known areas of weakness, and areas known to be attracting audit attention.

The key core controls for the following key business cycles have been identified as critical for the purpose of issuing a controls opinion this financial year:

- Purchasing and Procurement/Contracting
- Fixed Assets
- General Ledger
- Accounts Payable
- Rates / Rates Rebates
- Credit Cards
- Debtors
- Banking
- Payroll
- Receipting

We have included a list of key controls identified by the audit for these business cycles as an appendix to this report (see Appendix 1). This list does not represent a complete population of internal controls that the Council should have in place. There is an expectation that controls not in this list will still exist and be operating effectively within Council.

The list of controls is only intended to be a guide for Council to prioritise its resourcing in readiness for the audit opinion, and for the ongoing monitoring of internal controls i.e. it is a risk based listing of controls which may be desirable for Council to include in its ongoing monitoring program for internal financial controls.

The list should not be considered a minimum standard – rather, it is a starting reference point for Council to consider. It is expected that Council will have performed a risk assessment of financial risks, and given consideration to the need to monitor controls that address High / Extreme risks that may not be included in this listing.



Barossa Council

1.3 Category of findings

In order to assist the Council in establishing the overall level of control effectiveness and prioritising areas for attention, we have provided an overall assessment of the business cycles for which we have identified performance improvements opportunities (this report is prepared on an exception basis).

We assessed each business cycle using our risk assessment which was focused on the risk of finding material weaknesses which could lead to a modified controls opinion in the 2021/22 financial year. An overall assessment of the risk of a potential modified audit opinion per business cycle is provided in item 1.5 of this report.

Detailed findings including the controls tested as per the Better Practice Model, findings and recommendations are provided in section 2 of this report. The individual findings are also rated to assist the Council in prioritising corrective actions.

The overall assessment of the risk of non-compliance with s125 of the Local Government Act 1999 and the related findings and recommendations were rated as follows:

Category	Description
High Risk Weaknesses	The issue described could lead to a material weakness in the Council's internal controls and non-compliance with s125 of the Local Government Act.
Moderate Weaknesses	The issue described does not represent a material weakness due to the existence of compensating controls. However, the failure of the compensating controls or the existence of any other moderate weakness within the same business cycle may lead to a material weakness in the Council's internal controls and non-compliance with s125 of the Local Government Act.
Low Risk Weaknesses	The issue described is a low risk weakness due to the existence of compensating controls and/or the failure or absence of the internal controls does not impact significantly on the Council's financial risk. However, multiple low-level risk weakness within the same business cycle may lead to a material weakness in the Council's internal controls and non-compliance with s125 of the Local Government Act.
Better Practice Weaknesses	The issue described has been included in this report as an opportunity for better practice.

The Council should also perform its own assessment of priority based not only on audit risks, but also other risks management considers relevant such as non-compliance with pertinent legislations and regulations, and reputational risks.



Barossa Council

1.4 Overall review of the Council's internal controls

Overall the Council demonstrated a satisfactory level of compliance with the implementation of an internal control framework consistent with the principles within the Better Practice Model.

During our interim visit we found that the majority of key internal controls reviewed were in place and were operating effectively (58 out of 65 core controls reviewed).

The principles underpinning the model were used by the Council in the identification of its business cycles, the establishment of its internal controls and the implementation of its financial risk management processes.

A summary of the results of our review is provided in the table below:

Business cycles	Controls Reviewed	Operating Effectively 2023	2023 Findings			
			H	M	L	BP
Purchasing & Procurement/Contracting	7	6	-	1	-	-
Fixed Assets	8	7	1	-	-	-
General Ledger	8	6	-	2	-	-
Accounts Payable	8	8	-	-	-	-
Payroll	11	11	-	-	-	-
Rates / Rates Rebates	8	6	-	1	1	-
Credit Cards	5	5	-	-	-	1
Debtors	3	3	-	-	-	-
Banking	5	4	1	-	-	-
Receipting	2	2	-	-	-	-
Total	65	58	2	4	1	1

We recommend that Council prioritises the high and moderate risk findings, as failure in compensating controls addressing the same risk or existence of multiple moderate weakness within the same business cycle may lead to a material weakness and non-compliance with s125 of the Local Government Act.

1.5 Internal Control Self Assessment

As part of meeting its obligations under s125 of the Act, Council performs a self assessment of the operating effectiveness of internal financial controls, utilising the "ControlTrack" software.

Audit has reviewed the results of this self assessment, and notes that some controls have been flagged as ineffective which have not been tested as part of our external audit. We wish to emphasise that it is important that these self-identified control gaps are monitored and addressed, in the same manner that external audit findings should be.



1.6 Summary of findings

Business Cycle	Findings	Risk
Purchase & Procurement / Contracting	2.1.1 Procurement policy is overdue for review	M
Fixed Assets	2.2.1 Councils Infrastructure Asset Management Plan does not include sufficient renewal plans	H
General Ledger	2.3.1 A list of IT users with access to key finance modules in TechOne is not reviewed by Finance Management	L
	2.3.2 Some key IT Policies/Procedures are not up to date	M
Accounts Payable	Audit did not find any issue that would represent a risk of non-compliance with s125 of the Local Government Act	N/A
Rates	2.4.1 No formal review of Pathway user access	M
	2.4.2 No declarations in place for rates officers who do not own properties in Council's area	L
Credit cards	2.5.1 CEO's & Mayor's credit card transactions are not reviewed by Council or audit committee	BP
Debtors	Audit did not find any issue that would represent a risk of non-compliance with s125 of the Local Government Act	N/A
Banking	2.6.1 Delays in matching a large volume of miscellaneous reconciling items	H
Payroll	Audit did not find any issue that would represent a risk of non-compliance with s125 of the Local Government Act	N/A
Receipting	Audit did not find any issue that would represent a risk of non-compliance with s125 of the Local Government Act	N/A

2. DETAILED AUDIT FINDINGS

2.1 PURCHASE AND PROCUREMENT/CONTRACTING

2.1.1 Procurement policy is overdue for review		Moderate
Control	Council has a Procurement Policy that provides direction on acceptable methods and the process for procurement activities to ensure transparency and value for money within a consistent framework, with consideration of any potential conflict of interest.	
Risk	Council does not obtain value for money in its purchasing and procurement.	

Finding	Recommendations	Management Response
The Procurement Policy document was adopted on 19 June 2018. The policy has been due for review since June 2022.	The Procurement Policy is reviewed and updated to reflect current and desired practice.	Procurement Policy is currently under review and will be completed in the next 3 months – it is not anticipated the Policy will alter much it is very high level. Thereafter over the next 12 months further review of the processes will be scheduled in our work program

2.2 FIXED ASSETS

2.2.1 Councils Infrastructure Asset Management Plan does not include sufficient renewal plans

High

Control	Asset Management Plans for all major asset classes are adopted and reviewed by Council as required by the Local Government Act 1999.
Risk	Fixed Asset maintenance and/or renewals are inadequately planned.

Finding	Recommendations	Management Response
As part of the mandatory suite of strategic management plans, the Local Government Act 1999 requires councils to develop and adopt an infrastructure and asset management plan (IAMP), relating to the management and development of infrastructure and major assets by the council for a period of at least 10 years. Whilst the Council does have an IAMP in place, the projected renewal spend over the life of the plan lacks sophistication and has not been used to inform the LTFP. If Council does not have a robust forward plan for the next 10 years, required asset renewals may not be adequately planned for. It also reduces the reliability of council's assessment of its financial sustainability. Importantly, whilst there is a need to develop a more robust 10 year renewal plan, council does have in place underlying asset management systems and data to a reasonable standard to be able to inform this plan. A number of revaluations are occurring this financial year, and council has recently upgraded to the 'Assetic' asset management system. Additionally, council staff have identified factors which lower the risk of material changes in renewal requirements, such as the quality of soils and low levels of ground movement increasing expected useful lives, and council owned quarries reducing construction costs.	Council prioritises the development of a robust 10 year renewal plan for inclusion in the revised IAMP (currently planned for approval in September 2024). This renewal plan is used as the basis for both the IAMP, Annual Business Plan and Long Term Financial Plan (LTFP) to ensure consistency between key strategic documents.	We are working on the review of our AM plans and ensuring alignment with the LTFP, significant investment is underway in implementing a new asset management system, data collection, modelling and alignment in the LTFP. AMP needs to be updated, they are under review with a target finalisation by 30 June 2024

2.3 GENERAL LEDGER

2.3.1 A list of IT users with access to key finance modules in TechOne is not reviewed by Finance Management

Moderate
Control

Access to General Ledger maintenance is restricted to appropriately authorised personnel.

Risk

General ledger does not contain financial information / Data contained within the general ledger is permanently lost.

Finding	Recommendations	Management Response
TechOne access can only be provided by the IT department following HR & Manager approval through the onboarding and change of conditions workflows. This is also matched to delegations before IT provides/changes access for a user. A TechOne extract reflecting the user 'roles' that are assigned to staff to determine their level of system access is reviewed by IT staff as part of the annual Financial Internal Controls Self-Assessment process (managed in 'ControlTrack'). This extract does not include details of the 'functions' assigned to each user's 'role'. These functions determine the specific levels of access within different modules of TechOne, such as what information is read-only and what can be modified, deleted, etc. A review of roles alone does not provide this information. Audit notes that changes to IT access will likely occur as part of the process of introducing a new Chart of Accounts.	In addition to the existing review of 'roles', a periodic review of the 'functions' assigned to each 'role' is performed by Finance Management to ensure adequate segregation of duties in the finance system. Key areas of access that should be considered in this review include: - Administrator Access - Banking - General ledger - Payroll - Accounts payable - Accounts receivable - Rates - Receipting.	As outlined in the finding this will be reviewed as we work through the implementation of the reforms to our financial systems and processes over the next 12 – 18 months

2.3.2 Some key IT Policies/Procedures are not up to date**Moderate****Control**

General Ledger policies and procedures are appropriately created, updated and communicated to relevant staff.

Risk

Data contained within the General Ledger is permanently lost

Finding	Recommendations	Management Response
The following Council documents are out of date and overdue for review: - IT Disaster Recovery Plan - Back-up Policy - Business Continuity Plan Additionally, council's 'IT Security Policy Manual' and 'End User Security Policy' are currently in draft and going through an initial round of consultation.	Update and formally approve these key documents.	It is considered the IT Disaster Recovery Plan is adequate as is the Back-up Policy, our processes and system also regularly verify our backups. The risk to operations will continue to be diminished as we continue our core systems reforms over the next 12-18 months and move them to the cloud. The Business Continuity Plan and sub plans are currently under review and a schedule of targeted completion will be considered as part of the current Strategic Risk Register review by the Executive Leadership Team.

2.4 RATES

2.4.1 No formal review of Pathway system access

Moderate

Control	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.
Risk	The property master file does not remain pertinent.

Finding	Recommendations	Management Response
There is no formal review of Pathway access rights. IT has flagged this as an issue in current and prior year's Internal Financial Control Self-Assessment reports. Responsibility for this review informally sits with IT, however the IT staff do not have the operational knowledge to be able to adequately access the appropriateness of staff access within Pathway. Additionally, there are approximately 30 users who have Administrator access to the Property module within Pathway. In the absence of a clear rationale for this number of administrators, audit considers this to be excessive. As a mitigating control, audit is satisfied with the initial process of granting Pathway access. Only the IT department can provide access to Pathway after going through the 'onboarding' or 'change of conditions' workflows which first gets approved by HR & the appropriate manager before giving IT permission to allow/change access.	A formal annual review of Pathway access rights is introduced. Responsibility for this review is assigned to an appropriate user group/s (e.g. property and rating and debtors/receipting departments).	No fundamental systems and processes response required, the findings state current controls are satisfactory. Addressing the number of Administrators will be completed by the end of September 2023.

2.4.2 No declarations in place for rates officers who do not own properties in Council's area**Low****Control**

Employees responsible for processing rate payments and rebates cannot process their own payments or rebates unless the transaction is approved by someone independent of the process.

Risk

Rates and rebates are either inaccurately recorded or not recorded at all.

Finding	Recommendations	Management Response
One of the two current rates officers owns a property within the boundaries of the Council. The Coordinator Financial Services approves the batch which contains the payroll deduction for the rates notice related to the rates officer. There is no process for rates officers who do not own any property within the boundaries of Council to formally confirm this fact. Audit acknowledges that the rates officers do not have access to the receipting process, reducing risk exposure.	For the officers responsible for generating rates and processing rate payments who do not own any property within the boundaries of Council, it is good practice to obtain an annual declaration from these officers confirming this fact.	Agree with Auditor recommendations. Declarations have now been created and signed by all relevant officers

2.5 CREDIT CARDS

2.5.1 CEO's & Mayor's credit card transactions are not reviewed by Council or audit committee

Better Practice

Control	There is a process in place to approve all credit card transactions to ensure compliance with the policies and procedures covering credit card usage.
Risk	Credit cards are used for purchases of a personal nature.

Finding	Recommendations	Management Response
The Council's Purchasing process states that the CEO's corporate card transactions are to be approved by a member of the Corporate Management Team (i.e. a Director reporting to the CEO). Additionally, the CEO approves the Mayor's corporate card transactions. Recent credit card audits performed by the SA Auditor-General's Department (<i>Examination of Credit Card Use and Management for a number of councils in SA – March 2020</i>) indicated that better practice is to send the CEO's and Mayor's credit card transactions to the audit committee for review to ensure the expenditure is reasonable and for business purposes. The Victorian Auditor-General Office (<i>Fraud and Corruption Control in Local Government – June 2019</i>) consider better practice to refer the CEO's credit card full transaction history to the audit committee or Council, whilst the WA Auditor General's Report (<i>Controls Over Corporate Credit Cards – May 2018</i>) recommended reporting CEO's credit card transactions to Council on a regular basis. The CEO's & Mayor's credit card statements (corporate card transactions) are not currently reviewed by the Audit Committee or Council.	Council ensures that the CEO's & Mayor's credit card statements/transactions are reviewed by an appropriate authority on a regular basis (e.g. quarterly). Better practice provided by credit card audits performed by Auditor-General's departments across Australia recommend that this process can be improved by reporting the CEO's credit card transactions to Council or to the audit committee. If adopted, the '<i>purchase corporate card policy</i>' should be updated to include this further review process.	This recommendation has been added to the Draft Corporate Purchase Card Policy (under section 3.8.2) which is still under review/consultation.

2.6 BANKING

2.6.1 Delays in matching a large volume of miscellaneous reconciling items

High

Control	Bank reconciliations are performed on a predetermined basis and reviewed by an appropriate person. Any identified discrepancies are investigated.
Risk	Banking transactions are either inaccurately recorded or not recorded at all.

Finding	Recommendations	Management Response
Whilst bank reconciliations are performed weekly and at the end of each month, there is a large volume of 'miscellaneous' unreconciled items (more than \$2.5million as at 31st of March 2023). The nature of these unmatched transactions does not appear suspicious or concerning, rather they appear to be routine transactions that remain unmatched as the result of a processing backlog. Audit notes that some of these items date back as far as November 2022. The longer these items are not matched and reconciled, the greater the risk that any errors may remain undetected or become more time consuming to investigate. In addition, these unreconciled items reduce confidence in the accuracy of the general ledger cash balance. Staff have advised that they are planning to match all the unreconciled items by the end of the financial year. Audit would like to highlight that this should be considered a matter of priority. If the bank reconciliation is in a similar position as at 30 June 2022, we may have to consider qualifying our audit opinion/s in relation to the reliability of reported cash balances.	Ensure that reconciling items in the bank reconciliation are matched by the end of the financial year.	Accept the comment and most items are matched and all remaining items to be matched by the end of the financial year.



APPENDIX 1 – CRITICAL INTERNAL FINANCIAL CONTROLS

DRAFT

Purchasing and Procurement

Risks

R1	Council does not obtain value for money in its purchasing and procurement.
R2	Purchase orders are either recorded inaccurately or not recorded at all.
R3	Purchase orders are made for unapproved goods and services.

RISKS	Control	Control Type
R1	Council has a Procurement Policy that provides direction on acceptable methods and the process for procurement activities to ensure transparency and value for money within a consistent framework, with consideration of any potential conflicts of interest.	Core
R1	Employees must ensure all purchase orders are issued in accordance with Council's Procurement Policy and approved in accordance with the Delegations of Authority and other relevant policies	Core
R3	Purchase order numbers are either system generated and/or sequentially numbered.	Core
R3 R2	There is a process in place to ensure all invoices for payment are matched to relevant source documents such as purchase orders where applicable and are in line with Procurement Policy guidelines.	Core

CONTRACTING

Risks

R1	Council is not able to demonstrate that all probity issues have been addressed in the Contracting process.
R2	Council does not obtain value for money in relation to its Contracting.

RISKS	Control	Control Type
R1	Council maintains a current contract register.	Core
R2	Tender Documents are kept securely.	Core
R1	There are robust and transparent evaluation and selection processes in place to engage contractors where relevant in accordance with the Code of Conduct, Conflict of Interest and Procurement Policy.	Core

FIXED ASSETS

Risks

R1	Fixed asset acquisitions, disposals and write-offs are fictitious, inaccurately recorded or not recorded at all. Fixed Asset Register (FAR) does not remain pertinent.
R2	Fixed assets are inadequately safeguarded.
R3	Fixed Assets are not valued correctly initially or on subsequent revaluation.
R4	Depreciation charges are either invalid, not recorded at all or are inaccurately recorded which includes inappropriate useful lives and residuals.
R5	Fixed Asset maintenance and/or renewals are inadequately planned.

RISKS	Control	Control Type
R1	All fixed asset acquisitions and disposals are approved in accordance with Delegation of Authority and relevant Procurement and Fixed Asset Policies.	Core
R5	Asset Management Plans for all major asset classes are adopted and reviewed by Council as required by the Local Government Act 1999.	Core
R1	Asset register calculations are reviewed for accuracy.	Core
R4	Depreciation charges are calculated in accordance with the asset accounting policy and compliant with relevant accounting standards, including the useful life, depreciation method and residual values.	Core
R1	Maintenance of the fixed asset register is limited to appropriate staff with consideration to segregation of duties.	Core
R1	Reconciliation of fixed assets to the General Ledger is performed in accordance with schedule of review or procedure.	Core
R3	Relevant staff review useful lives, residuals, valuations, depreciation methodology and test for impairment to ensure that methods used are still appropriate and significant changes are incorporated into Asset Management Plans	Core
R1	There is a process in place for the verification of fixed assets which is reconciled to the FAR.	Core

GENERAL LEDGER

Risks

R1	General Ledger does not contain accurate financial information
R2	Data contained within the General Ledger is permanently lost.

RISKS	Control	Control Type
R1 R2	Access to General Ledger maintenance is restricted to appropriately authorised personnel.	Core
R1	All balance sheet reconciliations are reviewed by a person other than the preparer at least annually.	Core
R1	All journals, including manual entries, identify date posted, narration, author, journal and posting reference.	Core
R1 R2	Financial data is backed up and stored offsite.	Core
R1 R2	General Ledger policies and procedures are appropriately created, updated and communicated to relevant staff.	Core
R1	Journal entry access is restricted to appropriately authorised personnel.	Core
R1	Reconciliation of all balance sheet accounts is completed in accordance with a schedule of review and/or procedure.	Core
R1	There is a process in place to review actual vs budget and significant variances investigated.	Core

ACCOUNTS PAYABLE

Risks

R1	Accounts payable amounts and disbursements are either inaccurately recorded or not recorded at all.
R2	Credit notes and other adjustments to accounts payable are either inaccurately recorded or not recorded at all.
R3	Disbursements are not authorised properly.
R4	Accounts are not paid on a timely basis.
R5	Supplier master file data does not remain pertinent and/or unauthorised changes are made to the supplier master file.

RISKS	Control	Control Type
R5	Access to the supplier masterfile is restricted to authorised staff	Core
R3	All invoices and payment requests are approved in accordance with relevant policies and/or Delegations of Authority.	Core
R1	Payments are endorsed by relevant staff separate to the preparer, who ensures that they are paid to the correct payee.	Core
R1	Payments are verified to appropriate supporting documentation and are in line with Delegations of Authority.	Core
R5	Recorded changes to the supplier master file are compared to authorised source documents to ensure that they were input accurately.	Core
R4	Relevant staff to review aged payables listing on a predetermined basis and investigate where appropriate.	Core
R5	Requested changes or additions to supplier masterfile are verified independently of source documentation.	Core
R2	Separation of Accounts Payable and Procurement duties.	Core

RATES / RATES REBATES

Risks

R1	Council does not raise the correct level of rate income.
R2	Rates and rate rebates are either inaccurately recorded or not recorded at all.
R3	The Property master file data does not remain pertinent.
R4	Rates are not collected on a timely basis.

RISKS	Control	Control Type
R3	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.	Core
R2	All rate rebates and adjustments including write offs are appropriately authorised, with reference to Delegations of Authority and source documents.	Core
R2	Annual valuation update is balanced prior to the generation of rates; all mismatches resolved prior to finalising rate generation.	Core
R2	Employees responsible for processing rate payments and rebates cannot process their own payments or rebates unless the transaction is approved by someone independent of the process	Core
R4	There is a Process in place to ensure that rates are collected in a timely manner and overdue rates are followed up.	Core
R1	Rates are automatically generated by the rate system, including the calculation of rate rebates and other parameters as applicable.	Core
R2	Rates are generated and tested for accuracy of calculation methodology prior to the rates billing run.	Core
R1	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.	Core

CREDIT CARDS

Risks

R1	Credit Cards are issued to unauthorised employees.
R2	Credit Cards are used for purchases of a personal nature.
R3	Credit Card limits are set at inappropriate levels.

RISKS	Control	Control Type
R2	Cardholders must check their statement to ensure all transactions are correct and identify any transactions of a personal nature which must be reimbursed to Council.	Core
R1	Credit card holders sign a declaration confirming compliance with Council policy and procedures prior to the Credit Card being released.	Core
R2	There is a process in place to approve all credit card transactions to ensure compliance with the policies and procedures covering credit card usage.	Core
R3	There is a process in place to ensure credit card limits and usage is reviewed for operational efficiency.	Core
R1 R3	There is a process in place to ensure there are appropriate approvals prior to the issuing of Credit Cards and limits.	Core

DEBTORS

Risks

R1	Debtors are either inaccurately recorded or not recorded at all.
R2	Debtors are either not collected on a timely basis or not collected at all.

RISKS	Control	Control Type
R1	Debtor's reconciliation is performed on a regular basis to the General Ledger and reviewed by an appropriate person.	Core
R2	Relevant staff reviews debtors ageing profile on a regular basis and investigates any outstanding items, and considers provisions for doubtful debts.	Core
R1	The organisation maintains a Debt Collection Policy and/or procedure.	Core

BANKING

Risks

R1	Banking transactions are either inaccurately recorded or not recorded at all.
R2	Fraud (i.e. misappropriation of funds)

RISKS	Control	Control Type
R1	Access to EFT Banking system is restricted to appropriately designated personnel.	Core
R1 R2	Bank reconciliations are performed on a predetermined basis and are reviewed by an appropriate person. Any identified discrepancies are investigated.	Core
R2	Cash transfers between bank accounts and investment bodies are undertaken by appropriate staff.	Core
R2	There is a process in place to ensure all cash collected is adequately recorded and banked regularly.	Core
R2	There is a process in place to ensure all cash, blank cheques and/or cheque signing machine are adequately safeguarded.	Core

PAYROLL

Risks

R1	Payroll expense is inaccurately calculated.
R2	Payroll disbursements are made to incorrect or fictitious employees.
R3	Time and/or attendance data is either invalid, inaccurately recorded or not recorded at all.
R4	Payroll master file does not remain pertinent and/or unauthorised changes are made to the payroll master file.
R5	Voluntary and statutory payroll deductions are inaccurately processed or without authorisation.
R6	Employees termination payments are not in accordance with statutory and enterprise agreements.

RISKS	Control	Control Type
R5	All calculations for generating payroll payments are verified for accuracy.	Core
R2	Payroll system generates audit reports detailing all payroll changes and there is a process in place to ensure all changes are reviewed and verified against source documents.	Core
R3	Relevant staff are required to complete timesheets and/or leave forms, authorise them and have approved by the relevant supervisor.	Core
R4	The ability to access, modify or transfer information contained in the payroll master files is restricted to authorised staff.	Core
R2	The payment for the payroll must be reconciled to a system generated report detailing amount and employee prior to payment.	Core
R1 R3	There is a process in place to ensure accurate data entry of payroll source documents.	Core
R2	There is a process in place to ensure employees are not added to the payroll masterfile, nor details amended or amounts paid without receipt of the appropriate forms which have been authorised by relevant staff.	Core
R1 R3	There is a process to ensure all overtime is verified and approved by relevant appropriate staff.	Core
R2 R6	There is a process to ensure an independent review of proposed payroll payments by authorised staff.	Additional
R2	There is a segregation of duties from those preparing the payroll to those responsible for preparation of source documents (e.g. timesheets, leave requests etc).	Core
R3	Time recording and attendance exceptions such as TOIL or flexitime are based on relevant policies/agreement are identified, monitored and corrected.	Core

RECEIPTING**Risks**

R1 Receipts are either inaccurately recorded or not recorded at all.

RISKS	Control	Control Type
R1	Receipt transactions are reconciled to the daily takings and out-of-balance banking is corrected promptly.	Core
R1	There is a review process for the authorisation of the reversal of transactions.	Additional

MATTERS FOR INFORMATION

2.7 LEASE, LICENCE AND HIRE PERMIT POLICY

**Author: Director Corporate Services and Business Innovation
23/31014**

Council's current Lease and Licence Policy was adopted in 2015 guiding Lease and Licence management for the past 8 years.

Since the current policy was adopted, several legislative changes have occurred, Council's liability and risk profile has changed, several key assets have been renewed or upgraded, asset usage has grown and there has been increased demand for transparency and clear parameters for ensuring fairness and equity, particularly in relation to the setting of fees and charges. This has necessitated a deep review and redesign of Council's framework for managing third party use of community land, buildings and recreational assets and given rise to the drafting of a more contemporary *Lease, Licence and Hire Permit Policy*.

The draft *Lease, Licence and Hire Permit Policy* seeks to achieve the following objectives:

- To ensure that there is flexibility and an opportunity for all community members as individuals, groups and organisations to be able to access Council facilities for a mix of welfare, socials, cultural, recreational and community functions, activities and services;
- To ensure that fees and charges for hire of Council community facilities meet principles of social justice equity and value for money and demonstrates Council's commitment to a fair, accountable and transparent process.
- To ensure that there is a clear process and criteria in place for the consideration of applications for fee reduction or waiver for the hire of Council facilities.

To this end, the Policy sets out high level principles and policy settings and provides a framework for the use, occupancy and management of Council buildings and land and the terms, conditions and principles upon which occupancy agreements will be developed. Under the revised provisions, agreements will take the form of Hire Permits, Licences, Ground Leases, Exclusive Use Leases, Shared Use Leases (exclusive right of possession over buildings and structures and licences over playing surfaces), Crown Land Leases and Management Agreements.

The Policy will be supported by a suite of Conditions of Use Guidelines for each agreement type, providing granular detail on specific conditions of use, roles and responsibilities, the applicable fee setting methodology and applicable fee subsidies.

From a risk management perspective, the proposed policy settings seek to manage both organisational and stakeholder risks associated with the ongoing management and use of Council infrastructure and assets whilst also providing a framework for fairness, equity and transparency.

The introduction of new fee setting guidelines will address ambiguity in current processes and where the revised settings result in increased fees for Lease, Licence

and Hire Permit Holders, the policy provides for the staged implementation of such increases to mitigate their immediate impact.

Council recently endorsed the draft *Lease, Licence and Hire Permit Policy* for public consultation. Public consultation concluded 14 June 2023 and a report will be put to the July 2023 Council Meeting seeking adoption.

ATTACHMENTS

Attachment 1 DRAFT - Lease, Licence and Hire Permit Policy - Public Consultation - May 2023 [↓](#) 

SUPPORTING REFERENCES

Nil

THE BAROSSA COUNCIL

LEASE, LICENCE & PERMIT

POLICY



1. Purpose

- 1.1. The Barossa Council is committed to maximising the community benefits that can be obtained through the use of its facilities whilst ensuring equitable, transparent and responsible management of its occupancy agreements.
- 1.2. This Policy provides a framework for the use, occupancy and management of Council buildings and land and the terms, conditions and principles upon which occupancy agreements will be developed. The Policy is to be used in conjunction with Council's individual *Shared Use Lease*, *Exclusive Use Lease*, *Ground Lease*, *Licence & Hire Permit Agreements* *Conditions of Use Guidelines*.

2. Scope

- 2.1. This Policy applies to all tenants of Council's community facilities.
 - 2.1.1. Community facility tenants include permit holders, licensees, lessees and managers (under a management agreement or other legal arrangement).
 - 2.1.2. Community facilities include but may not be limited to indoor recreation centres, community centres, community halls, sporting clubrooms, change rooms, storage facilities, sporting playing areas such as ovals, courts, bowling greens and pitches, aquatic centres, meeting rooms within Council owned buildings, and land parcels designated as community land.
- 2.2. The provisions set out in this Policy provide a guiding framework for the implementation and ongoing administration of agreements in the form of Hire Permits, Licences, Ground Leases, Exclusive Use Leases, Shared Use Leases (exclusive right of possession over buildings and structures at certain times and associated licences over playing surfaces), Crown Land Leases and Management Agreements.
- 2.3. The following agreements regarding the use of Council land form part of Council's overall framework, but are not dealt with in this Policy as they are already managed through existing policies and processes or legislation other than the *Local Government Act 1999* (the Act):
 - a) Public and Community Event approvals.
 - b) Public Road Authorisations and Permits.
 - c) Both temporary and permanent alterations to a public road carried out by an applicant under Section 221 and where it involves a business activity under Section 222 of the Act are in the case of S.221 managed by the Construction or Modifications to Council Land Process and in the case of S.222 managed by the Use of an Unmade Public Road Process. Residential Park Tenancy and Site Agreements for those who seek temporary accommodation in Council owned Caravan Parks are managed in accordance with the Residential Parks Act 2007 and the supporting Regulations.

	Approval date: DD/MM/YYYY	Review date: DD/MM/YYYY	Approved by: Council Council Minute Book Ref: [XXX]	Ref: [23/12291*]	Page 1 of 13
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3.	Policy Statement

3.1. Objectives

- 3.1.1. Council's framework for the use, occupancy and management of Council buildings and land seeks to:
- 3.1.1.1. Ensure that there is flexibility and an opportunity for all community members as individuals, groups or organisations to be able to access Council facilities for a mix of welfare, social, cultural, recreational and community functions, activities and services;
 - 3.1.1.2. Ensure that Council is promoting and supporting the optimal use and management of its facilities in accordance with Council's sustainability objectives.
 - 3.1.1.3. Ensure that fees and charges for hire of Council community facilities meet principles of social justice, equity and value for money and demonstrates Council's commitment to a fair, accountable and transparent process; and
 - 3.1.1.4. Ensure that there is a clear process and criteria in place for the consideration of applications for fee reduction, subsidy or waiver for the hire of Council facilities.

3.2. Core Principles

- 3.2.1. Council recognises the need to provide community facilities that are equipped for a range of different uses and cater to the needs of a range of different users, and therefore will consider the granting of a Lease, Licence or Hire Permit in accordance with the following principles:
- 3.2.1.1. Equitable needs-based distribution of facilities and land, with priority given to The Barossa Council residents, locally based groups and not-for-profit organisations;
 - 3.2.1.2. Ensuring high occupancy rates for facilities;
 - 3.2.1.3. Ensuring consistent tenure conditions;
 - 3.2.1.4. Defining responsibilities and costs associated with the construction, maintenance and operation of facilities;
 - 3.2.1.5. Acknowledging the value of community organisations through the development of partnerships and shared values in the development of healthy and sustainable communities;
 - 3.2.1.6. The intended use is in accordance with the Community Land Management Plan (CLMP), Council's relevant Strategic Plans and any relevant Council strategies as well as suiting the purpose of the community facility and adjacent community infrastructure; and
 - 3.2.1.7. Ensuring the system utilises the simplest form of agreement for the circumstances and risks of each user.
- 3.2.2. Within the above context, the primary use of community facilities will be to facilitate activities that provide community development outcomes and benefits for The Barossa Council residents, businesses and visitors.

	Approval date: DD/MM/YYYY	Review date: DD/MM/YYYY	Approved by: Council Council Minute Book Ref: [XXX]	Ref: [23/12291*]	Page 2 of 13
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- 3.2.3. Use of community facilities for conducting commercial or business activities will be considered on a case-by-case basis, with particular priority given to those proposals where there is a demonstratable community or economic benefit. Such use will require the approval of the Council or its delegate. Such a use may also attract the application of the *Retail and Commercial Leases Act 1995*, see sections 3.4.5 and 6.2 below.
- 3.2.4. Council's community facilities are not to be used for the purpose of holding any activities that may be deemed discriminatory as defined by relevant legislation including the *Equal Opportunity Act 1984 (SA)*, *Age Discrimination Act 2004 (Commonwealth)*, *Disability Discrimination Act 1992 (Commonwealth)*, *Racial Discrimination Act 1975 (Commonwealth)* and *Sex Discrimination Act 1984 (Commonwealth)* or in any way discrediting to Council.
- 3.2.5. All lessees, licensees and hire permit holders will be required to enter into an agreement with Council in the appropriate form, and to comply with the terms and conditions of that agreement on an ongoing basis including the punctual payment of associated fees and charges.
- 3.2.6. The Council recognises the significant contribution to community well being made by community organisations which use Council controlled land. Council also acknowledges its responsibilities to ratepayers who fund the maintenance of this land and facilities and so provides a balanced approach towards the use of land for community purposes, in accordance with the role, functions and principles to be observed by councils as set out under the Act.

3.3. Facility Use Agreements

- 3.3.1. Council will enter into a range of occupancy agreements with community facility users tailored to suit the nature of the facility, usage, user profile and Council's legislative and governance obligations.
- 3.3.2. Council's occupancy agreement options are summarised below:

OCCUPANCY AGREEMENTS



HIRE PERMIT

A hire agreement for once off, sporadic or regular short-term use of a community facility.



LICENCE

An agreement giving official permission to occupy a community facility for a set period, but the tenant may not necessarily have exclusive use.



EXCLUSIVE USE LEASE

An agreement where the tenant has exclusive use of a community facility for a set period. Leases are often provided for longer terms ie 5, 10 or 20 years.



SHARED USE LEASE

An agreement where the tenant has exclusive right of possession over buildings and structures and a licence over playing surfaces for designated timeframes within a set period.



GROUND LEASE

An agreement in which a tenant is permitted to develop land during the lease period, after which the land and all improvements are turned over to the landowner (ie Council).



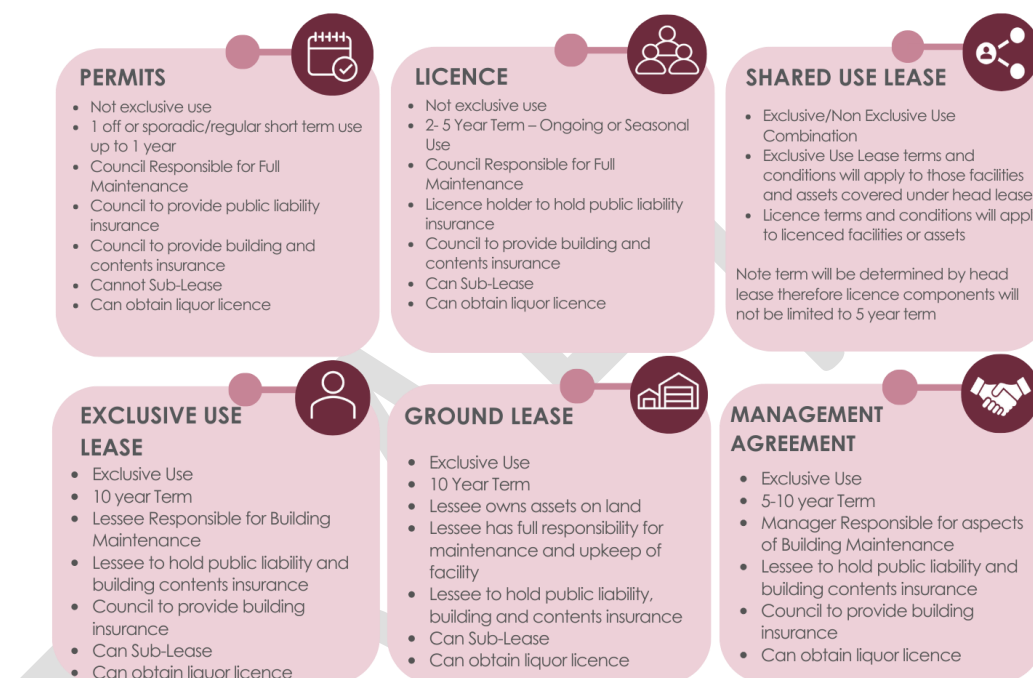
MANAGEMENT AGREEMENT

A contract signed between Council and another party, where the other party is occupying a community facility and sets out each parties responsibilities. In most cases Council pays a fee to the management body to provide services to the Community (ie The Rex).

	Approval date: DD/MM/YYYY	Review date: DD/MM/YYYY	Approved by: Council Council Minute Book Ref: [XXX]	Ref: [23/12291*]	Page 3 of 13
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3.4. Conditions

- 3.4.1. All Leases, Licences and Hire Permits are subject to terms and conditions contained within the relevant associated documentation.
- 3.4.2. Detailed terms and conditions for each occupancy agreement type are contained within the Council's *individual Shared Use Lease, Exclusive Use Lease, Ground Lease, Licence & Hire Permit Agreements Conditions of Use Guidelines*, however general conditions for each agreement type are summarised below:



- 3.4.3. All lessees and licensees (excluding hire permit holders) are required to hold a current public liability insurance policy to cover against all actions, costs, claims, damages and expenses which may be brought or made or claimed against them in relation to the activity for the period of the Lease/Licence.
- 3.4.4. Evidence of the policy must be provided via a Certificate of Currency at the time of securing the Lease/Licence and whenever requested.
- 3.4.5. In the event that the Council approves the use of community facilities for conducting commercial or business activities, then the terms and conditions of the relevant lease/licence agreement will be subject to the application of the Retail and Commercial Leases Act 1995 (see section 6.2 below).

3.5. Fees and Charges

- 3.5.1. Fees and Charges will be applied to the hire, lease and license of community facilities in accordance with the below fees settings and are to be paid annually in advance for ongoing tenants and prior to the day of facility hire for ad-hoc and one-off Permit Hirers.

	Approval date: DD/MM/YYYY	Review date: DD/MM/YYYY	Approved by: Council Council Minute Book Ref: [XXX]	Ref: [23/12291*]	Page 4 of 13
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- 3.5.2. Detailed fees and charges for each occupancy agreement type are contained within Council's individual *Shared Use Lease, Exclusive Use Lease, Ground Lease, Licence & Hire Permit Agreements Conditions of Use Guidelines*, however general fee settings for each agreement type are summarised below:



- 3.5.3. Applicable Subsidy Criteria set out in individual *Shared Use Lease, Exclusive Use Lease, Ground Lease, Licence & Hire Permit Agreements Conditions of Use Guidelines* will be used by Council to assess the level of subsidy applied to reduce the calculated hire permit fee or annual lease/licence fee.
- 3.5.4. Lease and licence fees determined will be in place for the length of tenure and will be indexed by the Consumer Price Index on an annual basis.
- 3.5.5. Clubs and organisations with existing occupancy arrangements at Council owned facilities that will be receiving an increased permit, lease or licence fee under the new model will have any increase phased in over a period of three (3) years as shown below:
- 3.5.5.1. Year 1 of the lease = 25% of the increase of the annual lease fee (after subsidies have been applied);
- 3.5.5.2. Year 2 of the lease = 50% of the increase of the annual lease fee (after subsidies have been applied); and
- 3.5.5.3. Year 3 of the lease = 100% of the increase of the annual lease fee (after subsidies have been applied).

	Approval date: DD/MM/YYYY	Review date: DD/MM/YYYY	Approved by: Council Council Minute Book Ref: [XXX]	Ref: [23/12291*]	Page 5 of 13
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3.6. Approval of Agreements - Delegated Power

- 3.6.1. The Council delegates its powers or functions pursuant to section 44 of the Act to the Chief Executive Officer or specific officers and they are sub-delegated as the Chief Executive Officer sees fit. Delegations are outlined in the Delegations Register of Council. Decisions to approve agreements for the use of Council controlled land and facilities are made as follows:
- 3.6.1.1. Agreements for a term (including renewals) of more than five (5) years will be referred to the Council for preliminary consideration and 'in principle' approval prior to undergoing public notification and consultation in accordance with Council's Public Consultation Policy;
 - 3.6.1.2. Agreements for a term of five (5) years or less can be approved under delegation from the Chief Executive Officer; and
 - 3.6.1.3. The power to approve the renewal of an existing Agreement is also made under delegation, provided that the proposed terms and conditions are materially the same as the initial Agreement. Where it is proposed that the terms and conditions have been materially affected, a new Agreement will be required in accordance with this paragraph.

3.7. Compliance Review Mechanisms / Inspections

- 3.7.1. Facility inspections and occupancy agreement reviews will occur annually, at a minimum, for Lease and Licence holders, taking into consideration facility maintenance, public health conditions, utilisation, capital development planning and financial review.

3.8. End of Life Asset Replacement or Renewal

- 3.8.1. Asset renewal or redevelopment projects will be based on the relevant asset management plan and end of life asset assessments. Redevelopment, if deemed necessary by Council, will be based on a like for like service/ competition level and incorporate compliance with current day standards and facility guidelines (i.e. Building Code, State/National Sporting Organisation facility requirements, asset management standards, contemporary sustainability standards).
- 3.8.2. Where Lease or Licence holders request upgrades that Council considers to be above and beyond standard levels of service for similar facilities, or outside of the scope of relevant asset standards, the Lessee or Licensee will be required to fund the difference in cost, unless otherwise approved by Council.
- 3.8.3. Significant or total redevelopment projects that are subject to exclusive use and access by the community is restricted, will require Council consideration and endorsement, as well as a Tenant financial contribution and the receipt of external funding equalling a minimum of 33% of the total redevelopment cost.
- 3.8.4. Grass playing fields and other sporting surfaces freely open to the public for passive recreational activities will be funded by Council in accordance with relevant asset management and competition standards.

	Approval date: DD/MM/YYYY	Review date: DD/MM/YYYY	Approved by: Council Council Minute Book Ref: [XXX]	Ref: [23/12291*]	Page 6 of 13
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- 3.8.5. Synthetic or specialised playing surfaces are to be funded jointly by Council and the Lessee/Licensee for renewal and upgrade.
- 3.8.6. Council's financial contribution towards asset replacement or renewal will be subject to the prioritisation of resources.

3.9. Replacement of Synthetic Playing Surfaces

- 3.9.1. To ensure that sufficient funds are available for the replacement of synthetic playing surfaces, Council will require the Lessee or Licensee to establish a 'sinking fund'.
- 3.9.2. It is estimated that an Artificial Grass Pitch (AGP) has a life span of approximately ten to fifteen years depending on factors such as pitch type and quality, usage and maintenance. It is therefore necessary that a mechanism be put in place to recognise this and provide finance to replace the pitch when appropriate.
- 3.9.3. Each year, the Lessee or Licensee will be required to quarantine the allocated annual amount into their sinking fund – these funds should not be used for any other purpose or initiative and must be held separately from the Lessee or Licensee's day to day finances.
- 3.9.4. It is expected the Lessee or Licensee will contribute 50% towards the future cost of the synthetic playing surface replacement, unless otherwise resolved by Council.
- 3.9.5. The annual contribution to the sinking fund will be calculated as follows:
- Annual Contribution = Cost of Playing Surface Replacement / Estimated Life of Playing Surface X 50%*
- 3.9.6. As the cost of the replacement is in the future, then the sinking fund must account today for a future amount. The annual contribution required by the Lessee or Licensee will be reviewed biennially to ensure the sinking fund reflects the forecast future contribution required.
- 3.9.7. The biennial review will be calculated as follows:
- 3.9.7.1. Step 1 - Future Contribution = Cost of Playing Surface Replacement X 50% less funds held in sinking fund
- 3.9.7.2. Step 2 – Revised Annual Contribution = Future Contribution / Estimated Remaining Life of Playing Surface
- 3.9.8. The Lessee or Licensee will be required to submit to Council annually a reconciliation of the sinking fund.

3.10. Signage and Sponsorship

- 3.10.1. Site signage and sponsorship advertising is subject to Council assessment and approval in accordance with relevant legislative frameworks, including the *Local Government Act 1999* and *Planning Development and Infrastructure Act 2016*.
- 3.10.2. Under Lease and Licence conditions of use, the Lessee or Licensee will be responsible for ensuring:

	Approval date: DD/MM/YYYY	Review date: DD/MM/YYYY	Approved by: Council Council Minute Book Ref: [XXX]	Ref: [23/12291*]	Page 7 of 13
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- 3.10.2.1. All signs in the leased or licenced area are maintained to the satisfaction of the Council;
- 3.10.2.2. All signs are securely fastened and kept free of graffiti;
- 3.10.2.3. Sporting club sponsorship signage is displayed only during those months where the club has formal active use of the ground (if applicable); and
- 3.10.2.4. Prior to installation of any signage, Council approval is obtained (as the facility/land owner), along with development and/or building approval if required.

3.11. Community Facility User Capacity Assistance

- 3.11.1. Council is committed to supporting the sustainability of community groups and sporting clubs within the Council area and may provide a range of services to permit holders, lessees and licensees including, but not limited to:
 - Working in partnership with clubs to complete an annual business plan;
 - Providing club governance and development support;
 - Grant writing assistance;
 - Capital funding;
 - Maintenance services;
 - Training;
 - Quarterly newsletters;
 - Forums;
 - Networking events;
 - Regular industry updates; and/or
 - When Council identifies a Tenant who is not complying with the conditions of the occupancy agreement, working with them to assist the Tenant to avoid non-compliance issues.

4 Supporting Processes and Documents

- Shared Use Lease Agreement Conditions of Use Guidelines
- Exclusive Use Lease Agreement Conditions of Use Guidelines
- Ground Lease Agreement Conditions of Use Guidelines
- Licence Agreement Conditions of Use Guidelines
- Hire Permit Agreement Conditions of Use Guidelines
- Asset Register
- Community Land Management Plan
- Fees and Charges Register

5 Related Policies

- Asset Management Policy
- Event Management Policy
- Public Consultation Policy
- Risk Management Policy
- Strategic Rating Policy
- Construction or Modifications to Council Land Process
- Event Management Process
- Use an Unmade Public Road Process
- Procurement Policy

	Approval date: DD/MM/YYYY	Review date: DD/MM/YYYY	Approved by: Council Council Minute Book Ref: [XXX]	Ref: [23/12291*]	Page 8 of 13
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6	Legislation and References

6.1 Local Government Act 1999 (the Act)

- 6.1.1 Section 49 of the Act requires Council to prepare and adopt a policy on contracts and tenders, including a policy on the sale and disposal of land or other assets.
- 6.1.2 Section 196 of the Act requires Council to prepare, publicly consult, and adopt one or more Community Land Management Plan(s) (CLMP) for its community land if among other things the land is, or is to be, occupied under a lease or licence agreement.
- 6.1.3 Section 201 of the Act prohibits Council from leasing or licensing community land unless Council does so in accordance with the Act, including those sections of the Act mentioned below.
- 6.1.4 Section 202 of the Act permits Council to grant a lease or licence over community land (including community land that is, or forms part of, a park or reserve). Prior to Council granting a lease or licence relating to community land, it must follow the relevant steps as detailed in Council's Community Engagement (Public Consultation) Policy, except where:
- a) The grant of the lease or licence is authorised in an approved management plan for the land and the term of the proposed lease or licence is five years or less; or
 - b) The regulations provide, in the circumstances of the case, for an exemption from compliance with a public consultation policy.
- 6.1.5 Section 202 also places restrictions on Council's power to grant a lease or licence over community land including that such a lease or licence may only be granted for a term not exceeding forty-two (42) years and the lease or licence may be extended but not so that the term extends beyond a total of forty-two (42) years. However, a new lease or licence may be granted at the expiration of the forty-two (42) year term (subject to the other requirements of the Act or any other law)

6.2 Retail and Commercial Leases Act 1995 (RCLA)

- 6.2.1 The RCLA applies to leases/licences granted by the Council to a lessee or a licensee if the lease/licence is in respect of a "retail shop" (see section 4 of the RCLA). However, following recent amendments, the RCLA will not apply to a lease or licence granted by Council where the amount of rent payable does not exceed Fifty Thousand Dollars (\$50,000.00) per annum and the lessee or licensee:
- a) Is registered under the *Australian Charities and Not-for-profits Commission Act 2012* of the Commonwealth; or
 - b) Is an entity that is not carried on for the purposes of profit or gain to its individual members and that is, by the terms of its constitution, prohibited from making any distribution, whether in money, property or otherwise, to its members; or

	Approval date: DD/MM/YYYY	Review date: DD/MM/YYYY	Approved by: Council Council Minute Book Ref: [XXX]	Ref: [23/12291*]	Page 9 of 13
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- c) Uses the premises the subject of the lease for the provision of health, welfare, community, cultural, sporting or recreational activities on a non-commercial basis.

6.2.2 In light of the recent amendments outlined above, the majority of leases/licenses granted by the Council in accordance with this Policy will not be caught under the RCLA, which will generally only apply where the lessee/licensee is using community facilities for conducting commercial or business activities.

6.2.3 In the event that the RCLA does apply, it imposes a number of rules and restrictions on the terms of any lease/licence between the parties, which will be included in the documentation and must be complied with.

6.3 Crown Land Management Act 2009 (CLMA)

6.3.1 The CLMA applies to Crown land of which the Council has care, control or management. Section 22 of the CLMA requires Council to obtain Ministerial consent to a lease, before the lease is granted to the lessee. If consent is not obtained, the lease is of no effect. The Minister's consent is not required in relation to a lease of dedicated land by Council in accordance with section 202 of the *Local Government Act 1999* if:

- a) Native title in the land has been extinguished or Council is satisfied that the grant of the lease will not affect native title; and
- b) The lease will not cause any development (within the meaning of the *Planning, Development and Infrastructure Act 2016*); and
- c) Council is satisfied that the grant of the lease:
 - I. Would not detract from any existing public use and enjoyment of the land; and
 - II. Would not prevent the land being used for the purpose for which it was dedicated; and
 - III. Would not otherwise, in the opinion of Council, be improper or undesirable.

6.3.2 The Minister's consent is not required in relation to the grant of a licence in relation to dedicated land if the custodian of the dedicated land (i.e. Council) is satisfied that the grant of the licence:

- d) Would not detract from any existing public use and enjoyment of the land; and
- e) Would not prevent the land being used for the purpose for which it was dedicated; and
- f) Would not otherwise, in the opinion of Council, be improper or undesirable.

6.4 Other Legislative References

- *Law of Property Act 1936*
- *Liquor Licensing Act 1997*
- *Food Act 2001*

	Approval date: DD/MM/YYYY	Review date: DD/MM/YYYY	Approved by: Council Council Minute Book Ref: [XXX]	Ref: [23/12291*]	Page 10 of 13
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- Work Health and Safety Act 2012 and Regulations 2012
- Community Titles Act 1996
- Planning, Development and Infrastructure Act 2016
- Planning, Development and Infrastructure (General) Regulations
- Disability Discrimination Act 1992
- Disability Inclusion Act 2018
- South Australian Public Health Act 2011 and Regulations 2013
- Building Code of Australia
- Real Property Act 1886
- Recreational Grounds Rates and Taxes Exemption Act 1981
- Gaming Machines Act 1992
- Gambling Administration Act 2019
- Child Safety (Prohibited Persons) Act 2016
- Fair Work (Commonwealth Powers) Act 2009
- Government Business Enterprise (Competition) Act 1996 (competitive neutrality principles)

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. 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 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 Plan Link:		Community and Culture Infrastructure	
Document Owner:	Director Corporate Services and Business Innovation		Document Control Officer: Manager Corporate Services
Audience:	External	Next Review Date:	DD/MM/YYYY
Version history			
Version No.	Date	Description of Change	
2.0	DD/MM/YYYY	Major Re-Write and Introduction of New Lease, License and Hire Permit Framework	
1.0	16/09/2015	New Policy	

	Approval date: DD/MM/YYYY	Review date: DD/MM/YYYY	Approved by: Council Council Minute Book Ref: [XXX]	Ref: [23/12291*]	Page 11 of 13
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10. Definitions	
Act	<i>Local Government Act 1999</i>
Agreement	For the purpose of this Policy, a written agreement can take the form of a Land-only Lease, Lease, Licence, Permit or Management Agreement
Club	A Club is defined as a group combining for a common purpose and is normally an incorporated not-for-profit association. The Club may have a focus on sporting, recreation, social, educational, environmental, arts, cultural and/or health and wellbeing activities provided for the benefit of the community.
Commercial	An organisation, including incorporated body, co-operative society, partnership or sole trader conducting activities for the purposes of deriving a financial return to the proprietors or shareholders
Commercial Agreements	Are those Agreements entered into for a consideration giving a commercial return to Council, which may or may not be at a market rate
Community Facilities	Council owned or managed buildings (e.g. clubrooms, halls, community centres) and playing areas (such as an oval, pitch, court, bowling green) that are provided to benefit the community. It also includes community facilities located on Crown Land under the care, control and management of Council
Council Controlled Land	Land which is either owned by Council or under Council's care and control, and includes council maintained roads
Community Land	Refers to land, excluding roads, owned or managed by Council, and classified in accordance with Section 193 of the <i>Local Government Act 1999</i> . Community land is identified in Council's Community Land Management Register, and managed in accordance with Council's Community Land Management Plan
Community Land Excluded	Refers to land that has been resolved by Council to be excluded from the community land classification, for an alternate purpose ie Council operational land
CLMP	Community Land Management Plan
Crown Land Lease	A lease (or licence) of dedicated land owned by the Crown but under the care and control of Council. Leases on Crown land will require Ministerial approval, except if native title rights have been extinguished or Council can demonstrate the lease will not impact native title rights and the leases will not cause any new development and is consistent with the purpose of the dedication or management plan
Differentiating between a Lease and Licence	The right of exclusive use is the prime consideration in determining whether an agreement is deemed a lease or licence. An example of where a licence is appropriate is where two groups share a multi-use facility and neither has exclusive use, and in such a circumstance a licence is the appropriate agreement.
Ground Lease	An agreement in which a tenant is permitted to develop land during the lease period, after which the land and all improvements are turned over to the property/land owner
Head Lease	A lease with one main tenant, who then sub-leases the community facilities to other tenants
Lease	Refers to an agreement with Council (Lessor) that grants exclusive rights to a Lessee to occupy land and/or facilities for a specified time, under certain terms and conditions
Lessor	Refers to Council in the context of this policy, as landowner, or custodian of Crown land
 Approval date: DD/MM/YYYY Review date: DD/MM/YYYY Approved by: Council Council Minute Book Ref: [XXX] Ref: [23/12291*] Page 12 of 13	
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Lessee	Means a Tenant, Licensee, Lessee or Authorisation/Permit Holder irrespective of the object of the Agreement (i.e. whether building or hoarding). In the case of a multi-user Agreement it refers to the Head Tenant/Lessee/Licensee or Management Committee as applicable
Licence	Refers to an agreement with Council (Licensor), that grants non-exclusive rights to occupy land and/or facilities to a Licensee, for a specified time, under certain terms and conditions.
Licensor	Refers to Council in the context of this policy, as landowner, or custodian of Crown land
Licensee	Refers to the individual, group or organisation entering into an agreement with Council to occupy shared use land and/or facilities
Management Agreement	An agreement signed between Council and another party, where the other party is occupying a community facility and sets out each parties' responsibilities
Not for Profit and Community Organisations	Are incorporated associations whose primary objective is service to the community rather than profit. Organisations wishing to have their Not for Profit status recognised must be a registered not for profit entity with the Australian Charities and Not-for-profits Commission (ACNC)
Occupancy Agreement	Occupancy agreement collectively describes all types of Council/Tenant agreements i.e. permit, licence, lease and management agreements
Occupant	A person or organisation who is the lessee or licensee of Council controlled land or facilities
Outgoings	Means all reimbursable tax charges, insurance premiums, utilities and maintenance and repair costs that are associated with the operation of the premises
Permit/Hire Agreement	A permit is a once-off or short-term use (e.g. < than 1 year) of a community facility
Playing area	An area set aside for sport, recreation and community use, such as sporting grounds, courts and parks i.e. ovals, tennis courts, bowling greens and pitches
Sub-Lease	An agreement by the Head Tenant to another organisation which stipulates the negotiated fees/charges/conditions and times of use for the period of the agreement
Sporting and Community Organisation/Group	A not for profit organisation that exists exclusively for charitable purposes or as an amateur sporting group, arts, craft or other special interest group established for the benefit of the community of The Barossa council. Primarily voluntary staff (including officials and coaches) and/or Committee
Tenant	The occupier of a community facility under an occupancy agreement
Tenure	The legal right to occupy land or building for a period of time

	Approval date: DD/MM/YYYY	Review date: DD/MM/YYYY	Approved by: Council Council Minute Book Ref: [XXX]	Ref: [23/12291*]	Page 13 of 13
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MATTERS FOR INFORMATION

2.8 QUARTERLY RISK MANAGEMENT REPORT - QUARTER 3 2022-2023

**Author: Manager Corporate Services
23/31032**

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

ATTACHMENTS

Attachment 1 Quarterly Risk Management Report - Quarter 3 2022-2023 - Audit
Committee June 2023 [!\[\]\(003082e50e3009141f59bd5df831749f_img.jpg\)](#) 

SUPPORTING REFERENCES

Nil



QUARTERLY RISK MANAGEMENT REPORT

Quarter 3 – 2022/2023

Quarterly Risk Management Report – Quarter 3 - 2022/23

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

Risk Management and WHS & IM Plans	3
Enterprise Risk Management and Risk Registers	5
Insurance - Local Government Risk Services	6
WHS Committee.....	7
Workplace Emergency Management	7
Community Emergency Management.....	8
Business Continuity	9
WHS Incident Reporting.....	10
Internal Financial Control (ControlTrack).....	11

Quarterly Risk Management Report – Quarter 3 – 2022/23

Risk Management and WHS & IM Plans

RESULTS/INTERPRETATION

Employee Wellbeing and Resilience Program

In 2019 Enterprise Agreement (EA) negotiations, funds for a wellbeing program were negotiated away by staff in compensation for other inclusions. Due to this, the wellbeing offering over recent years has been limited to the Local Government Associations Corporate Health Program which includes:

- Annual health check-ups
- Ad hoc training sessions on topics like healthy eating and cooking demonstrations
- Skin cancer checks
- The Local Government Influenza Immunisation Program
- An Employee Assistance Program (EAP)

What We Are Hearing From Staff

The 2022 EA Negotiating Committee surveyed the staff who are covered by this EA. The results indicated that Council's wellbeing offering could be improved and access to wellbeing opportunities expanded.

What Are We Doing About It

The newly adopted 2022 EA made provisions to broaden Council's approach to employee wellbeing beyond that of just counselling sessions through the EAP by taking a holistic approach to supporting and enhancing employee mental, physical and emotional wellbeing and resilience.

The Local Government Corporate Health Program and Influenza Immunisation Program will also continue to remain available.

What is on offer

Council will provide Employees with financial assistance to the value of \$300 per calendar year. Employees can allocate these funds in a tailored way, to shape their wellbeing experience around the services or training that meet their mental, physical or emotional wellbeing needs.

We know that balancing work and life comes with its own challenges and improving wellbeing isn't a one-size fits all approach in a modern workplace.

Council believes that through an approach to employee wellbeing that is holistic and person centred, and access to support, training and development that builds employee resilience, we will see a reduction of work related stress, an improvement in the employee experience and the achievement of overall improved employee, organisation and community outcomes.

Consultation occurred in January 2023, where staff identified the types of services they would like to access, and again in March 2023 when they were presented with a draft Employee Wellbeing and Resilience Framework. The program was approved by the Executive Leadership Team in May 2023 and it is anticipated the program will launch mid-2023.

Legislation



Quarterly Risk Management Report – Quarter 3 – 2022/23

The *Automated External Defibrillators (Public Access) Bill 2022* was introduced in September 2022 mandating the installation of defibrillators in public buildings, including Council buildings, from 1 January 2025. As advised in the Quarter 2 report, Council is waiting for Minister Picton who has expressed in Parliament a commitment to work with the Local Government Association on drafting regulations that are reasonable and based on common sense, to reduce the financial impact on local government where possible while meeting the intent to make Automatic External Defibrillators (AEDs) more accessible. More information will be provided as it becomes available.

Note – Council currently maintains 15 AEDs across the region, with a defibrillator publicly available in every major township in the Barossa Council Area.

WHS & IM Plan

In October 2021, Local Government Risk Services (LGRS) conducted a biennial Risk, Work Health Safety and Injury Management Evaluation to test Council's risk management processes (including WHS management). Following this process, LGRS provided Council with a Risk Evaluation Audit Report which identified actions and continuous improvement opportunities.

In support of actions identified as part of the Audit Report, Council has created a Risk, WHS & Injury Management Plan to record corrective actions and continuous improvement opportunities.

RESPONSE

The Risk and Safety Team met with the LGRS in March 2023 to introduce the new LGRS Risk Advisor and schedule monthly monitoring and reporting meetings.

Year 2 of the Risk, WHS and Injury Management Plan will focus on;

- Training Needs Analysis
- Improving Risk and Safety inductions and refresher training
- Developing measurable safety objectives
- Improving process for raising and monitoring corrective actions
- Audit of procurement process to align with WHS legislative requirements

The Risk and Safety Team have had several meetings with representatives from SkyTrust to further explore capabilities of the program as it relates to incident and hazard management as well as corrective and preventative action recording which has further improved reporting to the Executive Leadership Team. Staff refresher training for the use of SkyTrust is being developed and is anticipated to commence from May 2023 .

Quarterly Risk Management Report – Quarter 3 – 2022/23

Enterprise Risk Management and Risk Registers

RESULTS/INTERPRETATION

Implementation of Council's Strategic Risk Services Review has progressed as follows;

Strategic Risk Register

Strategic Risk Workshop – completed March 2023

Participants: Executive Leadership Team (ELT) and Manager Corporate Services

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 with the ELT. The Strategic Risk Register will be provided for the next Audit and Risk Committee and Council and will then be monitored by the Audit Committee through the Quarterly Risk Management Reports.

Status: In progress

Operational Risk Register

Six Operational Risk Workshops concluded in November 2022

These workshops have covered all Council Services and staff from those areas have been involved. There have been some 200 operational risk statements documented and the work with each of the teams has begun to carry out the assessment of the risks to determine their risk rating.

Status: In progress

Quarterly Risk Management Report – Quarter 3 – 2022/23

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.

Member Renewals

Working with the LGRS, phase one of the annual renewal process was completed in March 2023.

The renewal process is critical to the LGRS as the information captured is utilised to obtain an aggregated understanding of the Local Government risk profile. The information enables the Schemes (LGAMLS, LGAAMF, LGAWCS and LGIPF) to secure reinsurance from both local and overseas markets. Council is working with the LGRS in the second phase to ensure all assets have been captured appropriately prior to 2023/2024 financial year.

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	22/23 Q1	22/23 Q2	22/23 Q3	22/ 23 Q4	Total to Q3 2022/23	Total 21/22	Total 20/21	Total 19/20
Liability (MLS)	2	1	2		5	8	12	12
Property (AMF)	1	0	1		2	6	11	2
Motor Vehicle (AMF)	2	1	4		7	22	16	14
Personal Injury (GI)	0	0	0		0	1	3	3
Workers Compensation (WCS)	1	1	1		3	6	3	7
Total Claims	6	3	8		17	43	45	38

New Asset Management System

Implementation of a new asset management system scheduled for July 2023 will continue to support the validation of information required for assets and their contents to be appropriately insured.

RESPONSE

A verbal breakdown of 2022/23 insurance claims can be provided upon request.

Quarterly Risk Management Report – Quarter 3 – 2022/23

WHS Committee

RESULTS/INTERPRETATION

WHS Committee:

The quarterly WHS Committee meeting was held on 15 February 2023

A copy of the minutes can be provided upon request (23/8125)

Works and Engineering (Depot) WHS Sub-Committee:

The Works and Engineering WHS Sub-Committee meeting was held 8 February 2023

A copy of the minutes can be provided upon request (23/5587)

RESPONSE

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

Workplace Emergency Management

RESULTS/INTERPRETATION

Emergency Planning Committee (EPC)

The Emergency Planning Committee meeting was held on 9 February 2023

A copy of the minutes can be provided upon request (23/5907)

RESPONSE

The Work Place Emergency Management Plan 21/32494 provides a written set of instructions that outlines what staff should do in an emergency.

In order to ensure staff have appropriate training to best respond to an emergency the Risk and safety Team have revised the Emergency Exercise Register with annual schedule of exercises occurring across all Council sites.

Emergency Exercises include;

- Fire
- Flood
- Chemical
- Armed Confrontation
- Rescues
- Explosion
- Medical
- Suspicious Mail or Package

Quarterly Risk Management Report – Quarter 3 – 2022/23

Community Emergency Management

RESULTS/INTERPRETATION*Zone Emergency Management Committee (ZEMC)*

No significant community emergency events required Council support during this quarter.

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

RESPONSE

No response required

Quarterly Risk Management Report – Quarter 3 – 2022/23

Business Continuity

RESULTS/INTERPRETATION

Review of the Business Continuity Plan will commence from June 2023.

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 – 2022/23

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 2023 is as follows:

Incident Type	2022/23 Q1	2022/23 Q2	2022/23 Q3	2022/23 Q4	2022/23 YTD
Injury	3	7	5		15
Environment	1	1	1		3
Near Miss	6	5	11		22
Property	7	7	10		24
Community	2	4	0		6
Other	3	4	0		7
Total	22	28	27		77

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 23/1263.

RESPONSE

No response required

Quarterly Risk Management Report – Quarter 3 – 2022/23

Internal Financial Control (ControlTrack)

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

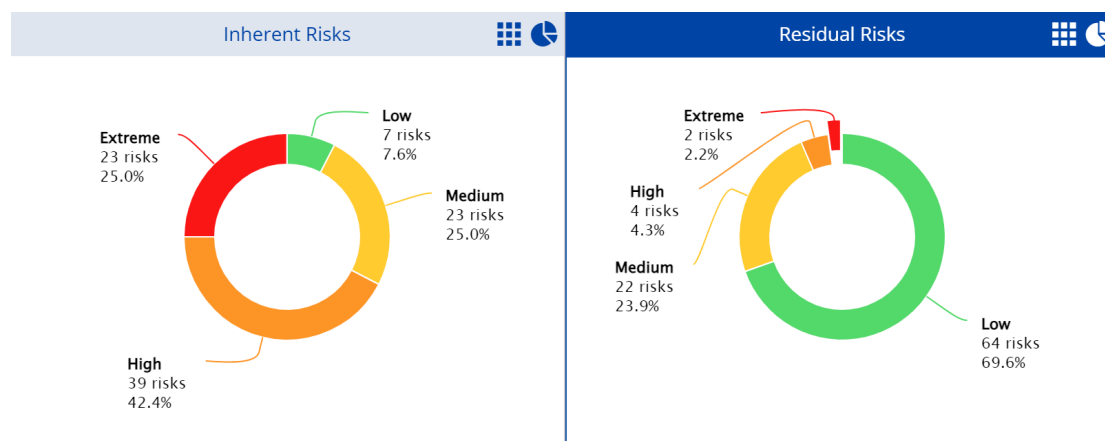
The 3-year residual risk review and control self-assessment cycle is as follows:

- 1st yr 2022/23
- all financial controls from the Better Practice Model to be assessed/reviewed and rated.
- 2nd yr 2023/24
- 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 –2024/25
- 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.

2022/2023 Control Self-Assessment Cycle

The 2022/2023 self-assessment cycle is now complete with 337 financial controls being assessed and reviewed by staff against the 92 financial risks monitored with Controltrack software.

The current inherent and residual risks are detailed below.



DEBATE AGENDA

3.1 UPDATED CORPORATE PLAN 2023-2027

**Author: Chief Executive Officer
23/30664**

PURPOSE

To table the updated plan for information and review.

RECOMMENDATION

That Audit and Risk Committee receive Corporate Plan Update and any feedback provided by the Audit and Risk Committee be considered in the next update phase.

REPORT

The Corporate Plan is a living plan that strives to:

- Align Councils strategic aspirations and policies to administrative actions.
- Articulate the services and service levels provided.
- Be informative to community, Council and our staff and volunteers who deliver the on ground strategic actions and business as usual activities
- Be measurable, accountable and transparent.
- Be flexible and able to pivot when needed.

A corporate planning framework has been developed to align the Community Plan with the operational aspects of the organisation, as shown below.



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 is our annual business plan and budget and our administrative and directorate level Service and Work Plans. The system is completed by having a feedback loop which includes:

- Executive and employee performance and accountability systems.
- Reporting processes, some of which are still in development for this plan, and other well embedded such as our financial and non-financial reporting requirements under the annual reporting and annual business plan and budgeting requirements.
- Annual review of the Corporate Plan.

The Corporate Plan is now nearing an appropriate level of maturity, having commenced the model in 2016 after the adoption of the Community Plan. The current Corporate Plan has been consulted on through the management team and significant rewrites have been undertaken. Further work has been undertaken to align the plan to a more contemporary management framework known as ESG, Environment, Social and Governance. A model that explores a balance of strategy and outcomes against these three lenses.

The Corporate Plan's maturity will see the Executive Leadership Team focusing on strategic and operational reporting updates and in the next cycle of budget development using the Corporate Plan to drive budget settings and initiatives. The plan in its next review cycle will also align to the reviewed Community Plan, with that review currently underway.

Four-Year Rolling Strategic Actions

Previous versions of the Corporate Plan have covered a static four-year plan. The new format encompasses four-year rolling strategic actions. This part of the plan is to be reviewed and updated each year to identify future projects/initiatives that may have budgetary considerations.

These actions are generally time bound projects that are identified through other internal strategies and plans, or emerging issues prioritised by Council.

Services and Service Levels – Business As Usual

The plan articulates the services and associated levels of service provided by Council to the community through the component of the business-as-usual activities under the area of outputs. These services and service levels have been shaped by Council historical decision making, legislative requirements and general activity outcomes. These services and service levels underpin most outputs and outcomes of Council. This component of the plan is reviewed and updated each year based on any changes approved by Council or legislation.

The Corporate Plan is tabled at Attachment 1 for information and as outlined will be updated on an annual basis.

ATTACHMENTS OR OTHER SUPPORTING REFERENCES

Attachment 1 Updated Corporate Plan [↓](#) 

Supporting references

Nil

COMMUNITY PLAN / CORPORATE PLAN / LEGISLATIVE REQUIREMENTSCommunity Plan

How We Work - Good Governance

Corporate Plan

6.1. Ensure that the community has access to information regarding the discussions held and decisions made by Elected Members.

Legislative Requirements

Nil

FINANCIAL, RESOURCE AND RISK MANAGEMENT CONSIDERATIONS

The plan addresses risk through a planned approach to service delivery and strategic actions.

The financial and resources requirements are embedded within the organisation through this plan and the budget and long term financial plan.

COMMUNITY ENGAGEMENT

Not applicable



CORPORATE PLAN 2023 to 2027

2023-2024 Revision

CONTENTS PAGE

Acknowledgement of Country.....	2
Introduction.....	2
Principles of Operation	3
How We Work.....	3
Delivery	3
Organisational overview	4
Council Services	5
CS1 - Animals	1
CS2 - Art and Culture	3
CS3 - Assets.....	6
CS4 - Caravan ParkS	12
CS5 - Cemeteries.....	15
CS6 – Community	18
CS7 – Community Emergency, Hazard Planning and Management...	21
CS8 – Compliance, Monitoring and Enforcement	25
CS9 – Customers	31
CS10 - Economic Development	34
CS11 - Events	37
CS12 - Facility and Community Land.....	40
CS13 - Fire Prevention	48
CS14 - Heritage.....	50
CS15 - Land Use and Development.....	52
CS16 - Libraries	55
CS17 - Natural Resources	58
CS18 - Public Health	61
CS19 - Social Inclusion.....	64

CS21 - Tourism	70
CS22 - Volunteers	75
CS23 – Waste and Resource Recovery	78
Business Services	80
BS1 - Business Technology.....	81
BS2 - Business improvement	85
BS3 - Communications and Engagement.....	87
BS4 - Council and Committees.....	91
BS5 - Risk and Safety.....	96
BS6 – Finance	102
BS7 - Governance	106
BS8 – Grants.....	109
BS9 - Information.....	111
BS10 - People and Culture	114
BS11 – Procurement	120
BS12 - Property and Rates	123
BS13 - Strategic/Legislative Planning and Reporting	127
Operational Plans.....	132
Revision Register	133



ACKNOWLEDGEMENT OF COUNTRY

The Barossa Council acknowledges the traditional lands of the Ngadjuri, Peramangk and Kaurna people and we respect their spiritual relations with Country.

INTRODUCTION

The Barossa Council is pleased to present the Corporate Plan for 2023 to 2027. The Corporate Plan is reviewed annually to encompass service level changes and to update strategic actions.

The purpose of the Corporate Plan is to guide how as an administration we will conduct business, services, and activities to deliver on the long-term vision, values and aspirations as outlined in the Barossa Community Plan.

The Corporate Plan sets out Councils short to medium term objectives and connects our on-ground operations to our operational strategic directions.

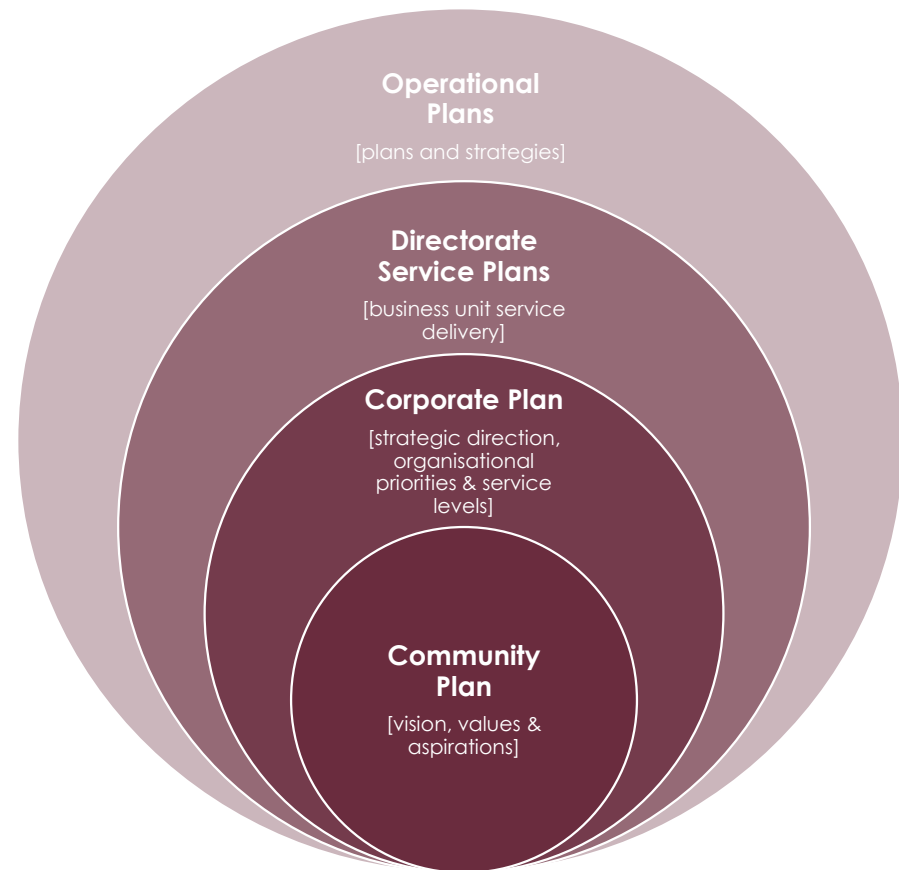
The Corporate Plan primarily reflects internal responsibilities identified within the Community Plan. Initiatives arising from the Community Plan where Council has a role as an advocate or supporting stakeholder may be excluded from the Corporate Plan due to their discretionary nature.

The Corporate Plan connects to other relevant internal and external documents in a coordinated approach and delivers 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 Australia Strategic and Marketing Plan
- Northern and Yorke Landscape Plan

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



PRINCIPLES OF OPERATION

The principles of operation provide insight into the way we work. Our principles permeate throughout 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

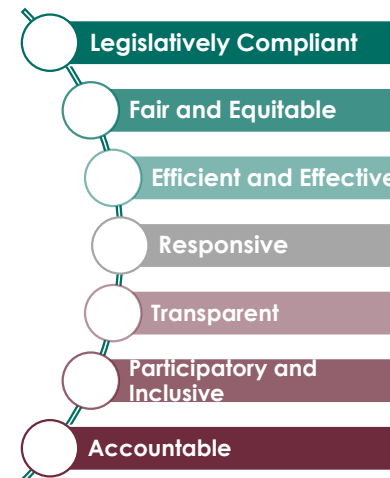
We aim to have productive relationships with the community, to identify shared goals and values and foster an environment of trust through ongoing and transparent engagement.

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 we work:

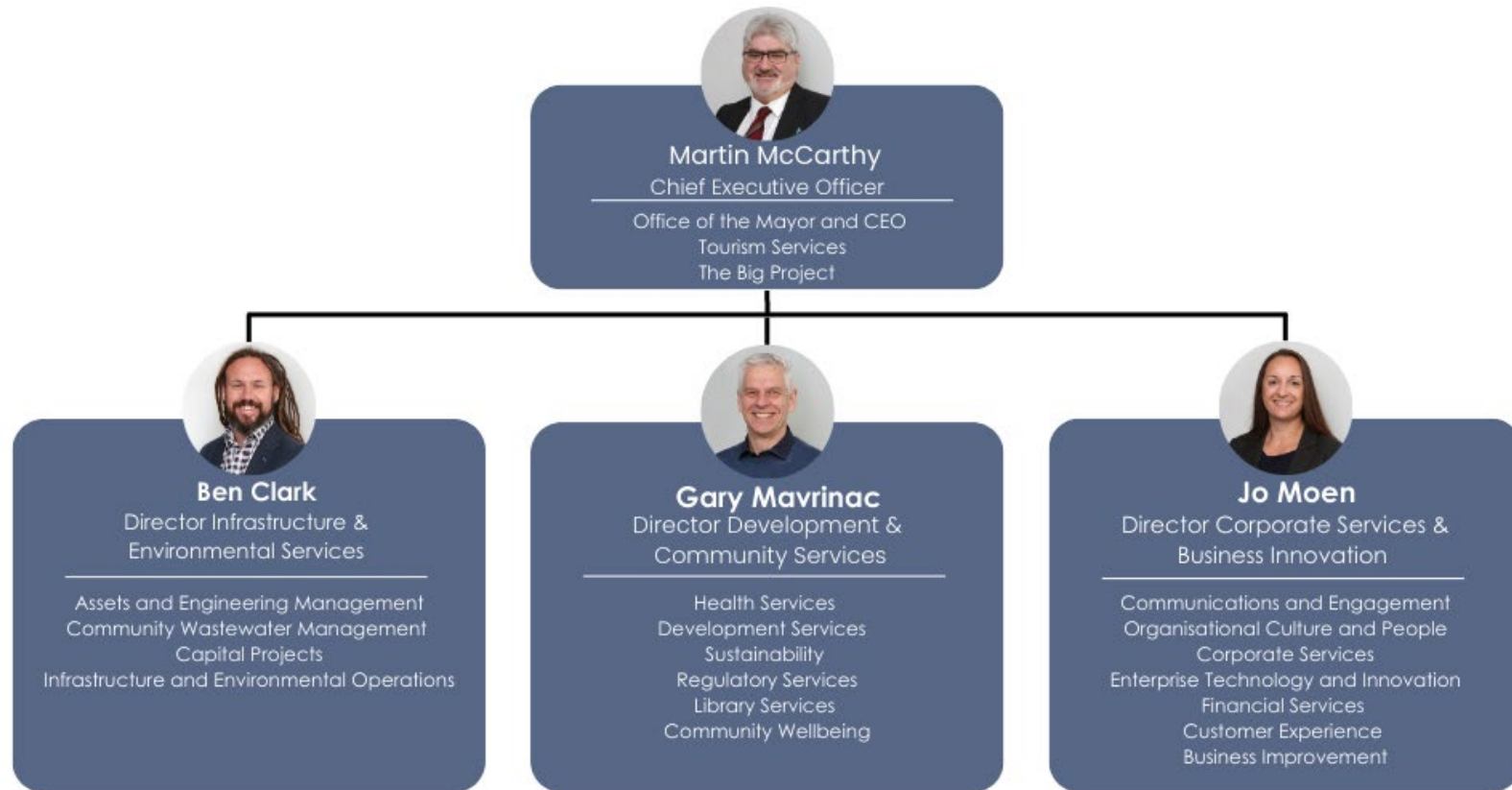


DELIVERY

The Corporate Plan is delivered through the Departments/Business Units that operate within the Office of the Mayor and CEO and the three Directorates.



ORGANISATIONAL OVERVIEW



COUNCIL SERVICES

[Animals](#)

[Arts and Culture](#)

[Assets](#)

[Caravan Parks](#)

[Cemeteries](#)

[Community](#)

[Community Emergency, Hazard Planning and Management](#)

[Compliance, Monitoring and Enforcement](#)

[Customers](#)

[Economic Development](#)

[Events](#)

[Facility and Community Land](#)

[Fire Prevention](#)

[Heritage](#)

[Land Use and Development](#)

[Libraries](#)

[Natural Resources](#)

[Public Health](#)

[Social Inclusion](#)

[Tourism](#)

[Volunteers](#)

[Waste and Resource Recovery](#)



Service Area**CS1 - ANIMALS****Service Activity**

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

Service Delivery

Internal, External, Contractors

Community Plan Link**Community Plan 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.

Primary Sustainability Pillar

Our Community

Legislative Responsibility

Dog and Cat Management Act 1995
Animal Welfare Act 1985
Expiation 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	Responsible	Due Date	Budget
Nil			
Op = Operational, Cap = Capital, Ext = External Funding, NI = New Initiative			



Service Action	Service Standard	Critical Service	Responsible
Output 1 – Dog Control			
Undertake dog control in line with Dog and Cat Management Plan	- Investigations undertaken in line with Council's Enforcement Policy - Limit on Dog Numbers: 2 dogs in any dwelling in a township 1 dog in any small dwelling in a township 3 dogs in any dwelling outside a township - Customer Request acknowledgement within 1 business day - Dogs wandering at large investigations undertaken within 3 business days - Excessive barking investigations undertaken within 5 business days - Dog attacks and harassment investigations undertaken within 5 business days - Identified animals returned to owners within 1 day - Excess dog applications assessed within 4 weeks	Yes	Regulatory Services
Output 2 – Cat Control			
Undertake cat control in line with Dog and Cat Management Plan	- Investigations undertaken in line with Council's Enforcement Policy - Limit on Cat Numbers: 2 cats over 6 months in age in any premises (except within approved kennels, pet shops, veterinary practices) - Customer Request acknowledgement within 1 business day - Cat nuisance investigations undertaken within 1 week	No	Regulatory Services
Output 3 – Other Animal Control			
Address nuisances or hazards caused by other animals	- Customer Request acknowledgement within 1 business day - Investigations undertaken in line with Council's Enforcement Policy - Customer Request investigations undertaken to within 5 business days	No	Regulatory Services
Operational Plans		Action Reference	
Dog and Cat Management Plan (DCMP)		All	
Regional Public Health Plan (RPHP)		9.2	



Service Area**CS2 - ART AND CULTURE****Service Activity**

Organising and facilitating the Barossa Regional Gallery, arts, culture and events

Service Delivery

Internal, Partnerships, Funding bodies

Community Plan Links**Community Plan Goals**

- 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.

Primary Sustainability Pillar**Legislative Responsibility**

Nil

Strategic Action	Responsible	Due Date	Budget
CS2-1 Develop a Creative Industries Strategy and Action Plan and implement the Barossa Creative Industries Centre planning and grant funding strategy.	Gallery and Creative Industries	June 2024	Op
CS2-2 Undertake a review of Arts, Cultural and Creative Industry services in the organisation including function, structure and service levels to inform the future direction (to be undertaken in alignment with CS10-1, CS14-2 and CS21-1. BS7-1)	OMCEO	December 2023	Op
Op = Operational, Cap = Capital, Ext = External Funding, NI = New Initiative			

Service Action	Service Standard	Critical Service	Responsible
Output 1 – Barossa Regional Gallery			



Service Action	Service Standard	Critical Service	Responsible
Provide opportunities to engage with arts culture heritage and music	- Open Daily 11am – 4pm - Regional Gallery Exhibition support: 6 to 10 exhibitions per year - Coordinate Exhibition Openings and promotional collateral: every 8 weeks - Adult's Creative Workshops: 2 to 3 per year - Children's Creative Workshops: 4 to 5 per year - Events, Concerts or Performances: 4 to 5 per year - Tours and school groups: 4 to 5 per year - Activities to compliment exhibitions: 2 – 3 a year - Process venue applications and approvals: decision within 8 weeks - Coordinate bookings and events via calendar: new information updated within 10 business days - Respond to customer enquires	No	Gallery and Creative Industries
Maintain and exhibit the Barossa Vintage Festival Art Collection	Exhibit 1 per year	No	Gallery and Creative Industries
Manage finances for the Barossa Regional Gallery including the Gallery Shop outlet	- Open Daily 11am – 4pm - Monthly reporting - Six monthly stocktake undertaken - All finances are reconciled and banked weekly - Source, promote and stock local artists (65% local and 35% Australian) - Consignment paperwork completed within 5 business days	No	Gallery and Creative Industries
Output 2 – Arts, Music and Cultural Capacity Building / Advocacy / Facilitation			
Develop an implementation plan for the Live Music Strategy	Action plan and associated budget endorsed by Council	No	Gallery and Creative Industries
Deliver arts projects either independently or in partnership	2 to 3 Projects per annum	No	Gallery and Creative Industries
Advocate for and encourage services and resources that build capacity of local creative industry and culturally enrich the community.	- Maintained Arts and Culture promotion / advocacy activity - Maintained Community engagement and partnership - Maintained strong relationship with state government art bodies as well as local community groups and businesses in relation to creative industries	No	Gallery and Creative Industries



Service Action	Service Standard	Critical Service	Responsible
	- Attendance at community network meetings - Participate in sector networking via distribution of Gallery programming to local organisations, individuals and libraries - Provide public programs and professional development centred in creativity and art.		
Output 3 – Arts and Culture Tourism			
Promote arts and culture in the region	- Christmas Market: annually - Barossa Made Market: 4 times per year - Barossa Made Wares, Artisan goods and Food Pantry distribution outlet for local makers through VIC and Gallery Shop - Web/Social media content updated within 5 days of receipt of new information - Quarterly Gallery program and newsletters	No	Gallery and Creative Industries Tourism Services
Promotion and maintenance of the Barossa Sculpture Park	- Publicly accessible 24/7 - Produce flyer for distribution every 2 years	No	Gallery and Creative Industries
Provide advice to artists regarding artist opportunities and workshops	- Quarterly newsletter - Respond to arts and cultural enquiries	No	Gallery and Creative Industries
Advocate for and encourage services and resources that ensure an artistic and creative community	- Maintain strong relationship with state government art bodies - Provide public programs and professional development centred in creativity and art	No	Gallery and Creative Industries

Operational Plans	Action Reference
Advocacy Strategy	2, 3
Local Economic Development Plan (LEDP)	Strategy 4, 5
Live Music Action Plan (LMAP)	All



Service Area**CS3 - ASSETS****Service Activity**

Planning, construction, maintenance and operation of Council's assets (Transport, Bridges, Stormwater, Community Wastewater Management System, Community, Cultural, Recreation, Open Spaces, Trees and Vehicles)

Service Delivery

Internal, Contractors, Funding bodies

Community Plan Links**Community Plan Goals**

- 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.

Primary Sustainability Pillar

Our Places

Legislative Responsibility

Local Government Act 1999

Strategic Action	Responsible	Due Date	Budget
CS3-1 Review and reform processes for assessing Section 221 permits	Infrastructure and Environmental Operations	June 2024	Op
CS3-2 Review, update and implement maintenance service levels for footpaths	Infrastructure and Environmental Operations	June 2024	Op
CS3-3 Develop a township entrance street scape upgrade program	Infrastructure and Environmental Operations	June 2024	Op



Strategic Action	Responsible	Due Date	Budget
CS3-4 Develop a Freight Routes Strategy to maximise freight efficiencies for the region	Strategic Assets and Engineering	June 2025	Op
CS3-5 Implement Asset Management automation via Assetic System for planned and reactive maintenance	Infrastructure and Environmental Services	December 2023	Cap
CS3-6 Undertake statutory review of asset management plans	Infrastructure and Environmental Services	June 2024	Op
Op = Operational, Cap = Capital, Ext = External Funding, NI = New Initiative			

Service Action	Service Standard	Critical Service	Responsible
<i>Output 1 – Strategic Asset Management and Planning</i>			
Design roads, drains, paths, cycle ways and associated infrastructure	- Assets are appealing, safe and accessible - 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 - Legislative requirements are met - Environmental considerations to reduce carbon footprint are considered	No	Infrastructure and Environmental Services
Design buildings, recreational infrastructure, roads, drains, paths, cycle ways and associated infrastructure	In accordance with adopted master plans and budgets	No	Infrastructure and Environmental Services The Big Project
<i>Output 2 – Asset Policy Development, Technical Design and Assessment</i>			



Service Action	Service Standard	Critical Service	Responsible
Establish a set of guidelines for the management of Council's assets	- Council's assets are managed to meet the required service levels in the most cost-effective manner for present and future customers	No	Strategic Assets and Engineering
Output 3 – Asset Renewal, Upgrade and Disposal			
Manage Street light installation request	Requests responded to within nominated timeframe	No	Strategic Assets and Engineering
Construct and maintain community infrastructure assets	- Condition assessment audits regularly undertaken - Intervention levels based on condition rating 3 – fair - Projects delivered to agreed budget and timeframe	No	Strategic Assets and Engineering The Big Project Capital Projects Infrastructure and Environmental Operations
Construct buildings, recreational infrastructure, roads, drains, paths, cycle ways and associated infrastructure	In accordance with adopted master plans and budgets	No	The Big Project Capital Projects Infrastructure and Environmental Operations
Output 4 – Asset Maintenance and Operations: Facilities			
Manage street light maintenance request	Requests responded to within nominated timeframe	Yes	Infrastructure and Environmental Operations



Service Action	Service Standard	Critical Service	Responsible
Street sweeping of township main/collector roads	Main/collector roads swept within nominated timeframe	No	Infrastructure and Environmental Operations
Manage defects liability periods and transition to business as usual operational maintenance	In accordance with defects liability requirements and any agreed maintenance arrangement schedules	No	The Big Project Infrastructure and Environmental Operations
Output 5 – Asset Maintenance and Operations: CWMS			
Operate and maintain CWMS infrastructure, including upgrade and renewal	As per the Customer Charter – Water and Sewerage Services	Yes	Community Wastewater Management
Output 6 – Asset Maintenance and Operations: Trees			
Provide, enhance, maintain and manage streetscapes and street trees	- Undertake strategic tree audits and implement recommendations - Develop annual main street projects in consultation with business and community groups - Plant a minimum of 150 street and open space trees each year	No	Infrastructure and Environmental Operations
Output 7 – Asset Maintenance and Operations: Civil			
Manage and maintain all road network, footpaths and relevant work in new residential, community and industrial development	- Condition assessment audits regularly undertaken - Intervention levels based on condition rating 3 – fair	Yes	Infrastructure and Environmental Operations
Output 8 – Asset Maintenance and Operations: Open Spaces			
Provide, enhance, maintain and manage open space and playgrounds	- Playgrounds to be managed in accordance with Australian Standards - Customer requests are resolved within nominated timeframes	No	Infrastructure and Environmental Operations
Mow turf areas within Open Spaces and Recreational Grounds	- Category 1 - Irrigated lawns in regional parks, civic centres, - Approximately 37 cuts per year - Within Standard: 30mm - 75mm height (Summer) 40mm-75mm height (Winter)	No	Infrastructure and Environmental Operations



Service Action	Service Standard	Critical Service	Responsible
	○ Out of Standard: > 75mm height ○ Response time – 10 working days • Category 2 - Irrigated neighbourhood parks ○ Approximately 26 cuts per year ○ Within Standard: 30mm - 90mm height (Summer) 40mm-90mm height (Winter) ○ Out of Standard: > 90mm height ○ Response time – 15 working days • Category 3 - Non-irrigated neighbourhood reserves ○ Approximately 14 cuts per year when actively growing. ○ Within Standard: 30mm - 100mm height (Summer) 40mm-100mm height (Winter) ○ Out of Standard: > 100mm height ○ Response time – 15 working days • Category 4 - Non-irrigated district parks Approximately 9 cuts per year when actively growing ○ Within Standard: 50 mm - 150mm height ○ Out of Standard: > 150mm height ○ Response time – 20 working days • Category 5 - Rural Reserves ○ Approximately 3- 4 cuts per year when actively growing ○ Within Standard: 150mm - 500mm height ○ Out of Standard: > 500mm height ○ Response time – 30 working days • Sports Fields (A) ○ Within Standard: 15mm - 20mm height (Summer) 35mm-35mm height (Winter) ○ Out of Standard: > when exceeds maximum height range dependant on season. ○ Response time – 5 working days (weather dependant) • Sports Fields (B) ○ Within Standard: 20mm - 25mm height (Summer) 35mm-40mm height (Winter) ○ Out of Standard: > when exceeds maximum height range dependant on season		



Service Action	Service Standard	Critical Service	Responsible
	Response time – 5 working days (weather dependant)		
Output 9 – Asset Maintenance and Operations: Quarry			
Raise and crush quarry rubble	Rubble meets specification and required quantities to meet annual works programs	No	Infrastructure and Environmental Operations
Output 10 – Fleet Management and Operations			
Manage Council's vehicle, plant and machinery fleet	- Asset acquisition and disposal as per policies - Schedule maintenance is undertaken at defined intervention points - Plant utilisation continually reviewed and actions implemented	No	Strategic Assets and Engineering Infrastructure and Environmental Operations

Operational Plans	Action Reference
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 7 - Established Trails, Bikeways and Walkways	All
Infrastructure and Asset Management Plan (IAMP)	All
Local Economic Development Plan (LEDP)	Strategy 1
Regional Public Health Plan	5.1, 12.1



Service Area**CS4 - CARAVAN PARKS****Service Activity**

Management of caravan parks, including maintenance, enquiries and bookings

Service Delivery

Internal, Contractors

Community Plan Links**Community Plan Goals**

- 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.

Primary Sustainability Pillar

Our Places

Legislative Responsibility

Local Government Act 1999
Residential Parks Act 2007
Residential Tenancies Act 2010

Strategic Action	Responsible	Due Date	Budget
CS4 – 1 Undertake a review of Caravan Park service levels, policy settings and service delivery model	CEO	June 2024	Op
Op = Operational, Cap = Capital, Ext = External Funding, NI = New Initiative			

Service Action	Service Standard	Critical Service	Responsible
Output 1 – Management and Administration			



Service Action	Service Standard	Critical Service	Responsible
Respond to maintenance requests	• Triage system as per Pathway priorities above	No	Infrastructure and Environmental Operations
Manage caravan parks complaints	• 1 week	No	Property and Procurement
Output 2 – Accommodation Services			
Provide Council owned caravan parks • Nuriootpa • Williamstown • Mount Pleasant • Eden Valley	Nuriootpa – • Cabins, powered sites, unpowered sites, tourist information, pool, games / meeting room - 57 multi grade cabins - 70 grassed caravan sites - 50 all-weather caravan sites - 20 grassed tent sites - 10 all weather tent sites Williamstown – • Cabins, powered sites, unpowered sites (on oval), informal dump point, tourist information - 4 cabins - 8 powered sites - flexible unpowered sites Mount Pleasant – • Powered sites, unpowered sites, dump point - Approx. 30 mix of powered and unpowered sites for caravans and tents Eden Valley – • Cabins, powered sites, unpowered sites - Approx. 30 mix of powered and unpowered sites for caravans and tents All site – • Amenities (bathrooms, laundry), camp kitchen, BBQs, playgrounds	No	Property and Procurement
Output 3 – Management and Maintenance			



Service Action	Service Standard	Critical Service	Responsible
Contractor (caretaker) management - Support, guide and monitor contractor performance	- As needs support provided - Annual performance review conducted	No	Property and Procurement

Operational Plans	Action Reference
Local Economic Development Plan (LEDP)	Strategy 1, 2, 3, 4, 5



Service Area**CS5 - CEMETERIES****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

Community Plan Links**Community Plan Goals**

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

Primary Sustainability Pillar**Legislative Responsibility**

Burial and Cremation Act 2013

Strategic Action	Responsible	Due Date	Budget
CS5 – 1 Partner with Williamstown Historical Group to pilot new information provision proposal.	Infrastructure and Environmental Services	June 2024	Op
Op = Operational, Cap = Capital, Ext = External Funding, NI = New Initiative			

Service Action	Service Standard	Critical Service	Responsible
<i>Output 1 – Cemetery Enquiry Management</i>			
Manage cemetery/interment right enquiries	In accordance with the Act and Regulations, service levels and Cemetery Management Policy	Yes	Infrastructure and Environmental Operations



Service Action	Service Standard	Critical Service	Responsible
Action cemetery maintenance requests	Enter customer request and respond in nominated timeframe	Yes	Strategic Assets and Engineering
Output 2 – Burial/Interment Management			
Provide cemeteries at: - Angaston - Eden Valley - Lyndoch - Mount Crawford - Mount Pleasant - Nuriootpa - Williamstown	Number and type of interment options offered and maintained: Angaston Cemetery - Grave – monument only, no lawn option - Children's Section - Niche Wall - Memorial Rose Garden (ashes) Nuriootpa Cemetery - Grave – lawn and monument - Children's Section - Niche Wall - Memory Garden (ashes) - RSL Lawn Section - RSL Niche Wall Eden Valley - Grave Lyndoch Cemetery - Grave – monument only – no lawn option - Niche Wall Mount Crawford - Grave Mount Pleasant - Grave – monument only – no lawn option - Niche Wall Williamstown - Grave – monument only – no lawn option - Niche Wall	Yes	Strategic Assets and Engineering
Output 3 – Cemetery Maintenance			
Maintain cemeteries at appropriate amenity standards	- Maintain in accordance with Community Land Management Plan 6: - Regular maintenance and grounds work of lawned and/or garden areas as appropriate	Yes	Infrastructure and Environmental Operations



Service Action	Service Standard	Critical Service	Responsible
	- Periodic maintenance inspections of fencing, toilets and cemetery infrastructure to be undertaken - Grass maintenance – monthly - Spraying/weed maintenance – monthly - Landscaping/replanting – monthly - Grave site top dressing – weekly		

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



Service Area**CS6 – COMMUNITY****Service Activity**

To help the prosperity and wellbeing of the community. Including; community grants programs, planning for future community needs, support for community groups, networking and advice.

Service Delivery

Internal

Community Plan Links**Community Plan Goals**

- 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.

Primary Sustainability Measure

Our Community

Legislative Responsibility

Local Government Act 1999

Strategic Action	Responsible	Due Date	Budget
CS6-1 Develop a new Community Governance framework (following up on the redefining community committees project).	Community Development	June 0224	Op
Op = Operational, Cap = Capital, Ext = External Funding, NI = New Initiative			



Service Action	Service Standard	Critical Service	Responsible
<i>Output 1 – Planning and Support (Capacity Building)</i>			
Support the community in leveraging Council infrastructure outcomes to grow and develop their organisations, activities and events	- Regular 1:1 engagement with community groups - Maintain the Get Connected Directory – Ongoing - Provide advice and support for new sport and recreation events / initiatives - Promote funding opportunities that will improve usage of new and redeveloped facilities - Acknowledge community enquiries within 24 hours of receipt, keeping enquirer well informed until a researched response and outcome is finalised.	No	The Big Project Community Development
<i>Output 2 – Community Development Infrastructure Projects</i>			
Implement Priority 1 Big Project work supported by community groups	Participation in project working groups	No	The Big Project
<i>Output 3 – Community Assistance Scheme – General</i>			
Manage general grant program through Community Assistance Scheme	1 funding round per annum of grants issued - Applicants must be a resident or beneficiaries must reside within the Barossa region - Applications acknowledged within 5 business days of receipt - Feedback provided by staff within 2 weeks of request - Acquittals requested within 12 months of awarding Grant - Prepare report on grants funded under the scheme	No	Community Development
<i>Output 4 – Community Assistance Scheme – Youth</i>			
Manage Youth Grant program through Community Assistance Scheme	1 funding round per annum of grants issued - Applicants must be a resident or beneficiaries must reside within the Barossa region - Applications acknowledged within 5 business days of receipt - Feedback provided by staff within 2 weeks of request - Acquittals requested within 12 months of awarding Grant - Prepare report on grants funded under the scheme	No	Community Development
<i>Output 5 – Community Assistance Scheme – Heritage</i>			



Service Action	Service Standard	Critical Service	Responsible
Manage Heritage Grant program through Community Assistance Scheme	• 1 funding round per annum of grants issued • Applicants must be a resident or beneficiaries must reside within the Barossa region • Applications acknowledged within 5 business days of receipt • Feedback provided by staff within 2 weeks of request • Acquittals requested within 12 months of awarding Grant • Prepare report to the CASC on grants funded under the scheme	No	Planning Services

Operational Plans	Action Reference
Local Economic Development Plan (LEDP)	Strategy 1, 2, 3, 4



Service Area**CS7 – COMMUNITY EMERGENCY, HAZARD PLANNING AND MANAGEMENT****Service Activity**

Response to emergency management situations, including prevention, emergency response, recovery. Building the resilience of communities to respond to emergencies. Ensuring critical Council infrastructure and public safety is maintained at an appropriate level of service, 24 hours a day. After hours management by on-call depot officers.

Service Delivery

Internal, External

Community Plan Strategic Links**Community Plan Goals**

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

Our Environment

Legislative Responsibility

Emergency Management Act 2004
Fire and Emergency Services Act 2005
Local Government Act 1999

Strategic Action	Responsible	Due Date	Budget
Nil			
Op = Operational, Cap = Capital, Ext = External Funding, NI = New Initiative			



Service Action	Service Standard	Critical Service	Responsible
<i>Output 1 – Community Emergency Management Planning</i>			
Maintain and champion the implementation of Council's Community Emergency Management Framework	- Documentation is reviewed and updated every 4 years - Community emergency training is delivered at reasonable intervals for staff unless mandated more frequently - New relevant staff receive induction upon commencement - Performance standards for self-insurance are met	No	Corporate Services
Provide community emergency management tools and templates	- Tools and templates are available to support Supervisors and Workers to implement policies, processes, standards and best practice approaches - Templates reviewed and updated within nominated timeframe following identification of new legislative requirement or opportunity for improvement	No	Corporate Services
<i>Output 2 – Community Emergency Incident Response Operational Support</i>			
Manage response to emergency events or public safety issues – Flood	24 hour/7 day a week response - Two depot offers on call for base level after hours response - Immediate contact via Answering Adelaide and On-Call Officer - Install temporary flood barriers as per operating procedure - Supply plant and operators at request of incident controller (SAPOL / CFS / SES) - Minimum response time for Officer 1 to be on ground within 1 hour - Provision of engineering advice	No	Infrastructure and Environmental Operations
Manage response to emergency events or public safety issues – Fire	24 hour/7 day a week response - Two depot offers on call for base level after hours response - Immediate contact via Answering Adelaide and On-Call Officer - Supply plant and operators at request of incident controller (SAPOL / CFS / SES) – operators will not provide frontline firefighting capacity	No	Infrastructure and Environmental Operations



Service Action	Service Standard	Critical Service	Responsible
	- Supply light vehicles for logistics coordination to control agency/hazard responders - Minimum response time for Officer 1 to be on ground within 1 hour		
Manage response to emergency events or public safety issues – Major Road Infrastructure Defect – traffic safety issue only	24 hour/7 day a week response - Two depot offers on call for base level after hours response - Immediate contact via Answering Adelaide and On-Call Officer - Immediate response will involve either temporary rectification, traffic redirection/signage or road closure - Minimum response time for Officer 1 to be on ground within 1 hour	No	Infrastructure and Environmental Operations
Manage response to emergency events or public safety issues – Stormwater	24 hour/7 day a week response - Two depot offers on call for base level after hours response - Immediate contact via Answering Adelaide and On-Call Officer - Immediate response will involve temporary or permanent rectification of causal factors - Minimum response time for Officer 1 to be on ground within 1 hour	No	Infrastructure and Environmental Operations
Manage response to emergency events or public safety issues – tree/branch obstruction – only where branch or tree obstructs Council road	24 hour/7 day a week response - Two depot offers on call for base level after hours response - Immediate contact via Answering Adelaide and On-Call Officer - Immediate response will involve removal of branch from roadway - Minimum response time for Officer 1 to be on ground within 1 hour	No	Infrastructure and Environmental Operations
Manage reports relating to infrastructure failure/breakdown – public convenience blockage/leak/biological hazard	24 hour/7 day a week response - Two depot offers on call for base level after hours response - Immediate contact via Answering Adelaide and On-Call Officer - Immediate response will involve rectification of biological hazards and callout of contracted plumber to rectify blockages where appropriate - Minimum response time for Officer 1 to be on ground within 1 hour	No	Infrastructure and Environmental Operations
Manage reports relating to infrastructure failure/breakdown – leaking pipes/irrigation	24 hour/7 day a week response - Two depot offers on call for base level after hours response - Immediate contact via Answering Adelaide and On-Call Officer - Immediate response will involve isolation or rectification of leak - Minimum response time for Officer 1 to be on ground within 1 hour	No	Infrastructure and Environmental Operations



Service Action	Service Standard	Critical Service	Responsible
Manage reports relating to infrastructure failure/breakdown – tree/branch obstruction – only where branch or tree obstructs Council road	24 hour/7 day a week response - Two depot offers on call for base level after hours response - Immediate contact via Answering Adelaide and On-Call Officer - Immediate response will involve temporary or permanent rectification - Minimum response time for Officer 1 to be on ground within 1 hour	No	Infrastructure and Environmental Operations
Remove rubbish – asbestos / glass or illegally dumped refuse on Council roads	24 hour/7 day a week response - Two depot offers on call for base level after hours response - Immediate contact via Answering Adelaide and On-Call Officer - Immediate response will involve removal of refuse or isolation of site/engagement of contractor (asbestos) - Minimum response time for Officer 1 to be on ground within 1 hour	No	Infrastructure and Environmental Operations
Remove dead animal from Council roads – Rural	24 hour/7 day a week response - Two depot offers on call for base level after hours response - Immediate contact via Answering Adelaide and On-Call Officer - Immediate response will involve placement of animal on the verge - Minimum response time for Officer 1 to be on ground within 1 hour	No	Infrastructure and Environmental Operations
Remove dead animal from Council roads – Township	24 hour/7 day a week response - Two depot offers on call for base level after hours response - Immediate contact via Answering Adelaide and On-Call Officer - Immediate response will involve removal of animal and disposal - Minimum response time for Officer 1 to be on ground within 1 hour	No	Infrastructure and Environmental 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**

Monitoring and responding to non-compliance associated with planning, building, swimming pools, fire safety, public health and safety (including hoarding, unsanitary conditions, noise, mosquitos, notifiable diseases, odour, pollution and vermin), to ensure assets and community are safe and meet minimum industry standards in accordance with legislation and relevant approvals.

Service Delivery

Internal

Community Plan Strategic Links**Community Plan Goals**

- 14 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.

Primary Sustainability Pillar

Our Places

Legislative Responsibility

Food Act 2001
 South Australian Public Health Act 2011
 Liquor Licensing Act 1997
 Local Nuisance and Litter Control Act 2016
 Planning, Development 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	Responsible	Due Date	Budget
Nil			



Strategic Action	Responsible	Due Date	Budget

Op = Operational, Cap = Capital, Ext = External Funding, NI = New Initiative

Service Action	Service Standard	Critical Service	Responsible
Output 1 – Monitoring and Inspection – Building and Compliance			
Inspect, investigate and enforce development compliance	- Investigations undertaken in line with Council's Enforcement Policy - Complaints acknowledged within 1 business day - Compliance investigations undertaken within 10 business days - Unauthorised swimming pools and unsafe buildings inspected within 2 business days	Yes	Compliance Services Building Services
Undertake building compliance inspections in accordance with the Building (and Swimming Pool) Inspection Policy	- Inspections undertaken in line with Council's Building Inspection Policy and Practice Directions 8 and 9 pursuant to the <i>Planning, Development and Infrastructure Act 2016</i> 66% of Class 1 buildings inspected at least once, within 2 business days from notification 90% of Class 2-9 buildings inspected at least once, within 2 business days from notification 100% of swimming pools and swimming pool safety features inspected within 2 business days of notification of commencement 100% of swimming pools and swimming pool safety features inspected within 10 business days of notification of completion.	Yes	Building Services
Output 2 – Compliance and Enforcement – Building and Planning			
Undertake compliance/appeal action, as required	- Investigations undertaken in line with Council's Enforcement Policy - Compliance actions arising in appeals successful - Assessment Manager decisions upheld - Assessment Panel decisions upheld	No	Compliance Services Planning Services
Output 3 – Compliance and Enforcement – Building Fire Safety			



Service Action	Service Standard	Critical Service	Responsible
Ensure effective building fire safety of public buildings	- Inspections carried out when: - Council requests a fire safety report on a building; - at the request of the fire authority; - when complaints are received; - an audit-based inspection is required. - Inspections prioritised as follows: - Complaints - Accommodation - no prior MFS, CFS, Committee or Council knowledge or in bushfire prone area - Vulnerable patrons - Public - prior MFS, CFS, Committee or Council knowledge - Vulnerable patrons - Public - Public Assembly Buildings - with liquor license or vulnerable patrons - other - Large Public Population / Large Fire Load - Shopping centres & large / multi-storey shops - Large warehouses & factories (i.e. >2000m²) - Aged or Disabled Independent Living - Other Commercial & Educational Premises	Yes	Building Services
Output 4 – Compliance and Enforcement – Road/Traffic			
Undertake actions associated with abandoned vehicles and road/traffic management issues	- Investigations undertaken in line with Council's Enforcement Policy - Customer Request acknowledgement within 1 business day - Parking complaint investigations undertaken within 10 business day - Abandoned vehicle investigations undertaken within 10 business day	No	Regulatory Services
Output 5 – Compliance and Enforcement – By-Laws			
Undertake actions in accordance with by-laws and other legislation	- Investigations undertaken in line with Council's Enforcement Policy - Customer Request acknowledgement within 1 business day - Private vegetation encroaching in a public area complaint investigations undertaken within 5 business day	No	Regulatory Services



Service Action	Service Standard	Critical Service	Responsible
	Temporary event signage on public land complaint investigations undertaken within 5 business day		
Output 6 – Compliance and Enforcement – Permits			
Undertake actions in associated with outdoor dining permits	- Customer Request acknowledgement within 1 business day - Footpath occupancy complaints investigated within 10 business day - Outdoor dining permits issued within 5 business day - Commercial use of footpath permits issued within 5 business day	No	Regulatory Services
Output 7 – Compliance and Enforcement – Health			
Action and investigate customer requests relating to public health standards in accordance with SA Public Health Act and associated Regulations	Complaints: - Customer Request acknowledgement within 1 business day - Notifiable diseases (not food borne) followed up within 2 days - Asbestos complaints followed up within 3 days - General health complaints followed up within 5 days Investigations: - Investigations undertaken in line with Council's Enforcement Policy - Reported hoarding investigations undertaken within 5 business days - Tattoo and body piercing investigations undertaken within 5 business days - Illegal drug manufacture investigations undertaken within 5 business days - Insanitary conditions investigations undertaken within 3 business days - Sanitary facilities investigations undertaken within 3 business days - Swimming pools – private property investigations undertaken within 5 business days - Swimming pools – community investigations undertaken within 2 business days	Yes	Health Services



Service Action	Service Standard	Critical Service	Responsible
Ensure registration of all high risk manufactured water systems	- Notify SA Health of high legionella count within 24 hours - Average of 2 weeks to resolve investigation	Yes	Health Services
Output 8 – Compliance and Enforcement – Food			
Ensure food safety and hygiene	Complaints: - Customer Request acknowledgement within 1 business day - Food complaint investigations undertaken within 2 business days Investigations: - Investigations undertaken in line with Council's Enforcement Policy - Safety drinking water – private property investigations undertaken within 2 business days - Grease trap maintenance investigations undertaken within 5 business days - Notifiable disease – food borne investigations undertaken within 2 business days	Yes	Health Services
Output 9 – Compliance and Enforcement – Local Nuisance			
Address nuisance (noise, air quality and property) complaints	- Investigations undertaken in line with Council's Enforcement Policy - Complaints acknowledged within 1 business day - Compliance investigations undertaken within 10 business days	No	Health Services Compliance Services
Output 10 – Compliance and Enforcement – Litter Control			
Address litter control complaints	- Investigations undertaken in line with Council's Enforcement Policy - Customer Request acknowledgement within 1 business day - Litter complaint investigations undertaken within 10 business day - Asbestos dumping complaint investigations undertaken within 1 day	Yes	Regulatory Services Health Services Infrastructure and Environmental Operations



Operational Plans	Action Reference
Advocacy Strategy	6
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

Service Activity

Service Delivery

Community Plan Links

Community Plan Goals

Primary Sustainability Pillar

Legislative Responsibility

CS9 – CUSTOMERS

Providing a consistent customer experience through the provision of accurate and professional customer service.

Internal, External (after hours service)



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



Our Council

Local Government Act 1999

Strategic Action	Responsible	Due Date	Budget
CS9-1 Development of a Customer Surveying Strategy	Customer Experience	June 2024	Op
CS9-2 Implement electronic customer notifications for Pathway Customer Requests	Customer Experience	December 2024	Op
Op = Operational, Cap = Capital, Ext = External Funding, NI = New Initiative			



Service Action	Service Standard	Critical Service	Responsible
<i>Output 1 – Customer Request Management</i>			
Provide face to face customer service	Percentage of time Customer Support available during nominated opening hours	Yes	Customer Experience Library Services Tourism Services
Provide telephone customer service channel	- Call answered within 3 rings. Voicemail after 40 seconds during business hours - After hours call to live service - Answering Adelaide 5pm – 9am unless otherwise arranged	Yes	Customer Experience Tourism Services
Provide electronic customer service channel (email / social media)	- Percentage of data entered within nominated timeframe - Reply/acknowledgement within two business days	No	Customer Experience Tourism Services
Request entry - customer Request Management (CRM) System	Percentage of data entered within nominated timeframe	No	Customer Experience
Request follow up and advice to Customer	Percentage of customers with an unresolved customer request contacted regarding the status of their request	Yes	Customer Experience
<i>Output 2 – Customer Relationship Management - External</i>			
Acknowledgement of customers	Guest greeted and Officer contacted within 3 minutes of presentation at counter when no line-up	No	Customer Experience
Coordinate public information - registers, agendas, minutes, plans, consultations, tender responses etc.	Daily update of information as required	No	Customer Experience
Process deliveries	Deliveries processed within 15 minutes of receipt when no line up	No	Customer Experience



Service Action	Service Standard	Critical Service	Responsible
Maintain fact sheets and brochures	Information updated bi-weekly in conjunction with other business units within the organisation	No	Customer Experience Tourism Services
Dispatch new residents' letters	Information collated and emailed to Customer Support from Rates on a monthly cycle	No	Customer Experience
Output 3 – Customer Relationship Management – Internal			
Purchase stationery - all of Council, printing envelopes	Stationery orders processed fortnightly or when required. Printing orders bi-annually	No	Customer Experience
Manage staff uniform purchasing	Annual purchase	No	Customer Experience

Operational Plans	Action Reference
Nil	



Service Area**CS10 - ECONOMIC DEVELOPMENT****Service Activity**

Facilitating the economic well-being and quality of life of local businesses and the community.

Service Delivery

Internal, Partnerships, Funding bodies

Community Plan Links**Community Plan Goals**

- 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.

Primary Sustainability Pillar**Legislative Responsibility**

Nil

Strategic Action	Responsible	Due Date	Budget
CS10-1 Undertake review of Economic Development services in the organisation and how alignment to industry and other stakeholders will strategically deliver priorities of the Local Economic Development Plan - to be undertaken in alignment with CS2-2, CS14-2, CS21-1, BS7-1	OMCEO	December 2023	Op
CS10-2 Implement Sister City relationship and governance arrangements with Grapevine Texas	OMCEO	December 2023	Op
Op = Operational, Cap = Capital, Ext = External Funding, NI = New Initiative			



Service Action	Service Standard	Critical Service	Responsible
Output 1 – Economic Development			
Maximise local, regional and state employment and economic benefits through utilisation of industry participation and evaluation initiatives aimed at benefiting our suppliers	Standard templates include industry participation assessment criteria	No	OMCEO
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	- Masterplans developed for each in-scope project - Implementation plans agreed and implemented from 2018 -2033	No	OMCEO
Pursue and support projects either directly or indirectly that build economic outcome and are consistent with the principles of Brand Barossa	- Projects assessed on a case by case basis - Senior Officer support provided based on economic growth to community	No	OMCEO Tourism Services
Output 2 – Strategy, Industry Support and Advice			
Provide advice and support for small business in competing for local government contracts	- Tendering guide available via website - Supplier information sessions held prior to release of panel tenders	No	OMCEO
Establish and maintain standing offer supplier panels for key categories of outsourced Council services	Three panels maintained	No	Corporate Services
Support industry accreditation and reward programs	- Annual funding provided to RDA Barossa - In-kind and advocacy support provided to industry groups	No	OMCEO Tourism Services
Maintain ongoing sister city relationships and associated program with partner cities	Develop annual program of activities and commitments with each formal sister city	No	OMCEO



Operational Plans	Action Reference
Advocacy Strategy	1, 2
Local Economic Development Plan	Strategies -All
Regional Public Health Plan	11.1, 11.2, 11.3,



Service Area

CS11 - EVENTS

Service Activity

Management of internal events, including planning and execution. Supporting community focused events throughout the region.

Service Delivery

Internal, Partnerships

Community Plan Links



Community Plan Goals

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.

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.

Primary Sustainability Pillar


Our Community

Legislative Responsibility

Work Health Safety Act 2012
Fair Work Act 1994

Strategic Action	Responsible	Due Date	Budget
CS11-1 Develop a whole of Council Event Management Framework.	Customer Experience	June 2024	Op
Op = Operational, Cap = Capital, Ext = External Funding, NI = New Initiative			

Service Action	Service Standard	Critical Service	Responsible
Output 1 – Events delivery – External			



Service Action	Service Standard	Critical Service	Responsible
Provide ongoing event management support and activation for community partners	- Major events run by external organisations and supported by Council: - Tour Down Under (annually) - Vintage Festival (bi annually) - Barossa Made Markets (quarterly)	No	OMCEO Customer Experience Tourism Services
Provide ad hoc event management	As required	No	All
Processing of applications for external event management support	Assessed with 5 business days of receiving the application	No	Customer Experience
Facilitate traffic management arrangements and advise affected stakeholders	Assessed with 5 business days of receiving the application	No	Strategic Assets and Engineering Infrastructure and Environmental Operations Customer Experience
Coordinate provision of required waste management assets (bins/toilets) for community events	As required	No	Infrastructure and Environmental Operations
Implement traffic management / road closure arrangements	- As required - Road closure applications to be received 3 months prior to the event - Traffic management applications assessed based on individual requirements	No	Infrastructure and Environmental Operations
Provide planning activities and approval guidance/advice	- Requests for support acknowledged within 10 days - Advice turnaround within 10 days - Approval turnaround post 100% information provided within 5 days	No	Customer Experience
Carry out statutory inspections (health, traffic, by-laws, parking, safe work)	- Random events inspected - Investigations undertaken in line with Council's Enforcement Policy	No	Health Services Regulatory Services



Service Action	Service Standard	Critical Service	Responsible
<i>Output 2 – Events delivery – Internal</i>			
Provide support for major/regional community, heritage and tourism events	• Barossa Bushgardens Open Day (annually) • Reconciliation Week (annually) • NAIDOC Week (annually) • Australia Day Breakfast (annually) • Adornment (annually) • Barossa History Fair (annually)	No	Customer Experience Community Development Infrastructure and Environmental Operations Library Services Tourism Services Office of the Mayor and CEO

Operational Plans	Action Reference
Advocacy Strategy	3



Service Area**CS12 - FACILITY AND COMMUNITY LAND****Service Activity**

The management of Council buildings and property, including; facilities maintenance and occupancy (users and hirers) agreements or permits to ensure we have safe, accessible, fit for purpose and well managed community facilities, office spaces and community land.

Service Delivery

Internal, Contractors

Community Plan Links**Community Plan Goals**

- 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.

Primary Sustainability Pillar

Our Places

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	Responsible	Due Date	Budget
CS12-1 Complete full review of Lease and License Framework	Corporate Services	December 2023	Op
CS12-2 Review the requirements for an electronic bookings management system and provide recommendation for future improvements	Customer Experience	December 2024	Op
Op = Operational, Cap = Capital, Ext = External Funding, NI = New Initiative			

Service Action	Service Standard	Critical Service	Responsible
<i>Output 1 – Management: Community Land Register</i>			
Develop and review Community Facility Masterplans	Plans reviewed every 4 years	No	Strategic Assets and Engineering Property and Procurement
Maintain Community Land Register	- Register updated quarterly - New parcels added to register as required	No	Corporate Governance and Information Services Property and Procurement Financial Services Strategic Assets and Engineering



Service Action	Service Standard	Critical Service	Responsible
Provide guidance on the classification of community land as part of land division proposals	New land parcels appropriate classified, as required	No	Development Services
Output 2 – Management: Lease and Licenses			
Negotiate, determine shared or exclusive usage, document and manage	Lease and licenses executed to define usage, requirements and obligations	No	Property and Procurement
Output 3 – Management: Service Agreements			
Negotiate, determine shared or exclusive usage, document and manage	Service agreements executed to define usage, requirements and obligations	No	Property and Procurement
Output 4 – Facility Availability and Bookings			
Activate the use of Council facilities, parks, gardens and sporting fields for ad hoc hiring (permit).	Promote the availability of Council facilities, parks, gardens and sporting fields for ad hoc hiring	No	Customer Experience
Coordinate bookings of Council facilities, parks, gardens and sporting fields for ad hoc hiring (permit).	- Manage enquiries - Liaise with external stakeholders	No	Customer Experience
Process Permit requests for ad hoc hiring	- Applications assessed within 5 business days - Notify applicants of outcome of application - Update Pathway Bookings Module - Coordinate payment - Contact key stakeholders regarding set up of facility as required - Post inspections as required	No	Customer Experience



Service Action	Service Standard	Critical Service	Responsible
<i>Output 5 – Management and Maintenance: Sports Fields</i>			
Coordinate planned buildings and structure maintenance	Planned maintenance carried out per Asset Management Plans and 10-year maintenance plan	No	Strategic Assets and Engineering Infrastructure and Environmental Operations
Conduct periodic condition assessment to determine 10-year maintenance plan	Periodic condition assessment completed every 4 years	No	Strategic Assets and Engineering Infrastructure and Environmental Operations
Conduct scheduled site visits to identify reactive maintenance requirements	- Quarterly site visits conducted or as issues reported - Triage system as per Pathway priorities above	No	Strategic Assets and Engineering Infrastructure and Environmental Operations
Actively engage community committee, volunteer groups and volunteers to provide advice on repair and maintenance, associated budgets, new initiative requests and facility occupancy	Proactive and as per Request for Service Policy	No	Strategic Assets and Engineering Infrastructure and Environmental Operations Property and Procurement Community Development Customer Experience
Facilitate New Asset Proposals through New Initiative process	Generally assessed during budget process and ad hoc during year	No	Strategic Assets and Engineering Infrastructure and Environmental Operations



Service Action	Service Standard	Critical Service	Responsible
			Property and Procurement
Facilitate upgrades/new facilities assets	Renewal and upgrade / new asset projects identified via New Initiative or Asset Management Plans	No	Strategic Assets and Engineering Infrastructure and Environmental Operations
Renew existing assets at an optimum time in their lifecycle	- Accurate budgeting and full expenditure of allocated budgets - Community satisfaction	No	Strategic Assets and Engineering Infrastructure and Environmental Operations
Identify planned works that require replacement as part of periodic inspection	Planned renewal works	No	Strategic Assets and Engineering Infrastructure and Environmental Operations
Output 6 – Management and Maintenance: Indoor Facility			
Coordinate planned buildings and structure maintenance	Planned maintenance carried out per Asset Management Plans and 10-year maintenance plan	No	Strategic Assets and Engineering Infrastructure and Environmental Operations
Conduct periodic condition assessment to determine 10-year maintenance plan	Periodic condition assessment completed every 4 years	No	Strategic Assets and Engineering Infrastructure and Environmental Operations
Conduct scheduled site visits to identify reactive maintenance requirements	- Quarterly site visits conducted or as issues reported - Triage system as per Pathway priorities above	No	Strategic Assets and Engineering Infrastructure and Environmental Operations



Service Action	Service Standard	Critical Service	Responsible
Actively engage community committees, volunteer groups and volunteers to identify future use requirements of the facility.	Proactive and as per Request for Service Policy	No	Strategic Assets and Engineering Infrastructure and Environmental Operations Property and Procurement Community Development
Facilitate New Asset Proposal through New Initiative process	Generally assessed during budget process and ad hoc during year	No	Strategic Assets and Engineering Infrastructure and Environmental Operations Property and Procurement
Facilitate upgrades/new facilities assets	Renewal and upgrade / new asset projects identified via New Initiative or Asset Management Plans	No	Strategic Assets and Engineering Infrastructure and Environmental Operations
Renew existing assets at an optimum time in their lifecycle	- Accurate budgeting and full expenditure of allocated budgets- - Community satisfaction	No	Strategic Assets and Engineering Infrastructure and Environmental Operations
Identify planned works that require replacement as part of periodic inspection	Planned renewal works	No	Strategic Assets and Engineering Infrastructure and Environmental Operations
Output 7 – Management and Maintenance: Aquatic Facility			



Service Action	Service Standard	Critical Service	Responsible
Coordinate planned buildings and structure maintenance	Planned maintenance carried out per Asset Management Plans and 10-year maintenance plan	No	Strategic Assets and Engineering Infrastructure and Environmental Operations
Conduct periodic condition assessment to determine 10-year maintenance plan	Periodic condition assessment completed every 4 years	No	Strategic Assets and Engineering Infrastructure and Environmental Operations
Conduct scheduled site visits to identify reactive maintenance requirements	- Quarterly site visits conducted or as issues reported - Triage system as per Pathway priorities above	No	Strategic Assets and Engineering Infrastructure and Environmental Operations
Actively engage community committees, volunteer groups and volunteers to identify future use requirements	Proactive and as per Request for Service Policy	No	Strategic Assets and Engineering Infrastructure and Environmental Operations Property and Procurement Community Development
Facilitate New Asset Proposal through New Initiative process	Generally assessed during budget process and ad hoc during year	No	Strategic Assets and Engineering Infrastructure and Environmental Operations Property and Procurement



Service Action	Service Standard	Critical Service	Responsible
Facilitate upgrades/new facilities assets	Renewal and upgrade / new asset projects identified via New Initiative or Asset Management Plans	No	Strategic Assets and Engineering Infrastructure and Environmental Operations
Renew existing assets at an optimum time in their lifecycle	- Accurate budgeting and full expenditure of allocated budgets - Community satisfaction	No	Strategic Assets and Engineering Infrastructure and Environmental Operations
Identify planned works that require replacement as part of periodic inspection	Planned renewal works	No	Strategic Assets and Engineering Infrastructure and Environmental Operations

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

Community Plan Link**Community Plan Goals**

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

Primary Sustainability Pillar

Our Environment

Legislative Responsibility

Native Vegetation Act 1991

Strategic Action	Responsible	Due Date	Budget
Nil			
Op = Operational, Cap = Capital, Ext = External Funding, NI = New Initiative			

Service Action	Service Standard	Critical Service	Responsible
<i>Output 1 – Management and assessment of fuel loads on private land</i>			
Undertake actions in reducing fuel loads on private land	- Audit of townships and identified areas for excessive fuel loads prior to, and during Fire Danger Season - Reports of excessive vegetation investigations undertaken within 10 business day - Notices followed up within 4 weeks of issue	Yes	Regulatory Services



Service Action	Service Standard	Critical Service	Responsible
<i>Output 2 – Management of use of fire and high-risk activities</i>			
Assess requests for permits for high-risk activities during the fire danger season.	- Permit applications assessed within 10 business day - Permits issued in accordance with CFS Policy and guidelines	Yes	Regulatory Services
<i>Output 3 – Information and advice: Property preparedness</i>			
Provide information and advice to property owners and agencies	- Provide information, advice and educational material, including signage, electronic and printed media - Provide information and advice to property owners in identified risk areas - Undertake fuel curing and loading reporting to CFS	Yes	Regulatory Services
Operational Plans		Action Reference	
Community Land Management Plan (CLMP)		All	
o Plan 7 - Established Trails, Bikeways and Walkways			
Roadside Vegetation Management Plan (RVMP)		All	
Regional Public Health Plan (RPHP)		7.2	



Service Area**CS14 - HERITAGE****Service Activity**

Ensuring the heritage of the Barossa is recorded and available to the community to access. Support of the heritage network (museums, historical societies).

Service Delivery

Internal, Volunteers

Community Plan Links**Community Plan Goals**

- 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.

Primary Sustainability Pillar**Legislative Responsibility**

Aboriginal Heritage Act 1988
Heritage Places Act 1993
Character Preservation (Barossa Valley) Act 2012

Strategic Action	Responsible	Due Date	Budget
CS14-1 Ensure nomination for National Heritage listing of the Adelaide and its Rural Settlement Landscapes is completed (as a precursor to a subsequent World Heritage Bid)	Planning Services	June 2024	Op
CS14-2 Undertake a review of Heritage and History in the organisation to inform the future direction of Council's service levels (to be undertaken in alignment with CS2-2, CS10-1, CS21-1, BS7-1)	OMCEO	December 2023	Op
Op = Operational, Cap = Capital, Ext = External Funding, NI = New Initiative			

Service Action	Service Standard	Critical Service	Responsible
<i>Output 1 – Heritage Strategy</i>			



Service Action	Service Standard	Critical Service	Responsible
Support the history and culture of the Barossa and its people	Implementation of the <i>Barossa Regional Heritage Strategy 2021-2025</i> actions within agreed timeframes (subject to resourcing)	No	Library Services
Output 2 – Heritage Advice and Promotion			
Raise awareness and encourage involvement in the preservation of local heritage	- Promote and celebrate <i>Barossa Heritage</i> through: Heritage Map, Barossa Heritage Facebook Page, and event participation - Facilitate community access to historical records and archives - Advice and support for local heritage groups, including membership and provision of secretary support for the Barossa Regional Heritage Network - Provide local and family history reference services: Requests responded within 14 days - Deliver quarterly local or family history educational workshops	No	Library Services
Output 3 – Historical Records Management			
Preservation of historical artefacts	- Manage Gallery and Tanunda Soldier Memorial archives - Manage Local History collection - Manage Barossa Vintage Festival Archive - Ongoing digitising of records, photographs etc	No	Gallery and Creative Industries Library Services

Operational Plans	Action Reference
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**

Assessment of development applications for construction, alteration or demolition of buildings, and the division of land and changes in land use. Undertaking strategic land use planning and policy amendments that enable sustainable development and the optimal use of available resources.

Service Delivery

Internal, External, Contractors

Corporate Plan Links**Community Plan Goals**

- 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.

Primary Sustainability Pillar

Our Places

Legislative Responsibility

Character Preservation (Barossa Valley) Act 2012
 Community Titles Act 1996
 Development Act 1993
 Environment Protection Act 1993
 Heritage Places Act 1993
 Housing Improvement Act 2016
 Planning, Development and Infrastructure Act 2016
 Urban Renewal Act 1995

Strategic Action	Responsible	Due Date	Budget
CS15-1 Finalise Growth and Infrastructure Investment Strategy	Planning Services	June 2024	Op



Strategic Action	Responsible	Due Date	Budget
CS15-2 Advocate for infrastructure provisions and development policies that align with Council's strategic vision for the Concordia Growth Area in the proposed Master Planning and Code Amendment.	Planning Services	June 2024	Op
CS15-3 Develop Policy Framework for inclusion in the Barossa Character District Overlay Code Amendment	Planning Services	June 2024	Op
Op = Operational, Cap = Capital, Ext = External Funding, NI = New Initiative			

Service Action	Service Standard	Critical Service	Responsible
<i>Output 1 – Advice and Assessment: Planning, Building and Heritage</i>			
Provide advice and undertake efficient and effective planning, building and heritage assessment in line with Planning, Development and Infrastructure Act	Verification: - all applications – 5 days Planning Consent: - Deemed to satisfy – 5 days - Performance assessed – 20 days + 20-30 days if referral + 15 days if public notification + 15 days applicant response + 20 days for commission/panel decision - Land division – 60 days Building Consent: - Class 1 or 10 – 30 days + 10 days when referred to commission - Classes 2-9 – 60 days + 10 days when referred to commission Development Approval: - All applications – 5 days	Yes	Development Services
<i>Output 2 – Advice and Assessment: Liquor License</i>			



Service Action	Service Standard	Critical Service	Responsible
Undertake actions in accordance with liquor license applications	- Assess general liquor license applications within 5 days - Assess limited license applications issued within 2 weeks	Yes	Regulatory Services Planning Services
Output 3 – Zone/Code Amendment/Reviews			
Provide advice and advocate for Council's policy position for land use planning	As required	No	Planning Services

Operational Plans	Action Reference
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 - LIBRARIES****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 in digital technology.

Service Delivery

Internal and outreach delivery, Volunteers

Community Plan Links**Community Plan Goals**

- 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.

Primary Sustainability Pillar

Our Community

Legislative Responsibility

Libraries Act 1982
Copyright Act 1878

Strategic Action	Responsible	Due Date	Budget
CS16-1 Implementation for stage 1 of the Library Review, including a review of the home library service	Library Services	June 2024	Op
CS16-2 Prepare business case for stage 2 of the Library Review for consideration and adoption by Council	Library Services	June 2024	Op
Op = Operational, Cap = Capital, Ext = External Funding, NI = New Initiative			



Service Action	Service Standard	Critical Service	Responsible
<i>Output 1 – Library Services and Spaces</i>			
Provide inviting, inclusive public library spaces	Nuriootpa Open Mon, Tue, Wed, Thur, Fri 9-5, Sat 9.30-12.30, Sun 12-3 Tanunda Open Mon, Tue, Wed, Thur, Fri 9-5, Sat 9-12 Closed Sun Mt Pleasant Open Mon, Tue, Wed, Thur, Fri 9-5 Closed 12.30-1.30 daily and Sat and Sun Lyndoch Open Mon, Tue, Wed, Thur, Fri 9-5, Sat 9-12 Closed 12.30-1.30 daily, and Sun • Provision of free library membership • Loan Time - 14, 28 Days, renewal x2 • Total Loans 100 Books, 20 DVDs, 30 Holds • Provision of E-Resources - 24 hours access online • Provision of access to PCs, Internet and Wi-Fi • Provision of photocopying, printing and laminating services for a fee • Provision of Council customer services at Mount Pleasant and Lyndoch libraries	No	Library Services
<i>Output 2 – Collections</i>			
Maintain Library collection	• Manage and maintain collections • Collection purchase request processed within ten business days • Fulfill ongoing requirements of the Libraries SA OneCard Network • Provision of E-Resources - 24 hours access online	No	Library Services
<i>Output 3 – Information and Reference Services</i>			
Undertake enquiries and research for customers	• Requests for research responded to within 5 business days	No	Library Services
Provide access to online resources (e.g. research databases for children and adults)	• 24 hours access online	No	Library Services



Service Action	Service Standard	Critical Service	Responsible
Output 4 – Programs			
Provide early childhood programs	- Regular (two per week) in the library during school terms - Occasional (up to two per school term) in house and outreach programs as requested by the community, including to early childhood settings and groups	No	Library Services
Provide school aged programs	- Regular (two per week) school term program - Occasional (up to two per school term) outreach to schools and home-schooling groups as requested by the community - Workshops and events during school holidays (four per holiday block)	No	Library Services
Provide home library services	Monthly deliveries to ≤40 clients at home and in residential care or hospital facilities	No	Library Services
Provide digital inclusion programs	- Weekly one to one help appointments (≥4 x 45mins available per week) - Group program delivered weekly (subject to volunteer availability)	No	Library Services
Provide adult programs, workshops and groups	- One literature experience (e.g. author event) per quarter - One educational/purposeful workshop per month - Facilitate ten book clubs of up to ten members each	No	Library Services

Operational Plans	Action Reference
Advocacy Strategy	4



Service Area**CS17 - NATURAL RESOURCES****Service Activity**

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.

Service Delivery

Internal, Contractors, Volunteers, Partnerships

Community Plan Links**Community Plan Goals**

- 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.
- 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.
- 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.

Primary Sustainability Pillar

Our Environment

Legislative Responsibility

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	Responsible	Due Date	Budget
CS17-1 Develop a Carbon Management Plan	Sustainability	June 2024	Op
CS17-2 Partner with industry to achieve a long term sustainable water supply and security to the Barossa.	OMCEO	Ongoing	Op



Strategic Action	Responsible	Due Date	Budget

Op = Operational, Cap = Capital, Ext = External Funding, NI = New Initiative

Service Action	Service Standard	Critical Service	Responsible
Output 1 – Sustainability			
Support sustainability initiatives and programs within the region	Delivery of agreed programs	No	Sustainability
Output 2 – Land, Water and Biodiversity			
Support land, water and biodiversity initiatives and programs within the region	Delivery of agreed programs (minimum 3)	No	Infrastructure and Environmental Operations
Output 3 – Environmental Education and Awareness			
Administer/conduct environmental education and awareness programs	Delivery of annual work plan	No	Infrastructure and Environmental Operations
Output 4 – Bushgardens Nursery			
Provide nursery for the production and sale of native plants	- Minimum 10,000 plants and seeds propagated each season - Minimum 50% of indigenous plants provided from local seed - Seasonal collection and propagation of seeds/plants	No	Infrastructure and Environmental Operations

Operational Plans	Action Reference
Advocacy Strategy	6, 8, 9
Barossa Bushgardens Strategic Plan (BBSP)	Key Result Areas 1, 2



Operational Plans	Action Reference
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 to provide for the protection of the health of the public including; routine inspections, awareness events, subsidising online food handler training, immunisation, pests and vermin, and wastewater applications.

Service Delivery

Internal, Partnerships.

Community Plan Links**Community Plan Goals**

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

Primary Sustainability Pillar

Our Community

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	Responsible	Due Date	Budget
Nil			
Op = Operational, Cap = Capital, Ext = External Funding, NI = New Initiative			

Service Action	Service Standard	Critical Service	Responsible
Output 1 – Immunisation Management			



Service Action	Service Standard	Critical Service	Responsible
Conduct Immunisation Clinics in accordance with service agreement with SA Health	- Scheduled immunisation clinics conducted - Students fully immunised - Immunisation queries followed up within 3 days - Immunisation register updated within 3 months of receipt of data	Yes	Health Services
Output 2 – Sharps Management			
Deliver and promote health and community services and facilities (i.e. sharps)	Sharps container disposed of within 2 weeks	Yes	Health Services
Output 3 – Pest Control			
Address nuisance and environmental risk associated with animals, vermin and pest control	Complaints: - Vermin - private property investigations undertaken within 5 business days - Insects (not bees or wasps) investigations undertaken within 5 business days - Bees on Council land investigations undertaken within 3 business days - Wasp investigations undertaken within 1 business days - Wasp nests to be destroyed within two working days. - Mosquitos fo investigations undertaken within 5 business days Control: - Destruction/ removal of wasp nest undertaken within 1 business day	No	Health Services
Output 4 – Waste Water Systems			
Provide effective assessment processes and regulatory activities of septic tank applications	- Customer Request acknowledgement within 1 business day - Complaint investigations undertaken within 2 business days - Applications completed within 10 business days - Failing wastewater systems investigations undertaken within 10 business days	Yes	Health Services
Output 5 – Assessment and Advice: Health			
Provide public health assessment and advice to customers / small business to enable compliance with	Customer requests acknowledged within 1 business day	No	Health Services



Service Action	Service Standard	Critical Service	Responsible
accepted public health standards, relevant legislation and practices			

Operational Plans	Action Reference
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 vulnerable people have increased access and inclusion, 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. Providing a broad range of sporting, recreational and leisure facilities/ services/programs at a range of facilities, parks and open space areas.

Service Delivery

Internal, Partnerships

Community Plan Links**Community Plan Goals**

- 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.

Primary Sustainability Pillar

Our Community

Legislative Responsibility

Disability Inclusion Act 2018
Disability Discrimination Act 1992

Strategic Action	Responsible	Due Date	Budget
CS19-1 Provide Social Inclusion training for all staff across the Organisation and coordinate a 'Whole of Organisation' approach to social inclusion	Community Development	June 2024	Op



Strategic Action	Responsible	Due Date	Budget
CS19-2 Develop a Social Inclusion planning and evaluation tool	Community Development	December 2023	Op
CS19-3 Deliver a Social Inclusion Campaign to increase community awareness	Community Development	December 2023	Op
CS19-4 Develop ongoing relationships with Ngadjuri, Peramangk and Kurna Nations and potential pathways for reconciliation and recognition	Community Development	June 2024	Op
CS19-5 Undertake review of the Disability Access and Inclusion Plan to align with the new State level plan	Community Development	TBA	Op
Op = Operational, Cap = Capital, Ext = External Funding, NI = New Initiative			

Service Action	Service Standard	Critical Service	Responsible
Output 1 – Home Assistance			
Manage consumer requirements of the Home Assist program	- Service provided within The Barossa Council and Light Regional Council areas - Open for calls 9.00am to 5.00pm Monday to Friday - Missed calls returned within 1 business day - Process consumer referrals and registration within 5 working days of receipt - Within the guidelines of Council's Customer Service charter and the requirements of funding bodies: - Carry out consumer service reviews for Commonwealth Home Support Program consumers annually - Provide funded services to Consumers - Domestic Assistance - Social support – individual - Social support – group - Home maintenance - Home modification Serious Incident Response Scheme reporting to the Aged Care Quality and Safety Commission	Yes	Community Transport and Home Assist



Service Action	Service Standard	Critical Service	Responsible
Manage the contractor requirements	- Within the guidelines of Council's Contractor policies and the requirements of funding bodies: - Register, screen and induct new contractors - Review and keep updated the required screenings and licences - Process contractor payments - Carry out ongoing quality checks to the agreed timeframe - System updated within 5 days of receipt of new information	No	Community Transport and Home Assist
Manage promotion and awareness	- Within the guidelines of Council's communication policies and the requirements of funding bodies: - Create accurate and up to date promotional materials - Network and liaise with other stakeholders	No	Community Transport and Home Assist
Output 2 – Community Transport			
Manage the consumer requirements of the Community Transport program	- Service provided within The Barossa Council and Light Regional Council areas - Open for calls 9.00am to 5.00pm Monday to Friday - Missed calls returned within 1 business day - Service available Monday to Friday and Saturday to Sunday on a case-by-case basis - Process consumer referrals and registration within 5 working days of receipt - Access limited to number of seats and volunteer driver availability - Bookings confirmed at time of booking or within 24 hours - Consumers given 24-hour notice of booking changes - Fleet: - Vehicle Provision: 8 - Wheelchair Accessible Vehicle Hire: 1 - Bus Hire: 2 – 18 seater and 11 seater - Volunteer drivers accredited (5-year renewal) - Within the guidelines of Council's Customer Service charter and the requirements of funding bodies-	Yes	Community Transport and Home Assist



Service Action	Service Standard	Critical Service	Responsible
	- o Carry out consumer service reviews for Commonwealth Home Support Program consumers annually • Serious Incident Response Scheme reporting to the Aged Care Quality and Safety Commission • Vehicles maintained and replaced (cars every four years and buses as scheduled) as per Council's replacement guidelines and schedules		
Manage promotion and awareness of the Community Transport program	• Within the guidelines of Council's communication policies and the requirements of funding bodies: - o Create accurate and up to date promotional materials • Network and liaise with other stakeholders	No	Community Transport and Home Assist
Contribute to the delivery of Regional 'lighthouse' project 1 - Community transport	• Participate in regional working group to develop actions	No	Community Transport and Home Assist
Output 3 – Social Planning and Advocacy			
Advocating to Commonwealth Government on impact of aged care reform policies on SA sector and providing support to home aged care sector	• As per Activity Work Plan approved by the funding body	No	Collaborative Projects
Advocate for and encourage services and resources that ensure equity and support for disadvantaged, people with disability and at-risk members of the community	• Participation in: - o Local Government Access and Inclusion Network - o Reconciliation Barossa - o Barossa Community Services Network - o Gawler and Districts Community Services Forum - o Disability Access and Inclusion Advisory Group - o Legatus	No	Community Development Collaborative Projects
Lead delivery for Regional 'lighthouse' project 2 – Mental health and suicide prevention	• Lead the regional working group to develop actions	No	Community Development
Contribute to the delivery of Regional 'lighthouse' project 3 - Community participation	• Participate in regional working group to develop actions	No	Community Development
Ensure Council's plans and projects incorporate social inclusion considerations via the Disability Access and Inclusion Advisory Group	• All new project scopes will consider Social Inclusion requirements • Utilisation of the expertise of the Disability Access and Inclusion Advisory Group	No	Community Development



Service Action	Service Standard	Critical Service	Responsible
Work collaboratively with service providers, community groups and community members to identify gaps in assets and service provision to increase community capacity and connectedness	Data collection and analysis to inform gaps and future needs and funding opportunities	No	Community Development
Output 4 – Social Support Groups			
Manage the funding agreement and budgetary requirements of the Social Support Groups program	- Within the guidelines of Council's financial policies and the requirements of funding bodies: - Create and manage income and expenditure budgets - Manage the funding contracts and liaison with funding bodies - Manage the financial acquittals and statistical requirements of the funding contracts to the specified timeframes and schedule	No	Community Transport and Home Assist
Manage the asset requirements of the Social Support program	Within the guidelines of Council's asset management policies and the requirements of funding bodies	No	Community Transport and Home Assist
Manage promotion and awareness of the Social Support Group Programs (Out and About and Men's Shed)	- Men's Shed: open Mon and Tues 9am-12 and Thurs 9am - 2 pm - Network and liaise with other stakeholders on a regular basis - Within the guidelines of Council's communication policies and the requirements of funding bodies: - Create accurate and up to date promotional materials for varying formats and audiences	No	Community Transport and Home Assist
Manage and facilitate the Bushgardens Disability Support program	Weekly, subject to Service Agreement	No	Infrastructure and Environmental Operations
Output 5 – Regional Aged Care Sector Support and Development			
Support the development of the in-home aged care sector to enable Commonwealth Home Support Programme (CHSP) service providers to operate effectively in line with the objectives of the aged care reform	As per Activity Work Plan approved by the funding body	No	Collaborative Projects
Deliver activities and events that promote wellbeing opportunities for older Australians	As per Activity Work Plan approved by the funding body	No	Collaborative Projects
Output 6 – Aboriginal Reconciliation			



Service Action	Service Standard	Critical Service	Responsible
Continue support and facilitation of Reconciliation Barossa	- Regular meetings and reporting on activities - Delivery of NAIDOC Week and Reconciliation Week	No	Community Development
Output 7 – Youth Development			
Advocacy and advice for the rights and needs of young people in the community	- Support Drive My Future Program run by Youth Barossa - Provide financial support that allows fees to be subsidised - Young people provided a voice on Council projects and programs	No	Community Development
Output 8 – Sport and Recreation			
Undertake Recreation and Sport Future Needs Analysis.	- Audit of recreation and sport facilities, organisations and programs - Maintain a register of organisations and programs	No	Community Development

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**CS21 - TOURISM****Service Activity**

Provision of a range of tourism services, including; managing the nationally accredited Barossa Visitor Centre, development and maintenance of tourism resources both digital and printed, customer service delivery encouraging longer stays, dispersal throughout the region, and maximising visitor yield and investment in our region, Tourism Business Support, capacity building, training, product development, marketing and events.

Service Delivery

Internal, Volunteers, Partnerships

Community Plan Links**Community Plan Goals**

- 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.

Primary Sustainability Pillar**Legislative Responsibility**

Nil

Strategic Action	Responsible	Due Date	Budget
CS21-1 Complete a review of the Tourism Services function, structure, service delivery model and responsibilities (to be undertaken in alignment with CS2-2, CS10-1, CS14-2, BS7-1)	OMCEO	December 2023	Op



Strategic Action	Responsible	Due Date	Budget

Op = Operational, Cap = Capital, Ext = External Funding, NI = New Initiative

Service Action	Service Standard	Critical Service	Responsible
Output 1 – Visitor Information and Resource Management			
Maintain operator database/register	- Returned Participation Agreements acknowledged and added to register - Number of active participation agreements	No	Tourism Services
Create content and monitor various social media platforms	- Number of posts per week - Response times - Post engagement and reach	No	Tourism Services
Maintain and develop information on designated Barossa.com and council website pages	- Up-to-date information - Customer satisfaction rating	No	Tourism Services
Maintain Bookeasy system backend to ensure external facing booking facility is current and correct representation of the product/offer	- Number of operators - Information and images in operator consoles are current - Quarterly eNewsletter to Bookeasy operators	No	Tourism Services
Produce electronic and printed collateral to enhance visitor experience	- Fact Sheets reviewed and updated monthly - Annual updates to Barossa Touring Map and town maps - Customer satisfaction rating	No	Tourism Services
Maintain Brochure/information displays and events board (checking currency, ordering, restocking)	- Brochures ordered twice weekly or as required - Event posters and resources displayed are current	No	Tourism Services
Support and co-ordinate privately operated Visitor Information Outlets - Nuriootpa, Angaston and Williamstown	Outlets audited and formally contacted quarterly	No	Tourism Services
Output 2 – Visitor Experience - Enquiries/Customer Service			



Service Action	Service Standard	Critical Service	Responsible
Provide accommodation, tour experience and ticket bookings	- Booking confirmation sent immediately upon payment - Refund available in accordance with each operator's cancellation policy - Number of bookings	No	Tourism Services
Respond to general enquiries - face to face, telephone, email and live webchat	- Open Mon-Fri 9am-5pm, 9am-4pm Sat 10am-4pm Sun. - Number of enquiries – face to face, telephone, email and live webchat - Customer satisfaction rating 4.5 or higher	No	Tourism Services
Oversee Customer Experience in the centre, engagement with staff, length of time spent in the centre browsing signage and displays and discovering	- Open: Mon-Fri 9am-5pm, Sat 9am-4pm, Sun: 10am-4pm - Customer satisfaction rating/Google/Trip Advisor Rating 4.5 or higher - Greater length of time spent in centre (Adequate staffing and volunteer resources to meet visitation demands)	No	Tourism Services
Provide Barossa destination product and experience knowledge and storytelling	6-weekly family program - Keeping up to date with industry news and changes and sharing of information	No	Tourism Services
Manage feedback/complaint handling - Barossa region (operators, signage etc) and Visitor Experience in the VIC.	- Complaints responded to within 24 hours - Customer satisfaction rating/Google/Trip Advisor Rating	No	Tourism Services
Output 3 – Barossa Makers - Retail Sales			
Facilitate sales transactions and product information discussions with visitors	- Open Mon-Sun 9am-5pm, 9am-4pm Sat 10am-4pm Sun. - Sales Revenue	No	Tourism Services
Provide authentic Barossa gift shop showcasing local artists, makers and craftspeople, meeting visitor expectations and providing local suppliers with a sales outlet	Products sold must meet retail guidelines and have Barossa connection (local made) or be branded with official Barossa Brand	No	Tourism Services
Coordinate stock control, merchandise displays and meet the maker instore popups	Professional well-presented displays and stocked gift shop with diverse and quality range of products	No	Tourism Services



Service Action	Service Standard	Critical Service	Responsible
Facilitate Product Knowledge and Training for staff and volunteers	Quarterly training nights and 6-weekly famil program for staff and volunteers	No	Tourism Services
Output 4 – Cycle Hub Management			
Provide cycle facilities and services including bike hire, change rooms, showers, bike accessories, storage/lock-up, public toilets	Facilities open 6am-10pm except Cycle Hire - 9am-5pm (Mon-Fri) 9am-4pm (Saturday) 10am- 5pm (Sundays)	No	Tourism Services
Provide cycle information and maps - face to face service and brochure display in Cycle Hub	Open Mon-Sun 9am-5pm, 9am-4pm Sat 10am-4pm Sun.	No	Tourism Services
Output 5 – Tourism Development and capacity building			
Support and encourage new tourism experiences and product development	- One to one meeting with investors and operators - New start up Tourism businesses - Referrals to other support agencies	No	Tourism Services
Identify opportunities to encourage visitor dispersal across the Barossa region keeping visitors here longer and increased tourism spend and yield.	Projects assessed case by case basis	No	Tourism Services
Capacity building - Provide advice and support to Tourism businesses and referrals for further expert advice	- Referrals to other support agencies - Tourism Services manager - One to one meetings with tourism operators	No	Tourism Services
Provision of Enews - industry updates, stats, trends, opportunities to all Tourism Industry Operators via enewsletter, network nights and Facebook tourism forum/group	- E-news sent fortnightly to Tourism operators - Updates posted to private industry facebook group - Bookeasy enews sent quarterly	No	Tourism Services
Develop operator relationships and product knowledge	- Familiarisation Visits conducted 6 weekly - Industry workshops/ networking nights hosted annually	No	Tourism Services
Collaborate with industry stakeholders – South Australia Tourism Commission, Tourism Industry Council of SA, Barossa Australia and RDA Barossa to maximise tourism and economic benefit for the region	- Membership to TicSA - Funding agreement with Barossa Australia - Attendance at industry workshops, meetings	No	Tourism Services



Service Action	Service Standard	Critical Service	Responsible
	Participate in consultation of various projects and strategies		

Operational Plans	Action Reference
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

Community Plan Links**Community Plan Goals**

- 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.

Primary Sustainability Pillar

Our Community

Legislative Responsibility

Volunteers Protection Act 2001

Strategic Action	Responsible	Due Date	Budget
Nil			
Op = Operational, Cap = Capital, Ext = External Funding, NI = New Initiative			

Service Action	Service Standard	Critical Service	Responsible
Output 1 – External Community Volunteer Support			



Service Action	Service Standard	Critical Service	Responsible
Support volunteers and prospective volunteers within the community via the Volunteer Resource Centre	- Variable open times - Monday to Friday, 9am-4pm. Appointments available. - Offer information about volunteer positions available within Council and the community in a variety of formats - Support volunteers and prospective volunteers to identify potential volunteer opportunities that match their interests and needs.	No	Volunteer Services
Support community organisations who engage volunteers via the Volunteer Resource Centre in conjunction with the shared services agreement with Light Regional Council	- Create and maintain promotional materials for advertising community volunteer positions - Refer prospective volunteers to opportunities - Offer advice to organisations about all aspects of engaging volunteers and running proactive volunteering programs - Facilitate networking and training on volunteering	No	Volunteer Services
Output 2 – Internal Volunteer support			
Support registered Council volunteers and Council volunteer supervisors	- Provide service in accordance with national standards for volunteering - Within the guidelines of Council's Volunteer policies and the requirements of funding bodies: - Recruit, register, screen and induct new volunteers - Review and keep updated the required screenings and licences - Support and provide Council volunteer celebrations and recognition - Offer advice and support to Council volunteers and supervisors - Write and review Council volunteer process and policy - Facilitate networking and training for volunteer supervisors	No	Volunteer Services
Output 3 - Volunteering Promotion and Advocacy			
Promote and advocate for volunteering	- Promote volunteering throughout the region e.g. newspaper volunteer column - Liaise with organisations including schools and employment agencies to promote volunteering and the services of the Volunteer Resource Centre	No	Volunteer Services

Operational Plans	Action Reference
Advocacy Strategy	4, 10



Operational Plans	Action Reference
Barossa Bushgardens Strategic Plan (BBSP)	Key Result Area 3



Service Area**CS23 – WASTE AND RESOURCE RECOVERY****Service Activity**

Effective recovery of materials for recycling and diversion of waste from landfill. Includes the management of the waste contract (ensuring appropriate waste collection and disposal) and operation of waste transfer station.

Service Delivery

Contractors, Internal

Community Plan Link**Community Plan Goal**

3 We take a proactive approach in responding to key environmental challenges such as climate change, water security and waste management.

Primary Sustainability Pillar

Our Environment

Legislative Responsibility

Green Industries SA Act 2004
Local Government Act 1999
By-Law 7 – Waste Management

Strategic Action	Responsible	Due Date	Budget
Nil			
Op = Operational, Cap = Capital, Ext = External Funding, NI = New Initiative			

Service Action	Service Standard	Critical Service	Responsible
<i>Output 1 – Waste Collection/Disposal</i>			
Provide a waste collection/disposal service across council	Township service • Mandatory • Weekly 140L Bin - General Waste • Fortnightly 240L Bin – Recycling • Fortnightly 240L Bin – Green Organic	Yes	Sustainability



Service Action	Service Standard	Critical Service	Responsible
	Rural service • Mandatory • Weekly 140L Bin - General Waste • Fortnightly 240L Bin – Recycling Commercial service • Optional • Weekly 140L Bin - General Waste • Fortnightly 240L Bin – Recycling • Fortnightly 240L Bin – Green Organic (townships only) Street and Reserve Litter services: • Weekly 140L Bin – General Waste • Customer request investigations undertaken within 5 business days		
Undertake a review of the Right of Renewal within the contract for Waste Management Service	• As required	Yes	Sustainability
Output 2 – Waste Education			
Provide ongoing waste education and awareness to service users	• As required	No	Sustainability
Output 3 – Waste Transfer Station Operation – Springton			
Provide domestic hard waste and green waste deposit facility	• 9am-3pm, second Saturday of each month	No	Infrastructure and Environmental Operations

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



BUSINESS SERVICES

[Business Technology](#)

[Business Improvement](#)

[Communications and Engagement](#)

[Council and Committees](#)

[Risk and Safety](#)

[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 Link**Strategic Goal**

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

Primary Sustainability Pillar

Our Council

Legislative Responsibility

Nil

Strategic Action		Responsible	Due Date	Budget
BS1-1	Facilitate and support delivery of Pathway Modernisation (UX/SaaS)	Enterprise Technology and Innovation	June 2025	Op/Cap
BS1-2	Review the network connectivity across the organisation, including design, utility, capacity and security through the Network Review & Hardware Refresh project	Enterprise Technology & Innovation	June 2024	Cap
BS1-3	Endpoint Management Review - reviewing how we manage and deploy our end points and devices across the organisation (toolset review – SCCM/MDM etc)	Enterprise Technology & Innovation	June 2024	Cap
BS1-4	Telephony Review - Undertake a whole of business review of telephony requirements and an update of our aging phone system.	Enterprise Technology & Innovation	June 2024	Cap
BS1-5	Develop and implement a Cyber Security Awareness Program, including: - Launch Mimecast Training Videos (monthly) - Launch Mimecast Phishing Campaigns (4 per year) - Create & Deliver Workshops (4 per year)	Enterprise Technology & Innovation	June 2024	Op
BS1-6	Establish measurable Service Level Agreement (SLA's) for Operational and Service delivery	Enterprise Technology and Innovation	June 2024	Op



Strategic Action	Responsible	Due Date	Budget
BS1-7 Review and update IT Governance Framework, and to have the following elements at least in draft: - Acceptable Use of IT Policy - IT Change Management Policy - IT Incident Management Policy - User Access Management Policy - IT Asset & Patch management Policy - Anti-Malware Policy - Physical Security Policy	Enterprise Technology and Innovation	December 2023	Op
BS1-8 Develop a future "Application/Data Integration Strategy & Framework" at least in draft which informs the way data and applications within council will be integrated.	Enterprise Technology and Innovation	December 2023	Op
BS1-9 Develop the ET&I Project Management Framework at least in draft which informs the way technology projects are managed within council.	Enterprise Technology and Innovation	December 2023	Op
BS1-10 Monitor and research the emerging Technology of AI language models with the goal of developing a framework for the use of AI to augment work for the organisation.	Enterprise Technology and Innovation	June 2024	Op
BS1-11 Document Management Review - Evaluating Current & New Document Management Systems by mapping Requirements through a RFQ Document summarising "Must Have" Functionalities, while assessing KPIs such as Cost, Time, Resources, Compliance & security in a cloud environment.	Enterprise Technology and Innovation	December 2023	Op
Op = Operational, Cap = Capital, Ext = External Funding, NI = New Initiative			

Service Action	Service Standard	Critical Service	Responsible
<i>Output 1 – ICT Service Operations</i>			
Provide event management	Ensure technology services are monitored, and filter/categorise events to decide on appropriate actions. Appropriate action is taken in accordance with agreed service standards	Yes	Enterprise Technology and Innovation
Provide incident management	Manage the lifecycle of all incidents in accordance with service standards, returning IT services back to users as quickly as possible	Yes	Enterprise Technology and Innovation
Facilitate problem management	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	Yes	Enterprise Technology and Innovation



Service Action	Service Standard	Critical Service	Responsible
Fulfil requests	Manage and fulfil "standard/BAU changes" or requests in accordance with agreed service standards (>90%)	Yes	Enterprise Technology and Innovation
Manage access	Managing and maintaining access in accordance with defined policies and service standards	Yes	Enterprise Technology and Innovation
Provide technical management	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	Yes	Enterprise Technology and Innovation
Provide operations control	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	Yes	Enterprise Technology and Innovation
Provide asset management	Managing the lifecycle of IT assets in accordance with relevant policies (Procurement, ICT Asset Management)	No	Enterprise Technology and Innovation
Manage applications	Managing the lifecycle of IT applications and associated vendor relationships in accordance with agreed service standards	Yes	Enterprise Technology and Innovation
Provide facilities management	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	Yes	Enterprise Technology and Innovation
Output 2 – ICT Business Services			
Provide IT project management	Provision of Project Management Office (PMO) capability, providing direction and oversight of IT projects. Projects delivered in line with stakeholder expectations and in accordance with relevant processes, policies and service standards	No	Enterprise Technology and Innovation



Service Action	Service Standard	Critical Service	Responsible
Provide business analysis	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	No	Enterprise Technology and Innovation
Provide data analysis	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	No	Enterprise Technology and Innovation

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



Service Area**BS2 - BUSINESS IMPROVEMENT****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 Link**Strategic Goal**

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

Primary Sustainability Pillar

Our Council

Legislative Responsibility

Nil

Strategic Action	Responsible	Due Date	Budget
BS2-1 Implement electronic vehicle safety inspections for all classes of Council vehicle	Infrastructure and Environmental Services	June 2024	Op
BS2-2 Implement payroll and HR automation including timesheet, leave form and HR self-service and electronic processing	Corporate Services and Business Innovation	June 2024	Op
BS2-3 Modernise TechnologyOne through migrating to the CiAnywhere interface	Corporate Services and Business Innovation	December 2023	Op
Op = Operational, Cap = Capital, Ext = External Funding, NI = New Initiative			

Service Action	Service Standard	Critical Service	Responsible
<i>Output 1 – Continuous Improvement Framework Management</i>			



Service Action	Service Standard	Critical Service	Responsible
Manage the implementation of the Continuous Improvement Framework	Framework is reviewed and updated every 3 years	No	Business Improvement
Provide Continuous Improvement Framework tools and templates	Tools and templates are available to support business unit process and system refinement and implementation of broader continuous improvement projects	No	Business Improvement
Output 2 – Continuous Improvement Project Management			
Facilitate the implementation of Continuous Improvement projects	Projects completed within agreed milestones, budgets and outcomes	No	Business Improvement
Facilitate the implementation of Business Unit Refinement activities	Activities completed within agreed milestones, budgets and outcomes	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, 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 Link**Strategic Goal**

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

Primary Sustainability Pillar

Our Council

Legislative Responsibility

Local Government Act 1999

Strategic Action		Responsible	Due Date	Budget
BS3-1	Implement site signage across capital works sites	Communications and Engagement	June 2024	Cap
BS3-2	Create and implement a Search Engine Optimisation (SEO) strategy to be visually accessible through search and to deliver informative and keyword rich content, providing best user experience	Communications and Engagement	June 2024	Op
BS3-3	Develop and implement agreed digital platform/s for staff communications via intranet refresh project	Communications and Engagement	June 2024	Cap
BS3-4	Refresh internal activity areas as multi-use spaces for collaboration and engagement	Communications and Engagement	June 2024	Op
BS3-5	Develop and implement agreed corporate standards and business rules for internal communications via internal communications strategy	Communications and Engagement	June 2024	Op



Strategic Action	Responsible	Due Date	Budget
BS3-6 Apply consistent brand identity in public facing venues and spaces	Communications and Engagement	June 2024	Op
BS3-7 Develop framework to facilitate Council and community use of town banners for promotional purposes	Communications and Engagement	June 2024	Op
Op = Operational, Cap = Capital, Ext = External Funding, NI = New Initiative			

Service Action	Service Standard	Critical Service	Responsible
Output 1 – External Communication Framework Management			
Maintain, champion and moderate implementation of communication, branding, design and website policies, processes and guidelines	- Communication outputs are delivered in accordance with agreed standards - Website is maintained in accordance with agreed standards - Corporate content is branded in alignment with approved branding strategy	No	Communications and Engagement
Provide communication, branding, design and website tools and templates	Tools and templates are available to support business unit implementation of corporate standards and best practice approaches	No	Communications and Engagement
Output 2 – Internal Communication Framework Management			
Maintain, champion and moderate the implementation of internal communication framework	- Communication outputs are delivered in accordance with agreed standards - Intranet is maintained in accordance with agreed standards - Corporate content is branded in alignment with approved internal branding strategy	No	Communications and Engagement
Provide internal communication tools and templates	Tools and templates are available to support business unit implementation of corporate standards and best practice approaches	No	Communication and Engagement
Output 3 – Communication Coordination			



Service Action	Service Standard	Critical Service	Responsible
Draft and moderate internal digital communications, corporate and community publications, marketing collateral (creative and design) and Council advertising	Content produced on demand and in accordance with agreed planned activity	Yes	Communications and Engagement
Coordinate social media content development and deployment	Curate planned and reactive content for Council's social media platforms	Yes	Communications and Engagement
Coordinate media relations	Develop media releases, facilitate all media enquiries centrally and coordinate media responses in accordance with Council policy	Yes	Communications and Engagement
Output 4 – Community Engagement			
Implement community engagement strategies for key projects and service delivery	As specified by Business Unit requirements	No	Communications and Engagement
Implement contemporary consultation and engagement processes for statutory planning activities supported by the Communication Strategy	Use of the Community Engagement Charter (April 2018) for Planning and Design Code related matters	No	Communications and Engagement Development Services
Provide quality information and educational materials about Council services and functions, programs and decision making	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	Yes	All
Output 5 – Online / Website support			
Coordinate maintenance and continuous improvement of website platform	Website platform is stable, software is up to date and continuously refined and developed to offer a quality, customer centric digital experience	Yes	Communications and Engagement Enterprise Technology and Innovation
Implement Search Engine Optimisation strategy	Web content is visually accessible through search and delivers informative and keyword rich content, providing best user experience	No	Communications and Engagement



Service Action	Service Standard	Critical Service	Responsible
Coordinate content development and curation for website	Curate planned and reactive content for Council's website	Yes	Communications and Engagement
Coordinate maintenance and continuous improvement of internal communication digital platform – staff intranet	Intranet platform is stable, software is up to date and continuously refined and developed to offer a quality, employee centric digital experience	No	Communications and Engagement Enterprise Technology and Innovation
Coordinate content development and curation for intranet	- Curate planned and reactive content for Council's intranet - Editors and Publishers meet agreed organisational and accessibility standards using Monsido and other supporting tools and platforms	No	Communications and Engagement

Operational Plans	Action Reference
Advocacy Strategy	7
Communication Strategy	All



Service Area**BS4 - COUNCIL AND COMMITTEES****Service Activity**

Provision of required information, agendas, and minutes. Ensuring Council and Committees are provided with support to enable informed decisions.

Service Delivery

Internal

Community Plan Links**Community Plan Goals**

- 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.

Primary Sustainability Pillar

Our Council

Legislative Responsibility

Local Government Act 1999
Code of Conduct for Council Members
Planning, Development and Infrastructure Act 2016



Assessment Panel Members – Code of Conduct

Strategic Action	Responsible	Due Date	Budget
BS4-1 Undertake Elector Representation Review	Office of Mayor and CEO	June 2025	Op
Op = Operational, Cap = Capital, Ext = External Funding, NI = New Initiative			

Service Action	Service Standard	Critical Service	Responsible
Output 1 – Coordination: Council Meetings/Workshops			
Ensure the effective operation of the Council in accordance with the Local Government Act, Codes, and Meeting Procedures	12 meetings held per annum - Agenda and minutes delivered on time at least 3 clear days before an ordinary meeting - Special meetings agenda and minute delivered on time at least 4 hours before a special meeting. - Programmed workshop agendas delivered by Friday proceeding the scheduled workshop.	Yes	OMCEO Corporate Governance and Information Services
Output 2 – Coordination: Council Committees and Working Groups			
Ensure the effective operation of the Committees/Working Groups in accordance with the Local Government Act, Codes, and Meeting Procedures	CEO Performance Review Committee - Review to be completed within designated time frames following correct policy and procedures Community Assistance Scheme Committee - At least Three (3) meetings held per year. - Agenda and minutes delivered on time as required by legislation Barossa Assessment Panel - Meetings held as required based on items being presented - Agenda and minutes delivered on time as required by legislation Building Fire Safety Committee - A minimum of two (2) ordinary meetings in each year	Yes	OMCEO Corporate Governance and Information Services Development Services Infrastructure and Environmental Services Community Development



Service Action	Service Standard	Critical Service	Responsible
	- Agenda and minutes delivered on time as required by legislation Barossa Bushgardens Committee - A minimum of four (4) meetings held per annum - Agenda and minutes delivered on time as required by legislation Barossa Regional Gallery Advisory Group - A minimum of six (6) meetings per annum Audit Committee - A minimum of 4 meetings held per annum or at other times as determined by the Committee - Agenda and minutes delivered on time as required by legislation WHS Committees - A minimum of 4 meetings held per annum - WHS Committee and sub-committee meetings held in accordance with WHS legislation and standards Disability Access and Inclusion Advisory Group - A minimum of six (6) meetings held per annum Regional Public Health Plan Advisory Group - A minimum of four (4) meetings per annum Reconciliation Barossa Advisory Group - A minimum of four (4) meetings per annum		Gallery and Creative Industries Financial Services Risk and Safety Health Services
Output 3 – Committee Governance			
Review the activities and plans of any subsidiary of the council	Annually, as part of the review of the Corporate Plan	No	OMCEO Corporate Governance and Information Services



Service Action	Service Standard	Critical Service	Responsible
Review the Terms of Reference, Codes, and Meeting Procedures of any committee/working group of the council	As required by legislative requirements once in each term of Council.	No	OMCEO Corporate Governance and Information Services
Output 4 – Member Representation and Elections			
Undertake Elector Representation Review	- Commence next review by April 2024 - Electoral Commissioner certifies final report by prescribed date	Yes	OMCEO Corporate Governance and Information Services
Undertake Local Government Election	- Every 4 years - Electoral Commissioner certifies final results by prescribed date	Yes	OMCEO Corporate Governance and Information Services
Undertake Supplementary Local Government Election	- As required - Electoral Commissioner certifies final results by prescribed date	Yes	OMCEO Corporate Governance and Information Services
Output 5 – Member Support and Registers			
Maintain Register of Interest	- Quarterly updates undertaken and published as required by legislation	No	OMCEO
Member support and Registers	- As required - Quarterly updates undertaken and published as required by legislation	No	OMCEO



Service Action	Service Standard	Critical Service	Responsible
Manage invitations for the Mayor and Elected Members to civic events and community functions	- As required - All invitations, registered and replied	No	OMCEO
Provide strategic, policy and operational support and advice to Elected Members	- As required - Responses are provided within 5 days as per Customer Service Policy	No	All

Operational Plans	Action Reference



Service Area**BS5 - ENTERPRISE RISK AND SAFETY****Service Activity**

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.

Service Delivery

Internal, Contractors

Strategic Link**Strategic Goal**

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

Primary Sustainability Pillar

Our Council

Legislative Responsibility

Local Government Act 1999
Work Health Safety Act 2012
Return to Work Act 2014

Strategic Action	Responsible	Due Date	Budget
BS5-1 Identify and prepare Operational Risk Profile for all business units	Risk and Safety	December 2023	Op
BS5-2 Develop a set of safety performance objectives and targets that can be measured and monitored	Risk and Safety	December 2023	Op
BS5-3 Develop and implement Risk Register tool/repository	Risk and Safety	December 2023	Op
Op = Operational, Cap = Capital, Ext = External Funding, NI = New Initiative			

Service Action	Service Standard	Critical Service	Responsible
Output 1 – Risk Framework Management			



Service Action	Service Standard	Critical Service	Responsible
Maintain and champion the implementation of the Enterprise Risk Management Policy and Framework	- Documentation is reviewed and updated every 4 years - Risk management considerations are embedded in all strategic and operational activities - Risk awareness training is delivered at reasonable intervals for existing staff - All new staff receive a risk management induction upon commencement	No	Risk and Safety
Provide Risk tools, templates and checklists	Tools and templates are available to support business unit implementation of corporate standards and best practice approaches	No	Risk and Safety
Maintain organisational Risk Registers	Organisational Risk Registers are maintained for strategic, operations, compliance risks	No	Risk and Safety
Prepare Risk Activity and Performance Reports	Reports are prepared at regular intervals in accordance with Council, Executive Leadership Team, Audit Committee and Legislative requirements	No	Risk and Safety
Manage organisational risk in the delivery of core Council services	- Performance standards for self-insurance are met - Risk consequences are minimised in terms of reputational damage, monetary losses, damage to property, injuries, organisational culture, service delivery interruptions, sustainability and the environment	Yes	All
Output 2 – Internal Audit			
Prepare Audit Committee Risk Reports	Reports prepared quarterly	No	Risk and Safety
Ensure that identified Internal Financial Controls are effectively monitored and maintained	- As required - Internal Financial Controls reviewed and updated in line with Council policy	No	All
Output 3 – Insurance and Claims Management			



Service Action	Service Standard	Critical Service	Responsible
Maintain and facilitate the implementation of the insurance and claims management policies and processes	- Claims are lodged for all insured expenses - Documents reviewed every 4 years - Register of insurance claims is monitored and maintained	No	Risk and Safety
Maintain current Asset and Motor Vehicle Insurance Schedules	- All current Council assets are appropriately reflected in insurance schedules - Insured values are reliable and appropriate to facilitate replacement in the event of an adverse event - Schedules reviewed and updated upon purchase, upgrade or disposal of assets or at least every 4 years	No	Risk and Safety
Review customer request notifications of injuries or property damage to assist Mutual Liability claims management	- Requests are monitored and responded to on a reactive on demand basis - All potential claims are identified, and the insurance scheme identified	No	Risk and Safety
Provide LGA Mutual Liability Scheme, LGA Workers Compensation Scheme, LGA Asset Mutual Fund Confirmation of Membership to external bodies	As required to meet compliance requirements	No	Risk and Safety
Output 4 – Disaster Recovery and Business Continuity			
Maintain and facilitate the implementation of the ICT Disaster Recovery Plan	ICT operations are maintained during business interruption events	Yes	Risk and Safety Enterprise Technology and Innovation
Maintain and facilitate the ongoing testing and development of Council's Business Continuity Plan and associated Sub-Plans	Continuity plans are in place to ensure rapid reinstatement or continuance of essential services during business interruption events	Yes	All
Output 5 – WHS System Management			
Maintain and champion the implementation of Council's WHS System	- Documentation is reviewed and updated every 4 years - WHS considerations are embedded in all strategic and operational activities - WHS training is delivered at reasonable intervals for existing staff unless mandated more frequently	Yes	All



Service Action	Service Standard	Critical Service	Responsible
	- All new staff receive a WHS induction upon commencement - Contractor WHS induction is provided online at minimum - Performance standards for self-insurance are met		
Provide WHS tools and templates	- Tools and templates are available to support Supervisors and Workers to implement WHS policies, processes, standards and best practice approaches - Templates reviewed and updated within nominated timeframe following identification of new legislative requirement or opportunity for improvement	Yes	Risk and Safety
Coordinate the delivery of WHS training	- Routine training is conducted in accordance with legislative requirements: - Wardens – every 2 years - Workplace First Aiders – every 3 years - First Aid refresher – every 3 years - CPR Refresher Training – on demand - Asbestos awareness training – on demand - Health and Safety Representative – Annual - General WHS training as identified in Training Needs Analysis – within 12 months of TNA sign off - Training Needs Analyses identify minimum WHS training requirements and staff currency of training is maintained or addressed as required	No	Risk and Safety
Undertake WHS compliance inspections	- Inspections carried out in accordance with agreed schedule and legislative requirements - Buildings – annually - Operational vehicles - daily - Plant – annually - Equipment – 6 monthly - Slings/gantries - annually - Playgrounds – fortnightly - CWMS – 6 monthly - Recreation parks/halls – annually	No	All
Coordinate implementation of WHS Committee actions and broader consultation requirements	- WHS Committee actions are facilitated, monitored and reported on at scheduled meetings on a quarterly basis - WHS consultation requirements are met in accordance with legislative obligations	No	Risk and Safety
Implement, review and maintain Work Health Safety Improvement/Action Plan	- Plan renewed every 4 years and reviewed annually - Plan drives strategic agenda for continuous improvement - WHS Improvement Plan actions are implemented in line with agreed milestones	No	All



Service Action	Service Standard	Critical Service	Responsible
	Action Plan progress reports are prepared quarterly and monitored by the Executive Leadership Team		
Participate in mandatory external WHS audits	- Every 2 years - WHS audit actions closed out by due date	No	All
Coordinate scheduling, implementation and reporting on internal audits	- In accordance with audit schedule - Audits on schedule completed	No	Risk and Safety
Coordinate Return to Work SA injury management reporting	Reports provided on time and in accordance with Local Government Association Workers Compensation Scheme standards	No	Risk and Safety
Maintain WHS registers	- Registers maintained in accordance with legislative/LGRS requirements: - Corrective and Preventative Action Register - Hazard Register - Incident Register - Register of all Task Risk Assessments/Safe Work Instructions/Static Risk Assessments and Safe Operating Processes for all of Council - Register of signed Safe Work Instructions - Risk/WHS document development and Review Schedule - Register - Hazardous Task Register - Asbestos Register	No	Risk and Safety
Manage chemicals	- 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 - Chemical stocktakes undertaken every 4 years at minimum - Purchasers must undertake a chemical risk assessment at time of purchase - Allocated Officers must ensure that all relevant Chemicals have an associated risk assessment	No	Risk and Safety Infrastructure and Environmental Operations
Manage safety incidents	- Incidents are reported via Council's incident reporting tool within two business days - Incident site secured within nominated timeframe following the site being 'made safe' - Notifiable incidents reported to relevant bodies within 24 hours	Yes	Risk and Safety



Service Action	Service Standard	Critical Service	Responsible
	- The Office of the Technical Regulator advised of Electricity or Electric Shock Incident as follows: - Death – immediately - Medical Assistance - within 24 hours - All other cases -Within 10 Working Days - Investigations commenced within 24 hours of notification - Corrective actions or lessons learned from incident to relevant stakeholders communicated within 5 days of signoff		
Review and maintain Emergency Management Plans	- Emergency Management Plans reviewed every 4 years - Emergency evacuation diagrams reviewed every 4 years - Emergency evacuation drills tested annually - Emergency Control Organisation reviewed annually - New ECO members trained within 2 months of appointment	Yes	Risk and Safety

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



Service Area**BS6 – FINANCE****Service Activity**

Provision of financial and budgetary accounting services, treasury and investment services, management reporting, reconciliation and taxation services, asset accounting, internal control, accounts payable and receivable services.

Service Delivery

Internal

Strategic Link**Strategic Goal**

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

Primary Sustainability Pillar

Our Council

Legislative Responsibility

Development Act 1993
Environment Protection Act 1993
Food Act 2001
Housing Improvement Act 2016
Liquor Licensing Act 1997
Local Government Act 1999
Planning, Development and Infrastructure Act 2016
Safe Drinking Water Act 2011
South Australian Public Health Act 2011

Strategic Action	Responsible	Due Date	Budget
BS6-1 Implement revised chart of accounts	Finance	June 2024	Op
BS6-2 Implement Enterprise Budgeting module in TechnologyOne	Finance	December 2024	Cap
Op = Operational, Cap = Capital, Ext = External Funding, NI = New Initiative			



Service Action	Service Standard	Critical Service	Responsible
Output 1 – Financial Advice			
Provide budget manager support	Requests for advice provided initially within 5 days as per Customer Service Policy	No	Financial Services
Provide asset accounting advice	Requests for advice provided initially within 5 days as per Customer Service Policy	No	Financial Services
Provide general finance advice	Requests for advice provided initially within 5 days as per Customer Service Policy	No	Financial Services
Output 2 – Budget Management and Financial Accounting			
Coordinate Annual Budget and Business Plan preparation and reporting	- Annually - Within consultation and statutory timeframes	No	Financial Services
Coordinate financial statements preparation for Council adoption	- Annually - Within consultation and statutory timeframes	No	Financial Services
Conduct analysis of budget variance, adjustments, forecast and prepare quarterly budget review reports to Council	- Quarterly - Produce organisational performance and activity report	No	Financial Services
Ensure effective budget performance	- Quarterly - Achieve quarterly reviews - budget results to be on budget or variations no greater or less than 2.5% every quarter	No	All
Output 3 – Treasury Management			
Prepare reporting regarding treasury management performance relative to the loan portfolio	- Report submitted to Audit Committee annually within nominated timeframe - Net Financial Liabilities (NFL) Ratio shall not exceed 100% in the Long Term Financial Plan.	No	Financial Services



Service Action	Service Standard	Critical Service	Responsible
Prepare loan applications collating financial information/data/assessing impact for Council and/or community needs	As needed	No	Financial Services
Output 4 – Financial Control and Audit			
Coordinate report preparation for the Audit Committee	Report submitted within nominated timeframe	No	Financial Services
Review and update Finance policies and processes	As required, within nominated timeframe	No	Financial Services
Output 5 – Banking and Investment Services			
Coordinate banking and investment reconciliation and control	- Monthly - Community Loans reconciled to control accounts within nominated timeframe - Repayments processed within nominated timeframe	No	Financial Services
Management of the loan portfolio, coordination of investments through bank	- Monthly and annually - Affordability of specific project proposals having regard to Council's long-term financial sustainability	No	Financial Services
Output 6 – Taxation and Levy Management			
Facilitate provision of information and data to ATO (including Contractor GST compliance) and other Government bodies	Monthly and annually completed in statutory timeframe	No	Financial Services
Output 7 – Asset Accounting			
Coordinate asset policy, accounting requirements and reconciliations	- Quarterly and annually - Maintenance of finance policies and processes; accounting, taxation, finance, reporting and administration services for Council, staff, external parties and reporting bodies	No	Financial Services
Output 8 – Accounts Payable and Receivable			



Service Action	Service Standard	Critical Service	Responsible
Invoice matching to orders and batch process; seeking payment approval; and reconciliation of accounts payable	- Process run within nominated timeframes, 2 days, weekly and monthly - Expenditure and payments are accurate, timely and reconciled; compliance with legislation including accounting, Local Government Act and taxation	No	Financial Services
Invoice raising, organisation of inter-charges between subsidiaries, and debt collection	- Process run within nominated timeframes, 3 days, monthly and as required - Revenue generation and receipting is controlled and received; compliance with legislation including accounting, Local Government Act and taxation	No	Financial Services

Operational Plans	Action Reference
Infrastructure Asset Management Plan (IAMP)	All
Annual Budget and Business Plan (ABBP)	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, Native Title claims.

Service Delivery

Internal, External (Legal)

Strategic Link**Strategic Goal**

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

Primary Sustainability Pillar

Our Council

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	Responsible	Due Date	Budget
BS7-1 Complete a review of the Office of the Mayor and CEO function, structure, service delivery model and governance responsibilities – to be undertaken in alignment with CS10-1, CS2-2, CS14-2 and CS21-1	OMCEO	December 2023	Op
BS7-2 Create a Governance Framework to provide information about the Council, Councillors and administration, the relationships that exist and how they work together to achieve good governance.	Corporate Services	June 2024	Op
Op = Operational, Cap = Capital, Ext = External Funding, NI = New Initiative			

Service Action	Service Standard	Critical Service	Responsible
Output 1 – Governance and Policy Advice			



Service Action	Service Standard	Critical Service	Responsible
Provide governance advice – Local Government Act	As required	No	Corporate Governance and Information Services OMCEO
Output 2 – Delegations and Authorisations Management			
Update Sub Delegations in accordance with staff changes	- As required - All appropriate sub-delegations have been issued	Yes	Corporate Governance and Information Services
Undertake Delegations and Sub- delegations Review	Review completed within 1 year of periodic elections and more regularly as required	Yes	Corporate Governance and Information Services
Update Authorisations as needed, update Authorisations Register and issue officer identity card	- As required - Authorisations are made and recorded to appropriate staff	Yes	Corporate Governance and Information Services
Output 3 – Native Title Management			
Monitor and respond to case management requests from Council's legal representatives regarding Native Title claims	- As required - Requests processed within nominated timeframe	No	OMCEO
Output 4 – Legislative Reform			
Implement legislative reform	Reform is implemented within nominated timeframe	Yes	All
Output 5 – Complaints Management			



Service Action	Service Standard	Critical Service	Responsible
Process applications under the Internal Review of Council Decisions Policy – Section 270 of the Local Government Act	- As required - Confirm receipt within 1 week - Conduct review within 21 days where possible	Yes	Corporate Governance OMCEO
Process complaints under the legislated Behaviour Standards for Elected Members	Reports processed within nominated timeframe	Yes	Mayor or Other Elected Member if about the Mayor supported by OMCEO
Process enquiries or investigation complaint from the Ombudsman, ICAC or other oversight agency	All enquiries are completed as required under relevant legislation. Confidentiality and appropriate record management is maintained	Yes	Corporate Governance OMCEO
Manage complaints about an Elected Member	- As required - Complaints against Members acknowledged to within 1 week	Yes	Mayor or Other Elected Member if about the Mayor supported by OMCEO
Manage incidents reported under the Public Interest Disclosure Act	Reports processed within nominated timeframe as set out in Public Interest Disclosure Act	Yes	Corporate Governance
Output 6 – Policy Framework Management			
Maintain and champion the review and implementation of Council's Policy and Process Framework – Council and Administration	- Documentation is reviewed and updated every 4 years or as required by specific Policy and Process requirements - Governance and policy considerations are embedded in all strategic and operational activities	No	Corporate Governance
Maintain and champion the review and implementation of Council's Policy and Process Framework – Elected Members	- Documentation is reviewed and updated every 4 years or as required by specific Policy and Process requirements - Governance and policy considerations are embedded in all strategic and operational activities	No	OMCEO

Operational Plans	Action Reference
Barossa Bushgardens Strategic Plan (BBSP)	Key Result Area 4



Service Area**BS8 – GRANTS****Service Activity**

Support and lead grant applications through research, grant writing and letters of support.

Service Delivery

Internal

Strategic Link**Strategic Goal**

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

Primary Sustainability Pillar

Our Council

Legislative Responsibility

Local Government Act 1999

Strategic Action	Responsible	Due Date	Budget
BS8-1 Develop grants framework	Communications and Engagement		Op
Op = Operational, Cap = Capital, Ext = External Funding, NI = New Initiative			

Service Action	Service Standard	Critical Service	Responsible
<i>Output 1 – Grant Sourcing</i>			
Identify funding opportunities to assist in delivery of projects and programs across council service areas	- Grant funding recommendations referred to ELT for consideration - Actively pursue external grants in line with prioritised projects and budget allocations	No	All
<i>Output 2 – Grant Management</i>			



Service Action	Service Standard	Critical Service	Responsible
Monitor and report on grant status and prepare acquittal reports	- Grant status and acquittal reports completed as per grant funding deeds/agreements - Grant status and acquittal reports completed	No	All
Maintain Grant Register	- All grants maintained in register with status updated within 2 business days of change - Grants and status recorded in register	No	Financial Services
Facilitate grant reconciliation, validation, reporting and audit	Annual in conjunction with financial statements; finalised for EOFY	No	Financial Services

Operational Plans	Action Reference



Service Area**BS9 - INFORMATION****Service Activity**

Management and maintenance of corporate records (both physical and electronic) held by Council. 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 Link**Strategic Goal**

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

Primary Sustainability Pillar

Our Council

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	Responsible	Due Date	Budget
BS9-1 Establish process for Legal Document register review	Corporate Governance and Information Services	October 2023	Op
Op = Operational, Cap = Capital, Ext = External Funding, NI = New Initiative			



Service Action	Service Standard	Critical Service	Responsible
Output 1 – Access to Council Information			
Process applications under the Freedom of Information Act	- As required - Requests processed within the statutory timeframe	Yes	Corporate Governance and Information Services
Provide members of the public with access to plans and drawings	- Acknowledge receipt of requests for drawings and plans within 1 business day. - Requests for drawings and plans are completed within 5 business days.	No	Corporate Governance and Information Services Development Services
Output 2 – Management of Records			
Provide physical storage and management of hard copy records	Retention period managed in accordance with State Records Act	Yes	Corporate Governance and Information Services
Provide appropriate Disposal programs	- Annual review of disposal program - Directorate provided draft disposal schedule for approval of destruction (where required) - Implementation of Disposal program (twice a year) - Monthly destruction of temporary records (GDS21)	No	Corporate Governance and Information Services
Provide administration of EDRMS system	- Ongoing - EDRMS daily audit completed every business day - Requests responded to within nominated timeframe - Monitoring Helpdesk for Information Services related tasks	Yes	Corporate Governance and Information Services
Maintain records appropriately	Record keeping is managed in accordance with legislative and policy obligations	No	All
Output 3 – Mail Processing			
Process incoming and outgoing mail including emails	- Ongoing - Incoming mail is processed and forwarded/registered to relevant staff on the same business day that it is received - Outgoing mail is processed after 2.30pm each business day for pick up the following business day	Yes	Corporate Governance and Information Services



Service Action	Service Standard	Critical Service	Responsible
	Emails are forwarded/registered to relevant business unit on the same business day or next business day if received after staffed hours		
Undertake reconciliation of mail	Within 1 week at the end of every month	No	Corporate Governance and 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 to optimally deliver Council services to the community.

Service Delivery

Internal

Strategic Link**Strategic Goal**

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

Primary Sustainability Pillar

Our Council

Legislative Responsibility

Local Government Act 1999
Return to Work Act 2014
Work Health Safety Act 2012
Work Health Safety Regulations 2012
Fair Work Act (SA) 1994

Strategic Action	Responsible	Due Date	Budget
BS10-1 Define and embed corporate organisational values and behaviours	Organisational Culture and People	June 2024	Op
BS10-2 Design training and development framework.	Organisational Culture and People	June 2024	Op
Op = Operational, Cap = Capital, Ext = External Funding, NI = New Initiative			



Service Action	Service Standard	Critical Service	Responsible
Output 1 – Organisational Continuous Improvement			
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	Organisational Culture and People representation, contribution and participation on the Organisational Development Team (ODT) and key continuous improvement projects	No	Organisational Culture and People
Output 2 – People and Culture Framework Management			
Maintain corporate People and Culture policy and process as aligned to the employee lifecycle	Corporate People and Culture policy and process supports Council's strategic people objectives and enables Managers to implement employee management activity appropriately	No	Organisational Culture and People
Provide forms, tools and templates that support the facilitation of employee management activity	Current forms, tools and templates are available to support departmental and business unit best practice approaches and ease of day to day management activity	No	Organisational Culture and People
Output 3 – Talent Management			
Fulfil vacancies and new positions	The Recruitment and Selection Process is applied in response to and in support of organisational needs	No	Organisational Culture and People
Monitor and review the employee experience across the recruitment and onboarding process	All new staff to Council are surveyed to assess their experience and to inform service continuous improvements	No	Organisational Culture and People
Ensure employee success from the commencement of their employment with Council	The Induction Process is applied to ensure staff are provided with the essential, skills, knowledge and tools to commence their employment with Council	No	Organisational Culture and People
Coordinate probation meetings	- Probation meetings are coordinated in accordance with the Award and Council process - Probation meeting records are maintained within the Record Management System	No	Organisational Culture and People



Service Action	Service Standard	Critical Service	Responsible
	The probationary period is a valuable tool that is utilised maximally through the facilitation of two-way feedback between manager and employee		
Coordinate the offboarding process	- Employees are offboarded within defined timeframes and in accordance with the Offboarding process - Exit surveys are issued; results are disseminated to ELT and evaluated to inform culture improvements as required - Termination data is recorded and reported on	No	Organisational Culture and People
Output 4 – Employee Experience Management			
Monitor and evaluate monthly PeopleQ (Teamgage) results	- Staff and team data is kept up to date and accurate - Monthly surveys are distributed to organisational leaders - Monthly team meetings are held to disseminate and analyse results and define remediating actions	No	Organisational Culture and People
Reward and recognise staff and provide opportunities to connect and learn cross-departmentally	- Two staff events are coordinated per annum - The Service Recognition Policy is applied	No	Organisational Culture and People
Provide mental wellbeing support to employees of Council	- An Employee Assistance Program is made available to employees of Council - Onsite counselling services are provided in reactive response to organisational needs	Yes	Organisational Culture and People
Provide access to flexible working conditions	- Employees are enabled avenues to request flexible work arrangements through the development and implementation of a Flexible Work Arrangement Policy - Training is provided to Managers and Employees on managing and requesting flexible working conditions	No	All
Output 5 – Industrial Compliance			
Provide employees with a safe work environment free from bullying, discrimination and harassment	- The Equal Opportunity, Equality, Diversity and Inclusion policy is applied - Bullying and harassment training is regularly delivered - Employees are provided with a process to address grievances and disputes	Yes	All



Service Action	Service Standard	Critical Service	Responsible
	Instances of bullying and harassment are investigated in a fair and equitable manner in accordance with defined processes		
Provide employees with correct entitlements	- Employees are paid in accordance with contractual agreements and the defined pay schedule within Council's industrial instruments - 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 - Long service leave is paid in accordance with the Long Service Leave Act 1987 - Termination payment is made in accordance with the relevant Award(s) and Council's Enterprise Agreement(s) and supporting policies	Yes	Organisational Culture and People Financial Services
Address and manage performance and disciplinary management matters	- Council policy and process as it relates to performance management and disciplinary management is aligned to industrial obligations and best practice - Performance or disciplinary management process is applied and facilitated consistently and in a fair, reasonable and equitable manner	No	All
Manage complaints about the CEO	- As required - Complaints against CEO acknowledge within 1 week	Yes	Mayor supported by OCP
Maintain registers	Registers as defined within the Local Government Act are maintained accurately and made publicly available	No	Organisational Culture and People Communications and Engagement
Output 6 – Payroll			
Facilitate payment of salaries and wages to staff	- Fortnightly - Payments processed - No. of payments made - Payroll payments that correctly match hours worked	Yes	Financial Services



Service Action	Service Standard	Critical Service	Responsible
	- Disbursement checks for compliance with Awards, Enterprise Bargaining Agreements, relevant legislation and taxation - Fortnightly - compliance, deductions, allocations, reporting and payments for superannuation		
Output 7 – Staff Professional Development			
Coordinate annual Performance Partnering meetings and ensure all documentation is completed and submitted	- Annual Performance Partnering meetings occur with all employees of Council by March 31 each year - All employees of Council have defined and documented professional and performance development goals - A register is maintained measuring Performance Partnering completion rates	No	All
Enable professional development of staff in accordance with Industry accreditation, Performance Partnering and Training Needs Analysis	- Council's annual Training Needs Analysis Process is applied - All employees have current licences, tickets and accreditations - All employees have role and expectation clarity	No	All
Provide the necessary training, resources and mentoring needed to work safely and efficiently in the workplace	- Managers regularly work to improve their leadership skills - Employees are afforded opportunities to train and develop internally and externally - Training and development is approved in accordance with relevant policy and process	No	Organisational Culture and People
Output 8 – Return to Work/Injury Management			
Review and update Return to Work Policy and associated Processes	Every 4 years Policy and processes reviewed within nominated timeframe	No	Corporate Services
Submit Return to Work Claims to LGWCS	24 hours 100% of claims submitted within 24 hours of receipt	Yes	Corporate Services
Coordinate Return to Work Claims administration	As required Return to Work Claim documentation regularly updated, invoices etc. submitted to scheme within 3 working days	Yes	Corporate Services



Service Action	Service Standard	Critical Service	Responsible
Coordinate Recovery and Return to Work Plans	As required 100% of Recovery and Return to Work Plans in date and current	Yes	Corporate Services
Provide training to supervisors on Return to Work	As required 90% of Supervisors complete training	No	Corporate Services
Submit Income Protection Claims to Echelon	As required 80% of claims submitted within 24 hours of receipt	Yes	Organisational Culture and People
Coordination of Income Protection Claims administration	As required Income Protection Claim documentation regularly updated, medical certificates etc. submitted to scheme within 3 working days	Yes	Organisational Culture and People
Coordination of Internal Return to Work Plans	As required 100% of Recovery and Return to Work Plans in date and current	Yes	Organisational Culture and People

Operational Plans	Action Reference
Workforce Plan	All



Service Area

BS11 – PROCUREMENT

Service Activity

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

Community Plan Link



Community Plan 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.

Primary Sustainability Pillar


Our Council

Legislative Responsibility

Local Government Act 1999

Strategic Action	Responsible	Due Date	Budget
BS11-1 Undertake review of Contractor and Contract Register requirements and identify new software solution for electronic contract and contractor management	Corporate Services	December 2023	Op
BS11-2 Develop Strategic Forward procurement plan for key areas of spend	Corporate Services	March 2024	Op
BS11-3 Implement Contractor Safety System Verification and Induction	Property and Procurement	March 2024	Op
Op = Operational, Cap = Capital, Ext = External Funding, NI = New Initiative			

Service Action	Service Standard	Critical Service	Responsible
Output 1 – Procurement Framework Management			



Service Action	Service Standard	Critical Service	Responsible
Maintain and champion the implementation of Council's Procurement Framework	- Documentation is reviewed and updated every 4 years - Procurement training is delivered at reasonable intervals for existing staff unless mandated more frequently - All new staff receive a procurement induction upon commencement - Contractor WHS induction is provided online at minimum - Performance standards for self-insurance are met - Council procurement decision making is based on value for money outcomes	No	Property and Procurement
Provide Procurement tools and templates	- Tools and templates are available to support Supervisors and Workers to implement procurement policies, processes, standards and best practice approaches - Templates reviewed and updated within nominated timeframe following identification of new legislative requirement or opportunity for improvement	No	Property and Procurement
Output 2 – Contract Management			
Maintain Contract Register	All formal contracts are registered within Council's contract register	No	All
Monitor contracts	- Contracts are monitored and formally reviewed/assessed at least quarterly to ensure appropriate delivery of contracted goods, works or services - Contract monitoring activity is recorded in formal contract monitoring tools	No	All
Output 3 – Contractor Management			
Maintain Contractor Register	All contractors with a formal contract in place are registered within Council's contractor register	No	All
Monitor contractors	Contractors are monitored and formally reviewed/assessed at least quarterly to ensure appropriate performance in delivery of goods, works or services	No	All



Service Action	Service Standard	Critical Service	Responsible
	Contractor monitoring activity is recorded in formal contract monitoring tools		
Facilitate contractor inductions	- All Council contractors must complete an online general induction - All contractors attending a Council site who are not under the supervision or escort of a Council Officer must receive a site induction	Yes	All

Operational Plans	Action Reference
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 Council's long term financial sustainability.

Service Delivery

Internal

Strategic Link**Strategic Goal**

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

Primary Sustainability Pillar

Our Council

Legislative Responsibility

Land and Business (Sale and Conveyancing) Act 1994
Local Government Act 1999

Strategic Action	Responsible	Due Date	Budget
BS12 – 1 Implement direct debit service capability for rates payments	Financial Services	June 2024	Op
Op = Operational, Cap = Capital, Ext = External Funding, NI = New Initiative			

Service Action	Service Standard	Critical Service	Responsible
<i>Output 1 – Rates Management</i>			
Facilitate annual revaluation and forecasting	Annual Process Report to Council	No	Financial Services
Produce Rate notices	Quarterly production	No	Financial Services



Service Action	Service Standard	Critical Service	Responsible
	- Notices provided 30 days prior to payment due date - Mail or email delivery options available to customers - Delivery dates met		
Produce overdue and final notices	- Quarterly - Delivery dates met	No	Financial Services
Process receipt transfers for Rates	Completed within 1 day	No	Financial Services
Process Name and Address Register change / update	Completed within 3 days	No	Financial Services
Process Requests for Rates Arrangement to Pay	Completed within 3 days	No	Financial Services
Conduct Rates Update before property settlement	Completed within 3 days	No	Financial Services
Process Valuer General new tenancy application	Completed within 1 month	No	Financial Services
Process Rates fine waivers	Completed within 3 days	No	Financial Services
Facilitate administration and raising of Rates and charges	- Annual process completed by 31 July - Rates raised each year within nominated timeframe	No	Financial Services
Facilitate application of fines and interest in accordance with the Local Government Act	- Monthly - Fines and interest applied within nominated timeframe	No	Financial Services



Service Action	Service Standard	Critical Service	Responsible
Coordinate rates forecasting and review valuation and rating processes, methods and fairness	- Annual process completed by 30 June - Forecasting completed within nominated timeframe	No	Financial Services
Output 2 – Debt Recovery			
Manage debt recovery procedure	- Quarterly process - Debt collection commences for debts of \$500 or more - Process run in accordance with nominated timeframe	No	Financial Services
Facilitate regular collection of overdue rates and monitoring of special arrangements	Weekly collections processed within nominated timeframe	No	Financial Services
Facilitate Section 184 processes - Sale of property for non-payment of rates	- As required - Outstanding balance paid in full	No	Financial Services
Output 3 – Property Database Management			
Undertake property database maintenance - general	As required	No	Financial Services
Undertake property database maintenance - sub-divisions	- Weekly - Database up to date by March each financial year	No	Financial Services
Respond to street maintenance, rural property addressing and numbering enquiries	Completed within 2 business days	No	Financial Services
Output 4 – Electoral Roll			
Maintain the electoral roll used for the Council election process	Ongoing	No	Financial Services



Service Action	Service Standard	Critical Service	Responsible
<i>Output 5 – Property searches</i>			
Provide property and land information as requested	Property Searches completed within 8 days	Yes	Development Services Customer Services Health Services Regulatory Services Corporate Governance and Information Services Financial Services

Operational Plans	Action Reference
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) and financial reporting.

Service Delivery

Internal, External

Corporate Plan Links**Corporate Plan Goals**

- 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.

Primary Sustainability Pillar

Our Council

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	Responsible	Due Date	Budget
BS13-1 Undertake a review of the Community Plan	OMCEO	April 2024	Op
Op = Operational, Cap = Capital, Ext = External Funding, NI = New Initiative			

Service Action	Service Standard	Critical Service	Responsible
<i>Output 1 - Strategic and Legislative Planning</i>			
Review and update Strategic and Service Actions within the Corporate Plan	- Annually - Plan reviewed and adopted as soon as practicable after adopting the council's annual business plan for a particular financial year	No	All
Review and update the Community Plan	Every 4 years	Yes	Office of Mayor and CEO
Review and update of the Long-Term Financial Plan	- Annually - Completed within nominated timeframe	Yes	Financial Services
Coordinate, review and prepare Annual Business Plan and Budget and associated summary document	- Annually - Public consultation period (at least 21 days) - Adoption (with or without amendment) after 31 May for the ensuing financial year and before 15 August for the financial year	Yes	Financial Services Communications and Engagement



Service Action	Service Standard	Critical Service	Responsible
Review and update the Infrastructure Asset Management Plans	Every 4 years	Yes	Infrastructure and Environmental Services
Review and update the Dog and Cat Management Plan	Every 4 years	Yes	Regulatory Services
Review and update the Community Land Management Plans - 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	As required	Yes	Property and Procurement Development Services Infrastructure and Environmental Operations
Review and update the Disability Access and Inclusion Plan	Every 4 years, or following update of State level plan	Yes	Community Development
Review and update the Regional Public Health Plan	Every 4 years	Yes	Health Services
Review and update the Roadside Vegetation Management Plan	Every 4 years	Yes	Infrastructure and Environmental Operations
Review and update Councils non-statutory strategic and operational plans	Plans are reviewed and updated as required: - Barossa Bushgardens Strategic Plan - Business Continuity Plan - Communications Strategy - ICT Strategy - Live Music Action Plan - Local Economic Development Plan - Regional Waste Management Strategy	No	Infrastructure and Environmental Operations Risk and Safety Communications and Engagement



Service Action	Service Standard	Critical Service	Responsible
	- o Risk Management Plan - o WHS, Risk and IM Action Plan - o Community Development Strategy – Action Plan		Community Wellbeing Enterprise Technology and Innovation OMCEO Sustainability Organisational Culture and People
Output 2 – Strategic and Legislative Reporting			
Produce performance reports	• Completed within nominated timeframe for inclusion into Council Report	No	Corporate Services Business Improvement
Produce legislated reporting requirements	• Reporting to relevant stakeholders within statutory timeframe Communications and Engagement • Annual Report – annually Finance Services • Grants Commission Report – annually • Financial Statements – annually • Finance Report – monthly • Budget Update Report – quarterly Health Services • Regional Public Health Plan: Chief Public Health Officer Report – biennially Community Wellbeing • Disability Access and Inclusion Plan – Annually • Collaborative Project – six monthly	Yes	Communications and Engagement Finance Services Health Services Regulatory Services Development Services Community Wellbeing



Service Action	Service Standard	Critical Service	Responsible
	Regulatory Services - Dog and Cat Management Board – annually Development Services - Planning Portal Performance Report – monthly		

Operational Plans	Action Reference
Advocacy Strategy	All
Dog and Cat Management Plan (DCMP)	All
Infrastructure Asset Management Plan (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
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



OPERATIONAL PLANS

Summary of identified operational plans:

- Advocacy Strategy (AS)
- Infrastructure Asset Management Plan (IAMP)
- Dog and Cat Management Plan (DCMP)
- Annual Budget and Business Plan (ABBP)
- 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)
- WHS, Risk and IM Action Plan (WHSRIMAP)
- (WP)
- Community Development Strategy – Action Plan (CDS-AP)



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
1.3	Minor edits and grammar	Executive Leadership Team	8 September 2022
2.1	Annual review, updated; formatting, strategic actions, and service areas	Council	20 June 2023

Document Reference Number

23/30192



DEBATE AGENDA

3.2 VARIOUS POLICY UPDATES SINCE PRIOR AUDIT AND RISK COMMITTEE MEETING

**Author: Chief Executive Officer
23/30678**

PURPOSE

To table the updated Policies for information and review.

RECOMMENDATION

That Audit and Risk Committee receive and note the Policy updates and any feedback provided by the Audit and Risk Committee be considered in the next review phase.

REPORT

There have been various risk and financial related policy updates conducted since the last meeting of the Committee they are now tabled for information and comment.

Any comments of a material nature will be incorporated into future updates.

The updates have been reviewed and consulted upon with relevant officers and tabled for Council approval at their ordinary meetings of 16 May and 20 June 2023.

Asset Management Policy

The Policy has been reviewed after considering the need for Policy direction and commitment, relevant industry documents and guidelines and the following main changes have been made:

1. Simplification of the Policy as a policy statement and driving improvement through asset management strategic planning.
2. Reflection of the need to continually ensure decisions are made on need and evidence-based decision making.

The Policy is at *Attachment 1* for members review and consideration.

Disposal of Land and Other Assets Policy

Revised policy is attached at Attachment 2.

The policy has been reviewed to simplify and adjust with minor legislative changes and learnings over the past years in disposing of minor and other assets like vehicles, were recently we have been using mechanism like public auction is achieving much better returns than traditional trade-ins.

The Policy has also been updated in the new Policy template form.

Most assets disposed of are minor such as library books, vehicles, computer equipment or office furniture.

The decision-making structure of the Policy is the main simplification through the clear use of tabular processes under 3.6. Other changes include ensuring linkages to delegations and alignment when disposal methodology chosen by an officer and is align to the principles of Council's procurement framework to assist in application of market approaches for disposal.

Annual Business Plan and Budget Policy Review

Revised policy is attached at Attachment 3.

The policy has been reviewed to simplify components.

The main amendment is to streamline the budget adjustment and production processes and reduce some prescription around annual budgeting processes with the view going forward to design the process as undertaken this year and determined by Council in January of each year.

In summary the changes are:

1. Removal of processes-based content and minor definition changes.
2. Simplification of budget review processes to focus on the service level costs (in the financial systems known as functional levels) rather than individual line costs. This means, if the Policy is supported, budget reviews will require review at the service (functional) level not each of the budget lines. The outcome of this Policy change is if overall costs to provide a service are in accordance with the budget no changes is required whereas at present the Policy needs adjustments undertaken at each cost line. There are many 10,000's of cost lines in the budget, but only 81 service (functional) levels. For instance, at present if your contractor's budget is over and materials is under a budget adjustment is normally required to align the expenditure, this effectively achieves nothing in terms of budget management. In this model you will not need to alter the budget if the bottom line is tracking within the budget for the service. Council adopts the budget at the global level for the services set. This Policy direction has no impact on service provision, budget management or financial risk and will reduce a significant amount of budget adjustments and produce efficiencies for budget managers and Financial Services.
3. Simplification of budget amendments between the quarterly reviews and delegations to CEO to reduce administrative burden when budget changes are neutral or beneficial to the budget bottom line, currently this is restricted.
4. Simplification of the "new initiatives" type processes consistent with recent years of activity with an initial process to filter requests before undertaking the analysis under the Prudential Management Policy (namely the DDR - Due Diligence Report requirements and Business Activity Test assessment).

It is acknowledged further work is required on the budget production processes and new initiatives. However, with significant reform in the financial systems and services

underway including a new budget module further work will be done in the next 12 months to achieve savings, efficiencies, and improvements. The supporting process for this Policy will be updated accordingly under delegation.

Non-Current Asset Accounting Policy

Revised policy is attached at Attachment 4.

The policy has been reviewed to simplify it with the main amendment to introduce modern allocation when they are renewed or upgraded, with a new Policy basis and guideline to better reflect the nature of the expenditure. This is consistent with accounting standards and practices in local government.

Previously the Policy did not provide a basis for allocating expenditure on an asset where it had the traits of renewing it but also upgrading it. This Policy position results in any expenditure with has any aspect of upgrade (even if its say 10% of the actual spent) having to be allocated fully to upgraded assets. Whilst this sounds immaterial it means all expenditure is reflected in the financial accounts and disclosures of Council as an upgraded asset. Council is required to report against legislated financial indicators, one of which is are we maintaining and renewing our assets at a reasonable rate. Whilst the current Policy position meets Accounting Standards it does not accord with best practice and ultimately results in understanding the asset renewal rate in the reporting against the legislated performance indicators.

For instance, if Council decides (as it has in this year's 22-23 budget and the next four years budgets) to upgrade a gravel standard road to a sealed road all the costs are reported as new and upgrade costs. But the true on-ground practicality is a large component of the costs are actually renewal the existing surface, drainage and the like; the upgrade component is any new drainage and the new seal on top, roughly between 33-66% of the cost, depending on the project. Fundamentally however it performs same service, transport, however at a higher service level.

Another common example of this issue is building work. Let's say Council renews a toilet, but while we are doing the work we would most likely upgrade it to include change tables, unisex toilets and upgrading the toilets to water sensitive design. This would have to be reflected under the current Policy again as an upgrade, yet it is fundamentally providing the same service and the cost of the upgrade components in this case are minimal.

Playgrounds, clubrooms, change rooms, playing surfaces, pipes, pumps the list can go on and, in many instances, the work undertaken has an aspect of the cost being renewing a current asset and thus the service level. A component at times is new and upgrade expenditure to cater for expanding population, or ladies sport, or modern environmental standards or expectations of community for instance.

In these examples the allocation of costs to renewal and upgrade is important to reflect the true nature of the asset investments and to ensure we are meeting targets to ensure existing infrastructure is maintained and replaced. The impact in the Annual Financial Statements of the proposed Policy positions will be:

1. Greater recognition of the allocation of funds to renewing our asset base versus upgrading the asset base rather than it all going to upgrading.

2. Reallocating expenditure in the Cash Flow Statement to reflect the actual on ground nature of renewal and upgraded asset costs.
3. Impact the asset renewal funding ratio reported in note 15 which measures the rate overtime we are maintaining our asset base a critical measure in Local Government given the level of asset we are responsible for noting we have met or exceeded the targets for the last three years and this change will increase the ratio outcome.
4. Impact the allocation of expenditure in Note 7 (reflects changes to our non-current assets), Note 16 (uniform presentation of finances) which reflects the changes to our non-current assets and expenditure allocation on assets.

Clause 3.3.3 and Table 1 provide the policy basis for officers to make the allocation of expenditure across renewal and upgrade to address this situation.

Other changes are minor and reflect updates to legislative cross references, definition updates and allocation of internal costs to assets expenditure. The Asset Classification Schedule was a separate administrative document that supports the accounting for assets. It has been incorporated back into the Policy, so it is clear to Council what the types of assets we manage are and the ranges or useful life, revaluation cycle and methodology. Whilst it rarely occurs it is recommended for administrative efficiency that Council authorise the Chief Executive Officer to amend the schedule, if necessary, in consultation with the Manager Financial Services, Auditor and the Audit and Risk Committee and not require amendments to the schedule to come back to Council.

ATTACHMENTS OR OTHER SUPPORTING REFERENCES

Attachment 1	Asset Management Policy ↓ 
Attachment 2	Disposal of Land and Other Assets Policy ↓ 
Attachment 3	Annual Business Plan and Budget Policy ↓ 
Attachment 4	Non-Current Asset Accounting Policy ↓ 

Supporting references

Nil

COMMUNITY PLAN / CORPORATE PLAN / LEGISLATIVE REQUIREMENTS

Community Plan



How We Work - Good Governance

Corporate Plan

- 6.1. Ensure that the community has access to information regarding the discussions held and decisions made by Elected Members.

Legislative Requirements

Various outlined in the Policy documents where applicable.

FINANCIAL, RESOURCE AND RISK MANAGEMENT CONSIDERATIONS

The plan addresses risk through a planned approach to service delivery and strategic actions.

The financial and resources requirements are embedded within the organisation through this plan and the budget and long term financial plan.

COMMUNITY ENGAGEMENT

Not applicable.

THE BAROSSA COUNCIL

ASSET MANAGEMENT POLICY



1.	Purpose
1.1.	The purpose of this Policy is to outline strategically the management of assets to meet long term needs of the community.
2.	Scope
2.1.	This Policy relates to all asset related Council activities.
2.2.	Council is responsible for adopting the Policy and ensuring that sufficient resources are applied to manage assets to assigned Service Levels through the: 2.2.1.Community and Corporate Plan. 2.2.2.Infrastructure and Asset Management Plan/s 2.2.3.Disposal of Land and Other Assets Policy
3.	Policy Statement
3.1.	Council shall maintain a strategic asset management methodology to ensure best practice Asset Management across all areas of Council. This includes ensuring that assets are planned, created, operated, maintained, renewed, and disposed of in accordance with Council's priorities for service delivery.
3.2.	A strategic methodology for Asset Management aims to: • Deliver agreed Service Levels. • Deliver Fit for purpose, needs based and evidence backed development of infrastructure and assets. • Inform decision making based on Master Planning, consideration of whole of lifecycle costs and full cost attribution. • Ensure Assets are received, renewed, replaced, upgraded, maintained, or disposed of with consideration to the long-term financial sustainability of Council and specific asset performance. • Ensure the expectations of the community regarding Community Assets and Infrastructure are understood and considered where practicable in asset planning and decision making. • Maintain a long-term strategic orientation in relation to the provision and management of Council assets, with consideration of future economic benefit and intergenerational equity, using social, cultural, environmental, risk, technical and economic data to support informed political decisions.
3.3.	Strategic Asset Management will be achieved through the maintenance and improvement of Infrastructure and Asset Management Plans, supporting data, community engagement and implementation of Service Levels
3.4.	An inspection regime ensures agreed Service Levels are maintained, and asset renewal priorities are identified.

	Approval date: 16/5/2023	Review date: 16/5/2027	Approved by: Council Council Minute Book Ref: [XX]	Ref: 14/58754	Page 1 of 4
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- 3.5. Systematic reviews are applied to all asset classes to ensure that assets are managed, valued, and depreciated in accordance with current best practice and industry standards.

4. Supporting Processes and Documents

- 4.1. Community Plan
- 4.2. Corporate Plan
- 4.3. Infrastructure and Asset Management Plan/s
- 4.4. Annual Business Plan and Budget
- 4.5. Long Term Financial Plan

5. Related Policies

Asset Accounting Policy
 Non-Current Asset Accounting Policy
 Disposal of Land and Other Assets Policy
 Budget and Business Plan and Review Policy
 Public Consultation Process
 Risk Management Policy
 Prudential Management Policy
 Procurement Policy

6. Legislation and References

- 6.1. Section 122 of the Local Government Act

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. 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 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 Plan Link:	All	All	
Document Owner:	Director Infrastructure and Environmental Services	Document Control Officer:	Manager Strategic Assets and Infrastructure

	Approval date: 16/5/2023	Review date: 16/5/2027	Approved by: Council Council Minute Book Ref: [XX]	Ref: 14/58754	Page 2 of 4
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Audience:	External	Next Review Date:	DD/MM/YYYY

Version history		
Version No.	Date	Description of Change
2.0	DD/MM/YYYY	Reviewed as required
1.0	21/4/2015	Reviewed

10. Definitions

Asset	A physical component of a facility which has value, enables services to be provided and has an economic life of greater than 12 months. It represents not only a physical object or right which has some monetary value, but also a result from expenditure from which the benefit (direct or indirect / cash or cash equivalents) is yet to be derived.
Infrastructure Asset	Typically large, sometimes interconnected networks or portfolios of different asset classes that are usually renewed or replaced individually to continue to provide the required level of service from the network. Includes: roads, footpaths and cycleways, bridges and buildings.
Asset Management	A systematic process to guide the planning, acquisition, operation and maintenance, renewal and disposal of assets
Asset Life Cycle / Useful Life	This is the life (years) of an asset from the planning and design phase through to decommissioning or disposal.
Infrastructure Asset Management Plan	A plan developed for the management of one or more infrastructure asset classes that combines multi-disciplinary management techniques (including technical and financial) over the life cycle of the asset in the most cost-effective manner to provide a specified level of service. A significant component of the plan is the development of long-term cash flow projections for the activities.
Long Term Financial Plan	A financial plan that forecasts expected revenue and expenditure over a period of ten or more years.
Service Levels	The defined service quality for a particular service against which service performance may be measured. Service Levels usually relate to quality, reliability, responsiveness, statutory functional requirements, environmental, acceptability and cost.
Community Assets and Infrastructure	Assets and spaces that provide a variety of opportunities, activities and services that respond to individual and community social needs.
Master Planning	A coordinated approach to future development. Master Plans contain a series of illustrations and explanatory text to establish the planning principles and controls within a particular area as a whole. Their intent is to guide landowners, government, and the community on how and where development should occur
Whole of Lifecycle Costs	The Total cost of an asset throughout its life including planning, design, construction, acquisition, operation, maintenance, rehabilitation, and disposal costs.

	Approval date: 16/5/2023	Review date: 16/5/2027	Approved by: Council Council Minute Book Ref: [xxx]	Ref: 14/58754	Page 3 of 4
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Future Economic Benefit	The future economic benefit embodied in an asset is the potential to contribute, directly or indirectly, to the flow of cash and cash equivalents to the entity or with respect of not-for-profit entities, whether in the public or private sector, the future economic benefits are also used to provide goods and services in accordance with the entities' objectives.
Intergenerational Equity	Ensuring the whole of lifecycle costs of an asset are spread across the entire lifecycle, from generation to generation.

	Approval date: 16/5/2023	Review date: 16/5/2027	Approved by: Council Council Minute Book Ref: [xxx]	Ref: 14/58754	Page 4 of 4
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THE BAROSSA COUNCIL DISPOSAL OF LAND AND OTHER ASSETS POLICY



1.	Purpose
1.1.	The purpose of this Policy is to meet Council's legislative responsibility for the disposal of Land or Other Assets.
1.2.	Section 49 (a1) of the Local Government Act 1999 requires Council to develop and maintain policies, practices and procedures directed towards: 1.2.1 obtaining value in the expenditure of public money; and 1.2.2 providing for ethical and fair treatment of participants; and 1.2.3 ensuring probity, accountability and transparency in all disposal processes.
2.	Scope
2.1.	This Policy covers the disposal of Land and Other Assets by Council or Public Officers on behalf of Council.
2.2.	This Policy does not cover: 2.2.1. Land sold by Council for the non-payment of rates; or 2.2.2. Disposal of goods, items or other assets which are not owned by Council such as abandoned vehicles, assets at caravan park and the like.
3.	Policy Statement
3.1.	Disposal of Land or Other Assets
3.1.1.	Any decision to dispose of Land or Other Assets will be made after considering, where it is applicable, the following matters: a) The usefulness of the Land or Other Asset. b) The current market value of the Land or Other Asset. c) The annual cost of maintenance. d) Any alternative future use of the Land or Other Asset. e) Any duplication of the Land or Other Asset or the service provided by the Land or Other Asset. f) Any impact the disposal of the Land or Other Asset may have on the community. g) Any social, cultural or historical significance of the Land or Other Asset. h) The positive and negative impacts the disposal of the Land or Other Asset may have on the operations of the Council. i) The positive and negative impacts the disposal of the Land or Other Asset may have on the operations of the community. j) The long term plans and strategic direction of the Council; k) The remaining useful life, particularly of an Asset. l) A benefit and risk analysis of the proposed disposal. m) The results of any community consultation process. n) Any restrictions on the proposed disposal. o) The content of any community Land Management Plan; and p) Any other relevant policies of the Council, including:
	Approval date: 20/06/2023
	Review date: 20/06/2027
	Approved by: Council Council Minute Book Ref: [xxx]
	Ref: CD/23/13
	Page 1 of 7
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- Prudential Management Policy
 - Non-Current Asset Accounting Policy
 - The Objects and Principles of the Planning Development and Infrastructure Act and associated Planning and Design Code for the subject land.
- 3.2. Council shall have regard to the following principles when proceeding to dispose of Land or Other Assets:
- 3.2.1. Encouragement disposal / sale processes which are tailored to relevant factors including expected market interest, risks, and value of the Land or Other Asset.
- 3.2.2. Seeking to maximise value for money which shall include, where applicable:
- 3.2.2.1 The contribution to Council's long term financial plan and strategic management plans.
 - 3.2.2.2 Any relevant direct and indirect benefits to Council, both tangible and intangible.
 - 3.2.2.3 Efficiency and effectiveness.
 - 3.2.2.4 The costs, including internal costs of various disposal methods.
 - 3.2.2.5 Risks related to the disposal including reputational, environmental, financial, and legal.
 - 3.2.2.6 The value of any associated environmental benefits.
- 3.2.3 Undertaking disposal with impartiality, fairness, independence, openness, and integrity of processes.
- 3.2.4 Ensuring adequate processes are in place to ensure probity, accountability, transparency of processes, that they are reported and appropriately documented.
- 3.2.5 Consider the following matters in choosing a disposal method, where applicable:
- 3.2.5.1 The number of known potential purchasers of the Land or Other Assets.
 - 3.2.5.2 The original intention for the use of the Land or Other Assets.
 - 3.2.5.3 The current and possible preferred future use of the Land or Other Assets.
 - 3.2.5.4 The opportunity to promote local economic growth and development.
 - 3.2.5.5 Delegation limits, taking into consideration accountability, responsibility, operation efficiency and urgency of the disposal.
 - 3.2.5.6 The total estimated value of the disposal.
 - 3.2.5.7 Compliance with statutory and other obligations.
- 3.3 Employees shall not dispose of any assets under this Policy where the value of the asset is expected to exceed their expenditure delegations under Section 137 of the Local Government Act..
- 3.4 All assets will be removed from Councils asset register, where applicable, and accounted for upon disposal in accordance with Australian Accounting Standards.

	Approval date: 20/06/2023	Review date: 20/06/2027	Approved by: Council Council Minute Book Ref: [xxx]	Ref: CD/23/13	Page 2 of 7
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3.5 Land Disposal

3.5.1 If, pursuant to clause 3.1 above, Land is proposed to be disposed of Council shall:

- 3.5.1.1 Where it is a road or part of a road, ensure compliance with the requirements of the *Roads (Opening and Closing) Act 1991*.
- 3.5.1.2 Where the Land is community Land, ensure the compliance with the requirements of the Chapter 11 of the *Local Government Act 1999*.
- 3.5.1.3 Where Land will be alienated by way of lease, licence, or other legal mechanism follow the requirements of the *Local Government Act 1999, Retail and Commercial Leases Act 1995, Crowns Land Management Act 2009, Native Title (South Australia) Act 1994 and Planning Development and Infrastructure Act 2016*

3.5.2 The following disposal methods shall be considered when **disposing of Land** using the most appropriate method, considering the principles of Clause 3.2 above:

- 3.5.2.1 **Open Market Sale** – which shall include advertisement for disposal of the Land through the local paper and where appropriate, a paper circulating in the State, or by procuring the services of a licensed real estate agent and/or auctioneer (following compliance with the Council's Procurement Policy).
- 3.5.2.2 **Expressions of Interest** - seeking expressions of interest for the Land.
- 3.5.2.3 **Select Tender** - seeking tenders from a selected group of persons or companies.
- 3.5.2.4 **Open Tender** - openly seeking bids through tenders, including public auction.
- 3.5.2.5 **Direct Negotiation** – with owners of Land adjoining the Land or others with a pre-existing interest in the Land, or where the Land is to be used by a purchaser whose purpose for the Land is consistent with the Council's strategic objectives for the Land.

3.5.3 No Public Officer or related person or entity related to the Public Officer shall be eligible to participate or to seek any benefit in any capacity under any sale process for disposal of Land assets.

3.5.4 There shall be at least one independent valuation of the value of Land prior to its disposal, except where there is a reliable independent calculation of the Land value and will not be required for road closure disposal matters.

3.6 Other Assets Disposal

3.6.1 The Council will dispose of our common class of Other Assets as outlined in the following table.

Asset	Method
Vehicles – Cars, Utes, Trailers	Trade In or Public Auction
Heavy Vehicles	Trade In or Public Auction
Computer Equipment including desktop, laptop, notebooks and iPads	Return to Lessee or if no commercial value write off or donate to a not for profit organisation or at public action (with preference to Council area organisations)

	Approval date: 20/06/2023	Review date: 20/06/2027	Approved by: Council Council Minute Book Ref: [xxx]	Ref: CD/23/13	Page 3 of 7
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Mobile Telephone and other mobile technologies	If no commercial value write off or donate to not for profit (with preference to Council area organisations)
Furniture, Fitout or Other Fixtures and Fittings	Public Auction or if no commercial value write off or donate to not for profit (with preference to Council area organisations)
Books, Materials or Other Minor Assets	If no commercial value write off; donate to not for profit (with preference to Council area organisations); provide to community at the free library stands at each library site
Tools, Plant and Equipment	Public Auction or if no commercial value write off or donate to not for profit (with preference to Council area organisations)

3.6.2 The Council will, where appropriate and not covered by Clause 3.5.1 or where it is deemed reasonable, dispose of Other Assets through one of the following methods utilising the principles of the Procurement Framework to inform a process where a market approach is selected under this clause:

- 3.6.3.1 **Trade-In** – trading in assets to suppliers
- 3.6.3.2 **Expressions of Interest** – seeking expressions of interest from buyers;
- 3.6.3.3 **Select Tender** – seeking tenders from a selected group of persons or companies;
- 3.6.3.4 **Open Tender** – openly seeking bids through tenders
- 3.6.3.5 **Public Auction** – advertisement for auction through the local paper and/or the Council Website and, where appropriate, a paper circulating in the State, or procuring the services of an auctioneer (following compliance with the Council's Procurement Policy);
- 3.6.3.6 **Donation to Not-for-Profit organisations** (either via an Expression of Interest advertised in the local paper or direct approach) operating within the Council area in support of Council's community development strategic goal; or
- 3.6.3.7 **Write-off** – in accordance with the Non- Current Asset Accounting Policy (in the case of an Attractive Asset which is not covered by the Non-Current Asset Accounting Policy – any faulty or damaged Attractive Asset which carries a potential risk will not be disposed of to a third party – but will be destroyed or scrapped).

3.6.3 No Public Officer or related person or entity related to the Public Officer shall be eligible to purchase Other Assets if they have been involved with the disposal process. For the avoidance of doubt any disposal of Other Assets under this clause may take place where the Public Officer is not involved in the disposal process and the disposal is through a process which allows community members, the public and Public Officers to equal access to participate.

3.6.4 The Council does not warrant any Other Asset disposed of are fit for purpose and will not repair or replace any defective item. A purchaser before taking ownership of the item must complete and sign a 'Asset / Item Disposal Disclaimer Form'.

	Approval date: 20/06/2023	Review date: 20/06/2027	Approved by: Council Council Minute Book Ref: [xxx]	Ref: CD/23/13	Page 4 of 7
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3.7 Waiver for Disposal Method

- 3.7.1 Council, the Chief Executive Officer, or relevant Director, on condition the CEO or relevant Director is operating within their respective expenditure delegations' limits may grant a waiver to a dispose of Land or other assets contained within this Policy on condition there are extenuating circumstances that support an alternative disposal methodology which shall be assessed against this Policy position and documented appropriately. A waiver must be documented either through a formal report to Council or through an Asset Disposal Waiver Form to the CEO or relevant Director.
- 3.7.2 No waiver can be provided where it results in allowing a Council Public Officer to purchase Land contrary to the intent of Clause 3.5.3 or Other Assets contrary to Clause 3.6.3 of this Policy.

4. Supporting Processes and Documents

- 4.1. Asset Disposal Form – 13/25592.
- 4.2. Asset / Item Disposal Disclaimer Form - 14/34472
- 4.3. Asset / Item Disposal Method Waiver Form – 14/36531
- 4.4. Community Land Management Plans
- 4.5. Community Land Register
- 4.6. Delegations Register – Instrument of Delegation under the Local Government Act 1999

5. Related Policies

- 5.1 Public Consultation Policy
- 5.2 Procurement Policy
- 5.3 Non-Current Asset Accounting Policy
- 5.4 Prudential Management Policy
- 5.5 Motor Vehicle Policy

6. Legislation and References

- 6.1. Accounting Standard AASB 116 – Property Plant and Equipment
- 6.2. Local Government Act 1999
- 6.3. Real Property Act 1886
- 6.4. Land and Business (Sale and Conveyancing) Act 1994
- 6.5. Retail and Commercial Leases Act 1995
- 6.6. Crown Land Management Act 2009
- 6.7. Roads (Opening and Closing) Act 1991
- 6.8. Land Acquisition Act 1969
- 6.9. Independent Commissioner Against Corruption Act 2012
- 6.10. Native Title (South Australia) Act 1994
- 6.11. Ombudsman Act 1972

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. It can also be viewed electronically at Council's principal office at 43-51 Tanunda Road, Nuriootpa

	Approval date: 20/06/2023	Review date: 20/06/2027	Approved by: Council Council Minute Book Ref: [xxx]	Ref: CD/23/13	Page 5 of 7
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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 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:		4.1 Governance and Organisation - Responsibility		
Document Owner:	Chief Executive Officer		Document Control Officer:	Manager Financial Services
Consultation Rating:		Audience:	Internal and External	Next Review Date: 20/6/2027
Version history				
Version No.	Date		Description of Change	
5.0	May 2023		Rewrite Policy into new template, align to updated legislation, improve readability, and remove process related statements.	
4.0	October 2018		Policy review included: - Minor updates to Other Assets, Community Land, Not for Profit, Volunteers of The Barossa Council definitions - Added clarification of clause 4.4 Accounting for Disposal of Attractive Assets and Other Assets. Tidy up of clause 4.4.1 Land Disposal.	
3.0	10/9/2014		Policy reviewed in line with current legislation and best practice.	
2.0	20/11/2012		Renamed policy to Disposal of Land and Other Assets Policy. Policy reviewed in line with current legislation and best practice.	
1.0	18/12/2007		Recording, Tracking & Disposal of Non-current assets	

10. Definitions

Land	Land includes community land, vacant land, operational land, road reserves, any legal interest in land, and any other land-related assets, including all buildings (community and operational) on Land.
Other Assets	Other Assets are any items owned by Council and used to deliver the services of Council including but not limited to:

	Approval date: 20/06/2023	Review date: 20/06/2027	Approved by: Council Council Minute Book Ref: [XXX]	Ref: CD/23/13	Page 6 of 7
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	- Plant and Equipment - Furniture and Fittings - Attractive Assets - Other assets - where they meet the accounting recognition requirements - held by Council as inventory or stock such as materials and other consumables. (refer to the Asset Classification, Capitalisation and Depreciation table in the Non-Current Asset Accounting Policy for further detail).
Community Land	All land owned or under council's care, control and management unless the land has been excluded pursuant to Section 194 of the Act.
Non-profit association	Non-profit association means a body (whether corporate or unincorporate)— (a) that does not have as its principal object or 1 of its principal objects the carrying on of a trade or the making of a profit; and (b) that is so constituted that its profits (if any) must be applied towards the purposes for which it is established and may not be distributed to its members; and (c) that may also have Charitable Status as determined by the Australian Charities and Not-for-profits Commission (ACNC).
Attractive Assets	A non-consumable item of a portable and attractive nature which is not capitalised as per the Non-current Asset Accounting Policy(eg equipment, furniture, excess materials, second hand library books) which include: - Portable information technology such as laptops, Toughbooks, iPads and notepads etc - Small plant and equipment such as mobile phones, recording devices, etc.
Public Officers of The Barossa Council	Council's Elected Members, Committee Members, Employees, Authorised Agents, and Contractors undertaking work on behalf of Council including Volunteers.

	Approval date: 20/06/2023	Review date: 20/06/2027	Approved by: Council Council Minute Book Ref: [xxx]	Ref: CD/23/13	Page 7 of 7
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THE BAROSSA COUNCIL

ANNUAL BUSINESS PLAN AND BUDGET POLICY



1. Purpose

- 1.1 This Policy directs the management of the preparation, consideration, adoption, amendment and performance reporting of Council's Annual Business Plan and Budget (ABP&B) and Long Term Financial Plan (LTFP).
- 1.2 In developing the Annual Business Plan and Budget, Council takes several factors into consideration, including :
- a commitment to financial sustainability and intergenerational financing;
 - the inclusion of information from adopted strategic management plans;
 - a commitment to accountability and transparency in the decision making process; and
 - ensuring that value for money is being sought for the services provided.

2. Scope

- 2.1 This Policy applies to Elected Members and Public Officers of The Barossa Council and provides a strategic approach to the development of the ABP&B and LTFP to deliver the services detailed in Councils Strategic Management Plans.

3. Policy Statement

- 3.1 Annual Business Plan and Budget
- 3.1.1 The ABP&B shall be a public statement of Council's proposed expenditure and revenues to provide services and programs for the relevant financial year and will represent the first year of the LTFP.
- 3.1.2 The ABP&B is set to maintain services to the community and continue progress towards the longer-term objectives of the Council as set out in the Strategic Management Plans (SMP) and Corporate Plan.
- 3.1.3 In developing the ABP&B, Council shall have regard to inflationary expectations, costs to maintain existing levels of service, compliance with legislative requirements, need for new or upgraded services and assets, and disposal of unnecessary or under-utilised assets.
- 3.1.4 The Council will undertake an annual process to consider funding requests, which may include requires for new, upgrade or reduction in service levels and assets. The processes will at a minimum include:
- A period to make submissions for funding changes.
 - An initial assessment of items to be assessed by officers against the Prudential Management Policy requirements.

	Approval date: 20/06/2023	Review date: 20/06/2027	Approved by: Council Council Minute Book Ref: [XXX]	Ref: 14/36056*	Page 1 of 6
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- Presentation of submitted information and responses and subsequent selection via Council meeting of those to be included in the draft ABP&B and LTFP.

3.1.5 All items incorporated into the draft ABP&P and LTFP are subject to public consultation and capacity to be funded whilst ensuring the Financial Sustainability principles.

3.2 Long Term Financial Plan

3.2.1 Council shall prepare, consult on, and adopt a LTFP for a period of 10 years and update the plan annually. The first year of the LTFP will be represented by the Annual Business Plan and Budget.

3.3 Quarterly Budget Reviews

3.3.1 Council will review its budget on a quarterly basis after adoption, being September, December and March in each financial year, and shall review, and where necessary, update the budget on a Service Function basis across the organisation aligning trends, estimates or revenues and expenses as understood at the time.

3.3.2 An operating budget that is within its budget allocation at Service Function level shall not require amendment at each quarterly review, regardless of whether some budgeted centres or natural accounts that make up the Service Function are under or overspent. In this instance, the budget does not need to be adjusted as the overall service cost is still within budget. Where this condition is not met, the budget must be appropriately amended and presented to Council for approval.

3.3.3 The September quarter review shall also:

- Take account of the financial outcomes for the previous year as disclosed in the Annual Financial Statements; and
- Include adjustments to be made to existing budget based on actual performance and known trends.

3.3.4 The December quarter review shall also:

- Provide a detailed assessment of Council's projected financial position and review the long-term effect of major budget changes since the original budget adoption and include statutory financial reports required with explanations for all recommended budget variations.

3.3.5 The March quarter review shall also:

- Include items to be carried forward into the next financial year, noting no operating expenditure shall be carried forward unless there are contractual or other legal requirements or, in exceptional circumstances, recommended by the Chief Executive Officer (CEO).

3.3.6 Budget Transfers

- a) The CEO is authorised to transfer budgeted expenditure or where new revenues offset expenses through a grant or other program and the transfer or adjustment is expected to have a zero or beneficial net cash impact on the overall Council budget and no change across functions and/or service levels during the financial year. Council will be notified of any changes at the next quarterly budget review.

	Approval date: 20/06/2023	Review date: 20/06/2027	Approved by: Council Council Minute Book Ref: [XXX]	Ref: 14/36056*	Page 2 of 6
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- b) The CEO is authorised to reclassify budget expenditure between operating and capital expenditure budgets to better reflect requirements in accordance with accounting principles. The reclassification will occur when reasonably practical and Council notified at the following quarterly budget review on condition the reclassification does not alter the expenditure commitments in the total budget.

3.3.7 Increases to budget outside Budget Reviews

- a) Changes to the budget that do not meet clause 3.3.6 require Council approval. Approval can be sought via the quarterly budget review, or, if the matter is urgent a report shall be drafted for the consideration of Council as part of its Ordinary Council Meeting (or Special Council Meeting if necessary) and if approved the adjustments shall be included in the next quarterly review, refer to section 3.5.
- b) Where circumstances so warrant (e.g. for reasons of urgent necessity such as a natural disaster, pandemic), the CEO may, in consultation with the Principal Member, authorise variations in activity that are within the scope of approved limits for budget items providing that variations made do not:
- o in aggregate exceed threshold value limits for that function/activity outlined in the Budget;
 - o materially impact on the quality, quantity, frequency, range or level of service previously provided for or implicitly intended in the original allocation; and
 - o impact on any explicit proposals Council has included in its Annual Business Plan or has otherwise publicly committed to and accommodated in its budget.

Whenever such changes are made, the following quarterly budget review will include information from the CEO explaining the rationale for the decision.

3.4 Report on Financial Results to Original Budget

- 3.4.1 The report on financial results is an accountability document for Council to receive audited information on aggregate financial results relative to the estimated financial results set out in the original budget for the previous financial year.
- 3.4.2 The report is a high level summary of both operating and capital investment activities of the Council and includes Uniform Presentation of Finances, the four principal financial statements, along with the effect to Key Performance Indicators, and the adopted targets. It also provides a comparison and written explanation of material variances between:
- a) the actual results and the original budget for the reporting year; and
 - b) the financial results for the current year as compared to the previous year.
- 3.4.3 The report on financial results also provides the opportunity to report any final adjustments made to the existing budget based on actual financial performance during the year, along with requests for carried forward items into the next financial year that require Council approval.

	Approval date: 20/06/2023	Review date: 20/06/2027	Approved by: Council Council Minute Book Ref: [XXX]	Ref: 14/36056*	Page 3 of 6
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3.5 Council Reports for Additional Expenditure

- 3.5.1 Where there is need for consideration for additional budget allocations for expenditure and it requires consideration before the next quarterly review a report must be provided to Council.
- 3.5.2 Where a commitment of Council funds above the original budget is included within a Council report, the Council shall be provided relevant financial information including, where applicable, satisfaction of Council's Prudential Management Policy and assessment of impact on the financial Key Performance Indicators for the relevant year.
- 3.5.3 Recommendations presented to Council that have the effect of increasing expenditure (if adopted) should where appropriate indicate:
- where the funds are to be transferred from; and/or
 - whether additional funding has/is being sourced; and/or
 - whether an allocation from next year's discretionary spend is required; and/or
 - whether it requires the allocation of unallocated funds.
- 3.5.4 Where an item that has a financial implication is raised in the 'Other Business' section of a Council meeting, the Council will seek a report to be presented to a future meeting so that an assessment of the proposal can be made in accordance with this policy.

3.6 Carried Forward Budgets

- 3.6.1 Funding approval for budgeted activity not completed at the end of any budget year is no longer available unless approval to carry-over the activity and associated budget allocation is granted by Council.
- 3.6.2 While there may be one-off exceptions where there is a legal requirement or grant commitment, operating activity budgeted for but not expended in a year will not be carried forward to the following year. Identifiable projects that will not commence in the year that they have been budgeted for should be re-evaluated and where warranted, included in the budget for the following year at the time of its adoption.
- 3.6.4 The scope and funding requirements of capital projects and major operating-type activities that are committed or underway but not completed at the end of one-financial year need to be reviewed and the projects/activities considered for carrying forward as soon as possible in the following financial year.
- 3.6.5 Any request for carrying forward activity needs to clearly highlight whether the scope of each activity item and its associated funding quantum is proposed to be varied from that previously approved and if so the reasons for same. Any impact on the achievement of the targets for a financial indicator established in Council's original budget for the current year also should be identified.

4. Supporting Processes and Documents

- Community Plan
- Corporate Plan
- Infrastructure and Asset Management Plans
- Annual Business Plan and Budget Process

	Approval date: 20/06/2023	Review date: 20/06/2027	Approved by: Council Council Minute Book Ref: [XXX]	Ref: 14/36056*	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					

- Council report – Financial, Resource and Risk Management Considerations

5. Related Policies

- Prudential Management Policy
- Strategic Rating Policy
- Funding Policy
- Asset Accounting Policy

6. Legislation and References

- Part 2 – Local Government Act 1999
- Local Government Act (Financial Management) Regulations 2011
- Relevant Accounting Standards

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. 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 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 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:	20/6/2027
Version history					
Version No.	Date			Description of Change	
1.0	17/02/2009			Review	
2.0	10/09/2014			Review	
3.0	15/05/2018			Policy reviewed and aligned to the Prudential Management Policy	
4.0	18 April 2023			Significant review and extracted process type clauses.	

	Approval date: 20/06/2023	Review date: 20/06/2027	Approved by: Council Council Minute Book Ref: [XXX]	Ref: 14/36056*	Page 5 of 6
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10. Definitions	
In this policy, unless the contrary intention appears, these words have the following meanings:	
Capital Expenditure	Is expenditure spent improving assets through either by building New or Upgrading Assets or Replacing or Renewing Asset. Expenditure on replacement/renewal assets is important to ensure the Financial Sustainability of Council. Therefore priority will be given to expenditure on existing assets rather than adding to Councils asset inventory.
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
Long Term Financial Plan	The LTFP is a 'high-level' summarised document estimating the future financial operations and position of Council's particularly in relation to key components such as rate movements, service levels to our community, operating and Capital Expenditure, loan indebtedness and internal cash reserves based on current policy settings of Council
Infrastructure and Asset Management Plans	The Infrastructure & Asset Management Plans guides the future replacement, renewal and maintenance of Councils; infrastructure and asset base, expenditure relevant to the financial years is included in the LTFP.
New or Upgraded Assets	Please refer to the Asset Accounting Policy for further guidance; relates to establishing a new asset that does not exist or upgrading an existing asset to achieve new or improved levels of service.
Replacing or Renewing Assets	Please refer to the Asset Accounting Policy for further guidance; relates to replacing or replacing an existing asset that does not provide an improved or increased levels of service, in essence it is putting existing asset back to its original form.
Service Function	A service function is the actual service being provided and supported through budget allocations of revenue and expenditure e.g. road maintenance.
Strategic Management Plans	Pursuant to Section 122 of the Local Government Act 1999, the Council must develop and adopt plans to effectively manage its Local Government Area, to be collectively known as the <i>Strategic Management Plans (SMPS)</i> . Council's SMPS include Infrastructure Asset Management Plans, Long Term Financial Plan and the Barossa Community Plan 2016-2036.

	Approval date: 20/06/2023	Review date: 20/06/2027	Approved by: Council Council Minute Book Ref: [XXX]	Ref: 14/36056*	Page 6 of 6
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THE BAROSSA COUNCIL

NON-CURRENT ASSET

ACCOUNTING POLICY



1. Purpose

- 1.1. The purpose of this Policy is to guide the accounting for Non-Current Asset in the accounts and Asset register of Council.

2. Scope

- 2.1. This policy applies to all accounting treatments for Council's Non-Current Assets.
- 2.2. This policy applies to Council and Employees of Council.

3. Policy Statement

3.1. Classification

Council's Non-Current Assets are classified in accordance with the Asset Classification Schedule referenced in this Policy. Where there is no direct or reasonable applicable classification category the Manager Financial Services in consultation with relevant officers will update the schedule with the approval of the Chief Executive Officer or allocate to an appropriate classification of best fit.

3.2. Capitalisation

Expenditure, or other transactions such as transfer of an Asset for no value, on an item which results in the creation of a future economic benefits over a period greater than one year and are solely controlled by Council are to be capitalised in accordance with this Policy where:

- 3.2.1 It is probable that the future economic benefits embodied in an Asset will eventuate, and
- 3.2.2 The Asset possesses a cost that can be measured reliably (as a monetary value) and its value at the time Council gains control over the Asset is more than:
- | | |
|--|----------|
| Buildings * | |
| - Buildings (including Toilets) | \$20,000 |
| - Sheds, Pergolas, Cabins, Carports and Other Structures | \$10,000 |
| - Buildings at Componentisation | \$50,000 |
| Sealed Roads* | |
| - Reconstruction and Renewal Work | \$20,000 |
| Sheeted Roads | |
| - Resheeting, Major Patch Repair and Road Shoulders | \$15,000 |
| - Community Wastewater Management Systems (CWMS) | \$ 5,000 |
| - Footpaths, Kerbs and Carpark Surfaces | \$10,000 |

	Approval date: 20/06/2023	Review date: 20/06/2027	Approved by: Council Council Minute Book Ref: [TBC]	Ref: 16/28958*	Page 1 of 16
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- Stormwater and Drainage	\$ 5,000
- Bridges, Floodways and Major Culverts	\$15,000
- Parks and Reserves Development	\$ 5,000
- Plant and Equipment (including all road registered items)	\$5,000
- Furniture and Fittings	\$ 5,000
- Core Software Programs	\$15,000
- Township Entrance Statements	\$ 5,000
- All Other Assets	\$ 5,000

** These Assets are capitalised when replacing/renewing Assets that are >10% of the Current Replacement Cost.*

A comprehensive list of Asset groups contained within each Asset category is included in the Asset Classification schedule.

3.2.3 Where the value of individual Assets falls 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.

3.2.4 All capitalised Assets are 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.

3.2.5 Asset details shall be kept in Council's asset register for all capitalised Assets. Accuracy of details supporting capitalised Assets shall be the responsibility of the relevant Director, Manager, or Officer responsible for the Asset.

3.2.6 The relevant officer shall ensure all necessary documentation and accounting information is provided to the Manager Strategic Assets within eight weeks of the Asset completion and not later than 15 July each year as it relates to the end of financial year.

3.2.7 Assets specifically excluded from capitalisation include directional and informational signage, trees and Land Under Roads.

3.2.8 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 Council's 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 Councils' Lease and License Policy.

3.2.9 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.

	Approval date: 20/06/2023	Review date: 20/06/2027	Approved by: Council Council Minute Book Ref: [TBC]	Ref: 16/28958*	Page 2 of 16
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3.2.10 The recognition of Assets in the asset registers and financial accounts of Council where applicable:

- 3.2.10.1 Are to be Componentised in accordance with the Asset Classifications schedule.
- 3.2.10.2 Shall be allocated via clause 3.3.3 – Table 1 below to reflect reasonably based allocation of costs associated with renewal or replacement of the Asset based on an estimation of the cost to provide the prior service basis and a portion where costs have been allocated to upgrading the Asset.

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 service base 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 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.
- 3.3.3 The following table provides guidance for the allocation of expenditure or other transactions to renewal and upgraded allocation where it bridges both clause 3.3.1 and 3.3.2, in that has an element of both traits. The table is not meant to represent each type of transaction but rather provide relevant guidance for the management of the asset register and financial disclosures.

Table 1

Type of Transaction	Basis of Allocation to Renewal / Replacement	Basis of Allocation to Upgrade / New
Rural Open Gravel Road to Sealed Road	Base preparation	Seal Cost
Sealed Road – Surface Level Change – 2 coat seal to Asphalt	Estimated Costs of Two Coat Seal, line marking and other ancillaries	Balance of Project Cost
Building and Other Structures – same service basis e.g., clubroom, office, shed, carport but expanded/upgrades area and amenity	Portion of costs for original footprint	Portion of costs for expanded footprint
Bridges, Floodways and Major Culverts - Upgraded	Portion of costs for original area of infrastructure	Balance of Project Cost
Stormwater – Drains, Pipes, Channels	Portion of costs for original flow management or area or size of pipe	Balance of Project Costs
CWMS Assets – Storage	Portion of costs for original footprint	Portion of costs for expanded footprint

	Approval date: 20/06/2023	Review date: 20/06/2027	Approved by: Council Council Minute Book Ref: [TBC]	Ref: 16/28958*	Page 3 of 16
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CWMS Pipes	Portion of costs for original pipe replacement	Balance of Project Costs
CWMS Treatment Plant	Portion of costs for original plant capacity	Balance of Project Costs
Unmade Road being made to any service level	N/a	All Costs
Donated or Received Free of Charge	N/a	All Costs based on Valuation provided by developer or other organisation gifting the Asset
Where the Definition of Clause 3.3.3 not met and is therefore a new Asset	N/a	All Costs

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 Partially or Fully 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 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 (including relevant Salary allocation) 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,

	Approval date: 20/06/2023	Review date: 20/06/2027	Approved by: Council Council Minute Book Ref: [TBC]	Ref: 16/28958*	Page 4 of 16
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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.

- 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 consider 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 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 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:
- Short Term Leases – leases for a period of 12 months or less
 - 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.

	Approval date: 20/06/2023	Review date: 20/06/2027	Approved by: Council Council Minute Book Ref: [TBC]	Ref: 16/28958*	Page 5 of 16
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3.8 Assets Registers

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 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

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.

	Approval date: 20/06/2023	Review date: 20/06/2027	Approved by: Council Council Minute Book Ref: [TBC]	Ref: 16/28958*	Page 6 of 16
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- 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.

4	Supporting Processes and Documents

- 4.2 Register of Capital Assets – Conquest
- 4.3 Lease Register (Section 4.10)
- 4.4 Asset Disposal Form
- 4.5 Asset Acquisition Form
- 4.6 Annual Review of Useful Life and Valuations (AASB116 section 50 and 51)
- 4.7 Asset Impairment Review Process (Section 4.7)
- 4.8 Stocktake of Plant and Equipment Process
- 4.9

5	Related Policies

- 5.2 Asset Management Policy
- 5.3 Asset Management Strategy
- 5.3. Disposal of Land or Other Assets Policy
- 5.4. Motor Vehicle Policy
- 5.5. Procurement Policy

6	Legislation and References

- 6.2 International Financial Reporting Standards (IFRS)
- 6.3 Accounting Standard AASB116 – Property Plant and Equipment
- 6.4 Accounting Standard AASB136 – Impairment of Assets
- 6.5 Accounting Standard AASB13 – Fair Value Measurement
- 6.6 Accounting Standard AASB108 – Accounting Policies, Changes in Estimates and Errors
- 6.7 Accounting Standard AASB1051 – Land Under Roads
- 6.8 Accounting Standard AASB141 – Agriculture
- 6.9 Accounting Standard AASB16 – Leases
- 6.10 Accounting Standard AASB 119 employee benefits
- 6.11 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
- 6.12 Australian Infrastructure Financial Management Guidelines – Update 2015
- 6.13 Framework for the Preparation and Presentation of Financial Statements – Australian Accounting Standards Board – December 2007
- 6.14 International Accounting Standards (IAS) Property, Plant and Equipment (paragraph 6)
- 6.15 South Australian Model Financial Statements – Local Government Association of South Australia
- 6.16 Councils Asset Class Revaluation and Condition Assessment Program
- 6.17 Local Government Act 1999

7	Review

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

	Approval date: 20/06/2023	Review date: 20/06/2027	Approved by: Council Council Minute Book Ref: [TBC]	Ref: 16/28958*	Page 7 of 16
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8	Further Information

8.1 This Policy is available on Council's website at 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 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).

8	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: 20/06/2027
Version history		
Version No.	Date	Description of Change
9.0	5/2023	Minor wording improvements, introduction of allocation rules for allocation to renewal/replacement versus upgrade and inclusion of Asset Classification Document as a schedule for easier use.
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

	Approval date: 20/06/2023	Review date: 20/06/2027	Approved by: Council Council Minute Book Ref: [TBC]	Ref: 16/28958*	Page 8 of 16
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		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. For the purposes of this policy Assets refers to Infrastructure, Property, Plant and Equipment. This includes physical Assets that meet a pre-determined threshold and that are used during 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 Australian Accounting Standards and is currently defined as: "Omissions or misstatements of items are material if they could, individually or collectively, influence the economic decisions that users make based on 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: 20/06/2023	Review date: 20/06/2027	Approved by: Council Council Minute Book Ref: [TBC]	Ref: 16/28958*	Page 9 of 16
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Service Basis	Is the fundamental purpose and service provided from the provision of the Asset for instance a road is providing an economic and social service basis, a clubroom is providing a community, health, recreational service basis.

Asset Classification Schedule

	Approval date: 20/06/2023	Review date: 20/06/2027	Approved by: Council Council Minute Book Ref: [TBC]	Ref: 16/28958*	Page 10 of 16
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Asset Class	Asset Groups/Types within Class	Type	Sub-Classification/ Component	Useful Life Range (years)	Capital	Operating (including maintenance)	Revaluation and Condition Assessment Cycle	Revaluation Methodology	Renewal versus Upgrade
Land Assets	Land	Land		N/A	No Capitalisation threshold is applied to the acquisition of land, interests in land or Assets acquired (e.g. from land developments)	Land Under Roads per AAS27A	Regular in-house investigation of the fair value. Every 3 years a full assessment is made to check if there needs to be a revaluation. In any event in the fifth year a full revaluation will be conducted	In-house investigation of the fair value if indicators show material change then an independent sample of 10% is applied to all Assets. Independent valuation using Market Fair Value Inputs as provided by the State Valuation Office for Council land	See clause 3.3.3
Building and Other Structures	Depots, Offices / Libraries, Aged and Disabled Services, Fire Service, Cemeteries, Halls, Community, Recreation, park/Garden, Sporting Reserve, CWMS, Car parks, Transfer Station, Bushgardens.	Buildings – Market Value		20 - 100	If determined as valued at Market Value according to table 4.5.6.4, no threshold applies. Upgrade and extensions to Asset	Reactive maintenance and repair	In-house investigation of the fair value every year	In-house investigation of the fair value, if indicators (using LGPI Capital Index) show material change then a sample of 10% is applied to all Assets. Independent valuation using Market Fair Value Inputs	
		Buildings - valued over \$100,000 recorded at component level	Substructure	40 - 300	Upgrade, extensions, or replacement of component >= 10% of the component DRV or >= \$50,000	Programmed maintenance		Component replacement < 10% of the component DRV or < \$50,000	
			Superstructure	20 - 300					
			Roofing	40 - 60					
			Town Hall solid	150					
			Flooring only						
			Internal Fit-out	20 - 25					
			Services	20 - 100					
		Buildings – not componentised and/or valued under \$100,000 recorded as one Asset		20 - 100	New and Upgrade >= \$20,000 Replacing Asset >= 10% of the DRV	Reactive maintenance and repair Programmed maintenance		Every 3 years a full assessment for the need of a revaluation is undertaken. In any event in the fifth year a full revaluation will be conducted. Separate components may have independent condition assessments conducted	
		Toilets - recorded as one Asset		20 - 100	New and Upgrade >= \$20,000 Replacing Asset >=10% of the DRV	All other maintenance of any component of the building based on Decision Tree criteria			

	Approval date: 21/06/2022	Review date: 21/06/2026	Approved by: Council Council Minute Book Ref: 2018-22/764	Ref: 16/28958*	Page 11 of 16
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		Sheds, Garages, Pavilions and Shipping Containers - recorded as one Asset		20 - 100	New and Upgrade >= \$10,000 Replacing Asset >= 10% of the DRV	Reactive maintenance and repair Programmed maintenance	In the fifth year a full condition assessment will be conducted	A revaluation threshold to exclude low value immaterial Assets for revaluation purposes will be calculated based on the total Asset class
		Pergola, Cabins, Carports, Gazebo, Shelters, and other Structures - recorded as one Asset		20 - 100	New and Upgrade >= \$10,000 Replacing Asset >= 10% of the DRV	All other maintenance of any component of the building based on Decision Tree criteria		
Leasehold Improvements	Depots, Offices / Libraries, Aged and Disabled Services, Fire Service, Cemeteries, Halls, Community, Recreation, Park/Garden, Sporting Reserve, CWMS, Car parks, Transfer Station, Bushgardens.	Buildings		Term of the lease	New and Upgrade >= \$20,000	Reactive maintenance and repair, programmed maintenance and repair, all other maintenance of any component of the building based on Decision Tree criteria	As these Assets are less than 5% of the base value of Assets, they do not require mandatory condition assessments and revaluations under the Accounting Standard	Replacement Cost
Transport	Road – Earth, Pavement, Surface and Seal, Footpath, Kerbing, Car parks	Sealed Roads	Sealed Roads – Earth	Unlimited	If satisfying at least one of the following conditions: • All Resealing (other than patching that constitutes a segment of road) • All other reconstruction and renewal work >= \$20,000	Reactive maintenance and repair to road Assets not meeting capitalisation criteria Programmed maintenance (partial sealed road surfacing <\$10,000, pothole repair) not meeting capitalisation criteria	Regular review to indicators (LGPI Capital Index) show a material change then a 10% sample will be selected and compared to the current construction costs. Where there is a material difference, apply the LGPI capital index to all transport Assets.	Independent valuation using Unit Rates to check against local build costs
			Sealed Roads – Pavement (includes shoulders) - 2 components	1: 40– 200	• Expenditure >= 10% of the DRV of the component Shoulders - all costs over \$10,000	Shoulders - maintenance all costs under \$10,000 not associated with a resal		

	Approval date: 21/06/2022	Review date: 21/06/2026	Approved by: Council Council Minute Book Ref: 2018-22/764	Ref: 16/28958*	Page 12 of 16
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				2: Up to 750	• Any new Assets acquired (e.g., from land developments) Any line marking undertaken in conjunction with these works will be capital	Line Marking, road cleaning and sweeping as part of programmed maintenance	Periodically an independent consultant will be engaged to provide unit rates for all Asset types within this class to carry out the revaluation.		
			Sealed Roads – Surface - 2 components	1: 10 – 50		Shoulder grading			
				2: Up to 150					
		Sheeted Roads	Sheeted Roads - Earth	Unlimited	If satisfying at least one of the following conditions: • Resheeting (other than patching that constitutes more than a segment of road) • Any expenditure relating to change in Asset type e.g., upgrade from unsealed to sealed road • Estimated work >= \$15,000 • Projects requiring >= 200 tonnes of material	Reactive maintenance and repair to road Assets (pothole repair) not meeting capitalisation criteria			
						Sheeted Roads – Pavement or Surface - 2 components			
			2: Up to 500						
		Formed and Unformed Roads	Unformed Roads - Earth	Unlimited	Any new Assets acquired free of charge	Any work carried out will be expensed			
		Footpaths / Kerbs / Car park Structures	Carpark Surfaces - 2 components	1: 30 – 50	All new and upgrade work (regardless of cost) and replacement work >= \$10,000	All repairs and maintenance, replacement, or upgrades that constitute <\$10,000			
				2: 150					
			Footpaths – 2 components	1: Up to 100	Any new Assets acquired (e.g., from land developments)	Reactive maintenance to kerb and gutter Assets (repair, replacement of small lengths)			
				2: Up to 350					
			Kerb	50 - 100					
		Bridges, Floodways and Major Culverts	Bridges, Floodways, Major Culverts and Footbridges		Road Bridge - 2 components	1: Up to 100			
2: Up to 300									
Footbridges - 2 components	1: Up to 100				Replacement or upgrades that				

	Approval date: 21/06/2022	Review date: 21/06/2026	Approved by: Council Council Minute Book Ref: 2018-22/764	Ref: 16/28958*	Page 13 of 16
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				2: Up to 300		constitute <\$15,000	Every 5 years a full revaluation is undertaken. In-house and/or engineering consultant to be engaged to undertake a condition assessment	
			Floodways, Major Culverts - 2 components	1: Up to 100		All bridge barrier replacement is deemed to be maintenance		
				2: 250				
Community Wastewater Management Systems (CWMS)	Pipework, Wastewater Treatment Plant, Lagoon, Pumping Stations		CWMS – Pumping Stations	10 - 50	All construction / replacement work on existing Assets >= \$5,000	Reactive maintenance to drainage Assets (pipe repair, pit repair, component replacement, drainage structure repair)	Every year if indicators (LGPI Capital Index) show a material change an independent unit rate is applied to all Assets. Every 5 years a full revaluation is undertaken	Independent valuation using Unit Rates to check against local build costs
			CWMS – Lagoons - Components	40 - 100				
			CWMS – Wastewater Treatment Plant - Components	5 - 50				
			CWMS –Pipes – Gravity Main	60 - 80	Any new Assets acquired (e.g., from land developments)	Programmed maintenance (cleaning, inspections)	Rolling condition assessment to be undertaken in-house and independent overview as needed.	
			CWMS –Pipes – Gravity Property Connection	80 - 100				
			CWMS –Pipes – Rising Main	65				
			Stormwater and Drainage	Cross Drains, Stormwater Drains, Drainage Channels, Floodways		Swale Earth	Unlimited	
Cross Drains	25 - 150							
Drainage Channels	25 - 150							
Stormwater Other Floodways	150	Any new Assets acquired (e.g., from land developments)				Swales, drainage shaping where no material added	Rolling condition assessment to be undertaken in-house and independent overview as needed. In the fifth year every Asset type a sample condition assessment will be conducted	
						Programmed maintenance (cleaning, inspections)		

	Approval date: 21/06/2022	Review date: 21/06/2026	Approved by: Council Council Minute Book Ref: 2018-22/764	Ref: 16/28958*	Page 14 of 16
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Recreation	Recreation Infrastructure, Parks and Gardens Infrastructure, Sporting Reserve Infrastructure		Infrastructure - Various	15 - 200	All infrastructure expenditure including replacement >= \$5,000 New Assets acquired (e.g., from land developments)	Reactive maintenance (repairs, cleaning) Programmed maintenance (painting, servicing)	As these Assets are less than 5% of the base value of Assets, they do not require mandatory condition assessments and revaluations under the Accounting Standard. This Asset class is revalued in a cycle program due to the Asset replacement and cost movements that occur for these Assets	Replacement Cost. A revaluation threshold of \$10,000 exists that excludes low value Assets for revaluation purposes
			Oval - earthworks	Unlimited	Initial earthworks replacement	All earthworks maintenance		
			Oval - soil and turf	100-200	Initial build, soil and/or turf replacement	All soil and turf maintenance		
Other Infrastructure	Fire Service, Cemetery, Community, Waste Management, Fence, Monuments and Statues, Bushgardens, Township Entrance Statements		Fences	40	All (expenditure >= \$5,000 New Assets acquired (e.g., from land developments)	Reactive maintenance (fence repair, gate repair, graffiti removal, vandalism repairs)	As these Assets are less than 5% of the base value of Assets, they do not require mandatory condition assessments and revaluations under the Accounting Standard	Replacement Cost
			Monuments / Statues	100		Programmed maintenance (painting, cleaning)		
			Other Assets	10 - 200				
Plant and Equipment	Plant (Includes vehicles and machines), Community, Recreation, Equipment (Includes computers, printers)	Major Plant and Equipment	Plant and Machines*	3 - 20	All items of plant that are required to be registered and Individual Assets >= \$5,000	Reactive maintenance Programmed servicing	These Assets are held at cost and due to the nature of the Assets and the frequency of replacement it is not considered necessary to carry out revaluations or condition assessments	Replacement Cost
			Vehicles (i.e. sedans, utes, vans, trucks etc)*	3 - 33		Expenditure < \$5,000 for individual Assets		
		Minor Plant and Equipment	Other Equipment	Up to 15	Expenditure >=\$5,000 for individual hardware Assets or Assets that can be easily grouped	Expenditure < \$5,000 for individual Assets or Assets that can be grouped		
		Hill and Son Historic Pipe Organ	Other Equipment	300	Expenditure >= \$20,000 for individual components of the organ	Expenditure < \$20,000 for individual components, expenditure to maintain the functioning of the organ		
		ICT and Office Equipment and	Computer Equipment -	5 - 33	Expenditure >=\$5,000 for individual	Expenditure <\$5,000 for		

	Approval date: 21/06/2022	Review date: 21/06/2026	Approved by: Council Council Minute Book Ref: 2018-22/764	Ref: 16/28958*	Page 15 of 16
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		software (including one off licence fees)	Individual hardware Assets/Assets that can be easily grouped.		hardware Assets, or Assets that can be easily grouped Expenditure on software systems >=\$15,000 One-off software licence fees >=\$15,000; Significant development and/or upgrades to existing Core systems >+ \$15,000	individual Assets or Assets that can be grouped Expenditure on software systems <\$15,000 Annual software licence and maintenance fees		
Furniture and Fittings	Office and Library, Recreation, Parks and Gardens, Sporting Reserve, Community, Street Furniture, Road Traffic Devices, Main Street			10 - 25	Expenditure >=\$5,000 for individual or Assets that can be easily grouped	Expenditure <\$5,000 for individual Assets or Assets that can be grouped	These Assets are held at cost and due to the nature of the Assets and the frequency of replacement it is not considered necessary to carry out revaluations or condition assessments	Replacement Cost
Right of Use Assets	AASB16 - Land, buildings, equipment			3-5	Expenditure >=\$15,000 for individual items	Expenditure <\$15,000 for individual items	These Assets are held at cost and annual review for NPV in line with AASB16	Not applicable

* Residual Values may be applied to these Assets based on the knowledge of the relevant Asset officer

** Core software systems include: TechOne - Financials; Pathway - CRM, Development, Revenue/Recepting, Content Manager; Magiq - Budget/Review; Website ; Info - Agenda; Conquest - Assets; GIS;

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DEBATE AGENDA

3.3 DRAFT ANNUAL BUDGET AND BUSINESS PLAN 2023/2024 INCORPORATING THE LONG TERM FINANCIAL PLAN 2023/2024 - 2032/2033 - FOR CONSULTATION

**Author: Senior Accountant
23/31041**

PURPOSE

Council, at a Special Meeting held 7 June 2023, endorsed the draft Annual Budget and Business Plan 2023/24 incorporating the Long-Term Financial Plan (LTFP) 2023/24 to 2032/33 for public consultation.

A copy of the document is provided in [Attachment 1](#).

RECOMMENDATION

That Audit and Risk Committee receive and note the report on the draft Annual Budget and Business Plan 2023/24, incorporating the annual review of the Long Term Financial Plan 2023/24 to 2032/33.

REPORT

Discussion

The Annual Budget and Business Plan (AB&BP) 2023/24 incorporates the Long Term Financial Plan (LTFP) 2023/24 to 2032/33 in the one document, but is divided under separate sections.

The financial information contained in this document has been prepared in accordance with Council's Budget and Business Plan and Review Policy and associated processes.

The formulation of the draft budget incorporates the work of numerous Council officers and teams (following an adopted timeline) which includes:

- budget preparation and input by budget managers
- checking and refining of data input, preparation of general budgets including utilities, depreciation, employee costs etc by the Finance officers
- review and approval by the Corporate Management Team.

This work results in the Finance staff collating, checking, reconciling, and finally preparing a draft budget and long term plan for Council consideration.

The input from Council is gained by holding workshops where discussions and decisions at Council meetings for various parts of the budget preparation and process, provides a direction for officers to prepare the draft budget.

For a breakdown of the significant items for the operating and capital budgets, the LTFP, refer to the Minutes of the Special Council Meeting in Attachment 2.

Summary and Conclusion

Council has reviewed its financial parameters for the LTFP, including the indexation used for forward projections on income and expenditure.

As noted in the Financial Considerations section of this report and the AB&BP, this financial analysis highlights that all KPI's are within the target ranges and Council attains a financially sustainable position within the 10 year period of the LTFP.

With the inclusion of TBP grant funding and loan financing, Council has the capacity to undertake TBP asset construction, operational costs and other minor additional projects.

Consideration of other major works in future years will require a full review of the LTFP and as required, Due Diligence Reporting processes to check financial sustainability.

ATTACHMENTS OR OTHER SUPPORTING REFERENCES

Attachment 1  Draft Annual Budget and Business Plan 2023-2024 - for Consultation

Attachment 2  Special Council Meeting Minutes - 7 June 2023  

Supporting references

Nil

COMMUNITY PLAN / CORPORATE PLAN / LEGISLATIVE REQUIREMENTS

Community Plan



How We Work - Good Governance

Corporate Plan

- 6.1. Ensure that the community has access to information regarding the discussions held and decisions made by Elected Members.
- 6.16. Provide contemporary internal administrative and business support services in accordance with mandated legislative standards and good practice principles.

Legislative Requirements

Local Government Act 1999

FINANCIAL, RESOURCE AND RISK MANAGEMENT CONSIDERATIONS

Financial

The adoption of the Budget is required between 1 June and 31 August. To meet this timeline, the adoption of the draft public consultation document preferably should start in May, public consultation started 14 June 2023.

For a breakdown of the Financial Sustainability and indicators refer to the Minutes of the Special Council Meeting in Attachment 2.

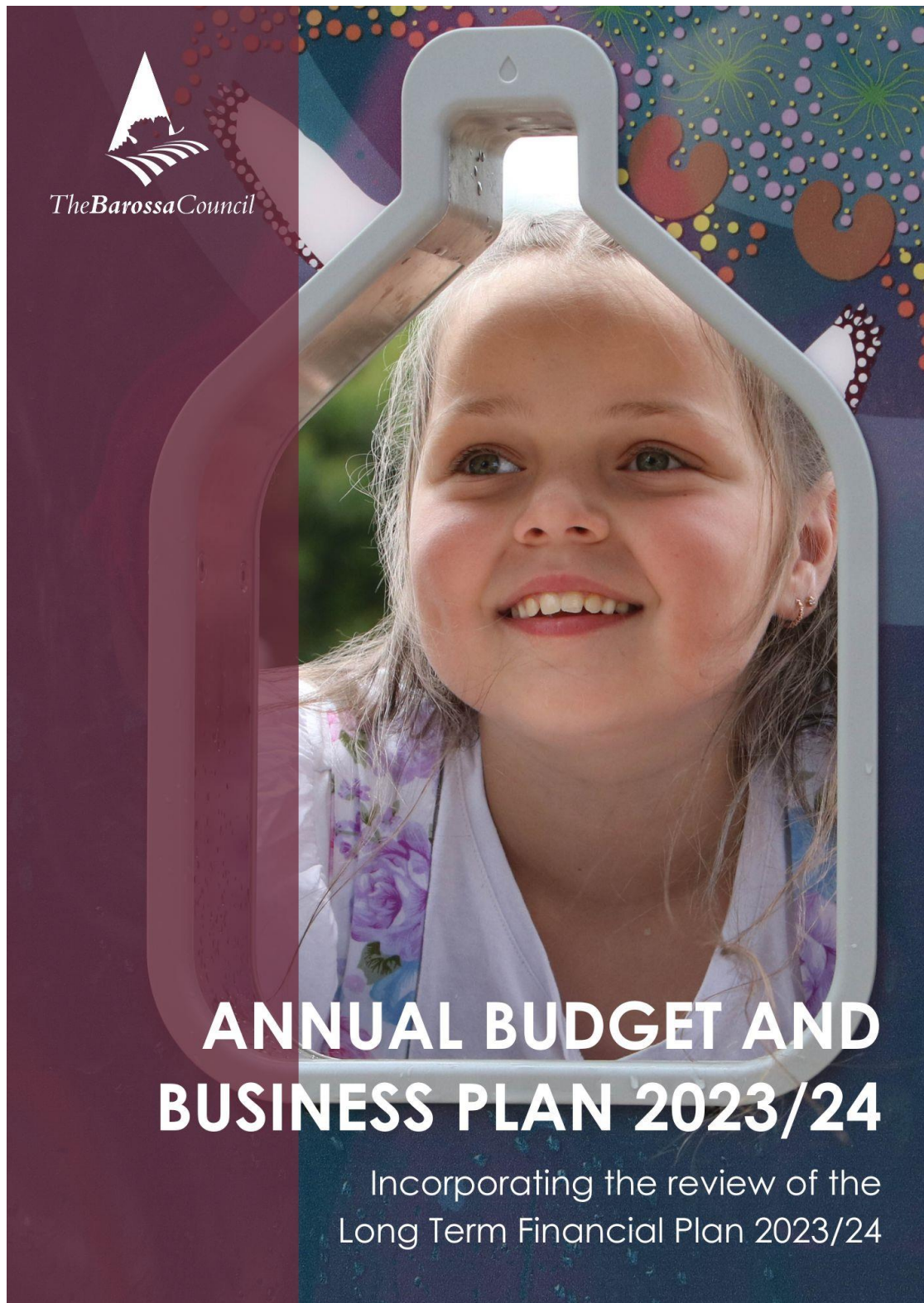
COMMUNITY ENGAGEMENT

The public consultation period will be held from 14 June to 4 July 2023. Council will hold a public meeting on the 5 July 2023 at 5.30pm providing one hour for members of the public to ask questions and make submissions in relation to the AB&BP and annual review of the LTFP. All submissions will be considered at a Special Council meeting date to be set.

Submissions will also be accepted by the following methods:

- via Council's engagement platform at yoursay.barossa.sa.gov.au,
- via Facebook facebook.com/thebarossacouncil,
- via email barossa@barossa.sa.gov.au, or
- in writing.

The LTFP is incorporated with the AB&BP to ensure the two Plans align. This enables the community to be involved in the short and long term planning of Council's Budget.



CONTENTS

ACKNOWLEDGEMENT OF COUNTRY	2
FROM THE MAYOR.....	3
HAVE YOUR SAY CONTACT US	4
OUR VISION	5
OUR VALUES	6
OUR BAROSSA	7
ORGANISATIONAL STRUCTURE	9
OVERVIEW	10
STRATEGIC DIRECTIONS	12
BUSINESS PLANNING FRAMEWORK	16
JOINT VENTURES & ASSOCIATED ENTITIES.....	17
2023/24	
SERVICE PROVISION	18
KEY ACTIVITIES	19
OPERATING EXPENDITURE.....	25
CAPITAL INVESTMENT	26
FUNDING OPERATING	29
IMPLICATIONS FOR RATES, VALUATION, LAND USE CATEGORY AND RATE REVENUE COMPARISON	31
MEASURING OUR PERFORMANCE	37
NON-FINANCIAL PERFORMANCE MEASURES	39
BUDGETED FINANCIAL STATEMENTS	41
STATEMENT OF COMPREHENSIVE INCOME.....	43
STATEMENT OF FINANCIAL POSITION.....	44
STATEMENT OF CHANGES IN EQUITY	45
STATEMENT OF CASH FLOWS.....	46
UNIFORM PRESENTATION OF FINANCES	47
LONG TERM FINANCIAL PLAN 2023/24 TO 2031/32.....	48
ASSUMPTIONS AND FINANCIAL INDICATORS	49
FINANCIAL SUSTAINABILITY AND FUNDING PLAN.....	52
APPENDIX –INDEXATION, FINANCIAL INDICATORS AND FINANCIAL STATEMENTS.....	54

The Barossa Council acknowledges the Ngadjuri, Peramangk and Kurna people and their ancestral connection to land and pays respects to Elders past, present and emerging.

FROM THE MAYOR

The Barossa is a unique and highly desirable tourism destination, and a community with strong underpinning values and a pride in its heritage. As a Council we are prepared to maximise opportunities to work together with the community to enhance our unique lifestyle, heritage and community spirit while creating a strong future for the region.

Our 2023/24 budget proposes a net 3.5% increase in general rate revenue to existing ratepayers to deliver expanded services, additional road infrastructure and The Big Project activities as we continue to strive for savings and efficiencies. There is also growth in new properties of a further 0.4% increase in general rates. We have seen significant cost increases to deliver waste and wastewater systems, and these service charges will rise more than anticipated.

Council continues to operate in a challenging cost environment with the current Local Government Price Index for the year to March 2023 at 6.4% and the Adelaide Consumer Price Index at 7.9%.

Highlights within our 2023/24 budget include:

- \$2.986m for road sheeting, construction, sealing and resealing and design work to seal Fife Street Angaston in the 24-25 budget (subject to final approval in the 2024-25 financial year budget).
- \$3.0m over the next four years (\$750,000 per year) in additional rural road funding to accelerate rural road sealing on key connector and other roads. The program for 2023-24 is part of Craneford Road, Keyneton Road first stage of an anticipated three years for this road and Meadows Road.
- \$0.945m for stormwater projects, primarily Baird Street drainage in Nuriootpa.
- \$8.733m in project funding under The Big Project some subject to obtaining successful grant allocations and third-party contributions. Continuing and newly funded works included in this figure are (the figures reflect the 2023/24 costs not the total project costs) are:
 - Completion of the Nuriootpa Centennial Park soccer infrastructure investment.
 - Completion of Tanunda Recreation Park - club and change rooms.
 - Purchase of land at Lyndoch to create a generational sporting investment.
 - Commencement of the Lyndoch Recreational precinct construction to occur over two financial years, dependent on further grant funding applications.
 - Completion of the Talunga Recreation Park Caravan Park development at Mount Pleasant.
 - Completion of the Barossa rugby development at Tanunda.
- \$1.8m in 2023/24 and an estimated \$6m over 5 years to upgrade capacity of wastewater treatment system in Nuriootpa to cater for town expansion.
- Doubling our annual footpath renewal budget for the next 10 years to address existing footpath network across the full Council area.
- Specific road upgrades include Julius Street Tanunda and Melrose Street Mount Pleasant street scaping and drainage and kerbing works prior to the State undertaking a road reseal of the main street.
- Lighting upgrade to Talunga Park at Mount Pleasant.
- Investment in our internal information technology systems to continue to achieve target efficiencies, customer management improvements and management of risk including the ever-growing cyber security risk.
- Reconstruction of the main Tanunda Oval surface.
- Positioning Council to commence investment in the Barossa Creative Industries Centre for 2024-25 construction commencement subject to grant funding.

The Annual Budget and Business Plan incorporating the annual review of the Long-Term Financial Plan is available on our website and at the Customer Support desk at our principal office located at 43-51 Tanunda Road, Nuriootpa.

Bim Lange OAM

Mayor, The Barossa Council



HAVE YOUR SAY

Verbal submissions can be made at the Nuriootpa Council Chambers on Wednesday 5 July 2023 at 5.30pm for 1 hour, and/or written submissions from 14 June to 4 July 2023 via:

yoursay.barossa.sa.gov.au

facebook.com/thebarossacouncil

barossa@barossa.sa.gov.au

PO Box 867, Nuriootpa SA 5355

CONTACT US

You are welcome to contact Council if you have questions regarding the Annual Budget and Business Plan 2023/24, or would like further information regarding the finances of Council.

barossa.sa.gov.au

barossa@barossa.sa.gov.au

Principal Office: 43-51 Tanunda Road, Nuriootpa (Monday – Friday, 9am – 5pm)

Phone: 8563 8444

Version	Status	Date
Version 1.0	Draft Council adopted for Public Consultation	7 June 2023
Version 1.1	Council adopted following Public Consultation	12 July 2023
Version 1.2	Final Adopted Version	13 July 2023

OUR VISION

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

OUR 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



OUR BAROSSA

The Barossa is a rich and diverse region and home to the internationally renowned Barossa wine region.

Prior to European settlement, the Barossa region was inhabited by the Peramangk, Ngadjuri and Kaurna people. Colonel William Light first visited the area in 1837, naming the Barossa Range from which the region derives its name. The settlement of the Barossa region began in 1840, with settlers originating from the British Isles, Prussia and Silesia. Lyndoch was the first township to be settled in 1837.

Early farmers of the Barossa established vineyards in the 1840s and 1850s to supplement their primary activities of wool and livestock production and crop farming. In the late 1880s and 1890s there were substantial increases in the production of wine in the region which resulted in the establishment and subsequent expansion of a number of cellars. The wine industry has continued to grow from these early beginning and is the major source of income for the region, with the cultural landscape of present day Barossa being reflective of the influence of the early British and German settler's influence.

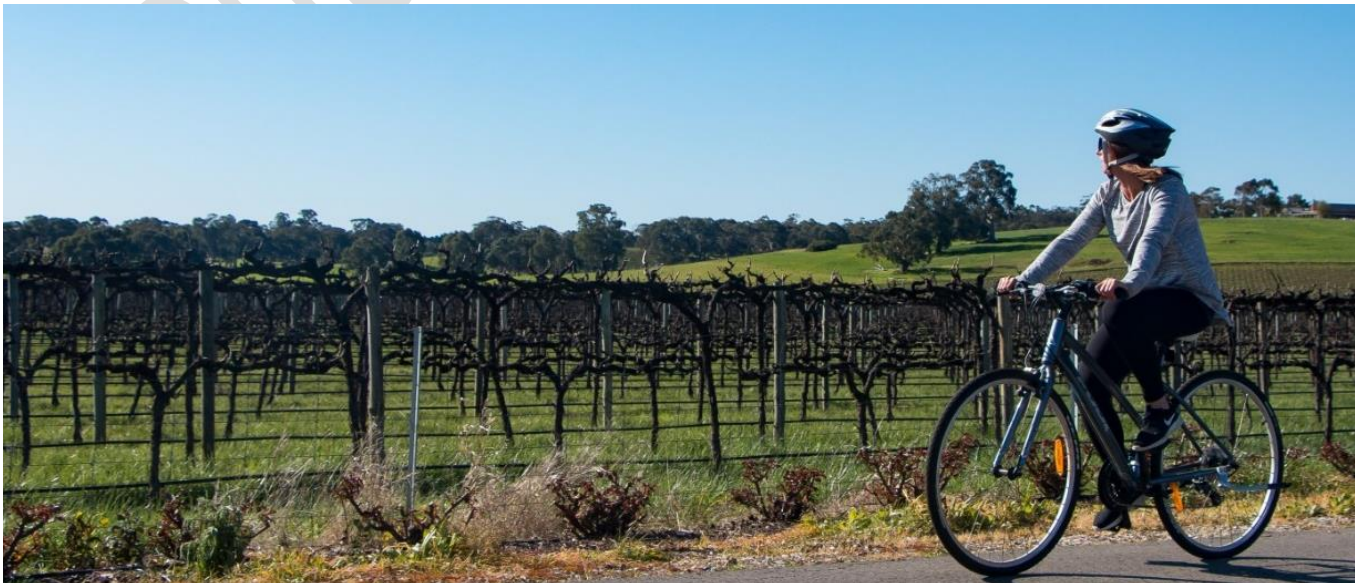
The tourism industry has become a major focus for the continued development of the region with the Barossa acknowledged as one of the five most recognised wine regions in the world.

The Barossa Council was originally formed in 1996 after the amalgamation of the District Councils of Barossa, Tanunda and Angaston. The majority of the District Council of Mount Pleasant was later amalgamated in 1997. The Council covers an area of approximately 912 square kilometres, is located approximately 70 kilometres north east of Adelaide, adjacent to the town of Gawler, and is home to a population of 23,558 people.

Distance of Principal Office from Adelaide CBD	70 km
Area of Council	893.5 km ²
Number of Rateable Assessments	13,288
Number of Non-Rateable Assessments	542

OUR TOWNSHIPS

Altona, Angaston, Barossa Goldfields, Bethany, Cockatoo Valley, Concordia, Craneford, Cromer, Dorrien, Eden Valley, Flaxman Valley, Kalbeeba, Krondorf, Light Pass, Lyndoch, Moculta, Mount Crawford, Mount McKenzie, Mount Pleasant, Nuriootpa, Penrice, Pewsey Vale, Rosedale, Rowland Flat, Sandy Creek, Springton, Stockwell, Tanunda, Taunton, Vine Vale, Williamstown and Wilton.



LIGHT REGIONAL

PLAYFORD

ADELAIDE HILLS

TRURO

MID MURRAY

KEYNETON

EDEN VALLEY

SPRINGTOWN

MOUNT PLEASANT

BIRDWOOD

FORRESTON

KERSBROOK

WILLIAMSTOWN

LYNDOCH

ROWLAND FLAT

ROBEDALE

SANDY CREEK

TAMWORTH

BETHANY

ANGASTON

NUROOTPA

MARAHANGA

GREENOCK

DEVYSTON

STOCKWELL

MOCLITA

ONE TREE HILL

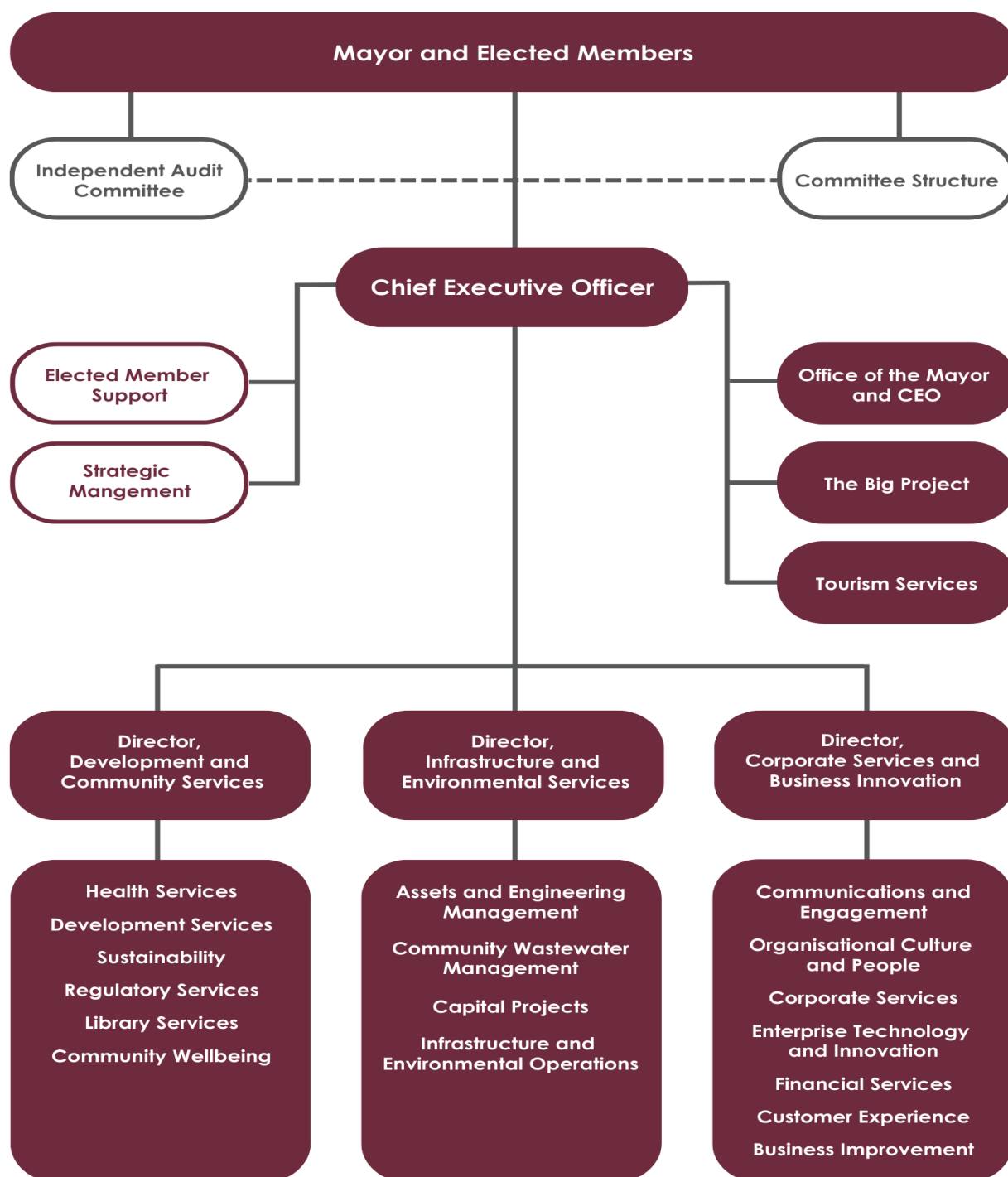
Scale: 0 km | 2 km | 3 km | 4 km

Legend:

- Highway (Red line)
- Road (Black line)
- Ed Road (Orange line)

Map Labels: SHEDDEN LOG, DEVESTON, MARAHANGA, SEPPELTSHIELD, NUIROOTPA, Light Pass, Penrith, ANGASTON, MOCLITA, KEYNETON, EDEN VALLEY, SPRINGTOWN, MOUNT PLEASANT, BIRDWOOD, FORRESTON, KERSBROOK, WILLIAMSTOWN, LYNDOCH, ROWLAND FLAT, ROBEDALE, SANDY CREEK, TAMWORTH, BETHANY, ANGASTON, NUIROOTPA, MARAHANGA, GREENOCK, DEVYSTON, SHEDDEN LOG, TRURO, MID MURRAY, ADELAIDE HILLS, PLAYFORD, LIGHT REGIONAL.

ORGANISATIONAL STRUCTURE



2023/24 BUDGET AT A GLANCE

Net Rate Revenue	Capital Income
Other Operating Revenue	Capital Expenditure
Operating Expenditure	Loan Financing

The **Annual Budget and Business Plan** is The Barossa Council's statement of intended programs and outcomes for the coming financial year. This Plan has been developed through a rigorous process of consultation and review with Council Officers and Elected Members and follows the **Business Planning Framework** outlined in the Strategic Directions area of this document. It includes both continuing services, programs, and follows the strategic directions outlined in Council's Community Plan 2020 - 2040, the Long Term Financial Plan (LTFP) – (the annual review is included in this document) and Long Term Infrastructure and Asset Management Plan.

Local Government is the most asset-intensive tier of government. The Barossa Council acts as custodian of approximately \$422m of assets, including road infrastructure encompassing approximately 350 kilometres of sealed, 570 kilometres of unsealed roads and 70 kilometres of unformed roads. This presents Council with a number of complexities, including how to allocate resources in order to satisfy community demands for new and expanded services, whilst ensuring appropriate resources are provided for maintenance and future replacement of existing community assets.

Council is committed to ensuring that the wide variety of services and activities it provides to the community reflect financial sustainability. The key measure of financial sustainability is ensuring operating expenditure (inclusive of depreciation) is fully funded from recurrent operating revenue streams. This means that Council should generally have sufficient recurrent revenue funds generated over the long term financial plan in order to finance the programmed replacement of existing community assets at the end of their useful lives where services remain required. Refer to the section Financial Sustainability for details for this plan's forecast results.

2023/24 GENERAL RATE AND SERVICE CHARGES

General Rate (Excl. Growth 0.4%)	Net Revenue Increase	3.5%
Refuse, Recycling and Green Organics	Service Charge Increase	\$35
CWMS	Service Charge Increase	\$28

UNDERLYING ASSUMPTIONS

- General Rate and Service Charge revenue increase on existing ratepayers to ensure Council is sustainable; indexation above includes revenue from growth but not increases in service numbers for Waste and CWMS.
- All other income and expenditure has been increased in line with the current cost for providing those services and consideration of Council's Long Term Financial Plan (LTFP).

- Staffing costs increase in line with existing contracts, Enterprise Bargaining Agreements, Superannuation and current Legislation.
- The SA Local Government Price Index is 6.4% and the general Consumer Price Index for Adelaide all groups is 7.9% as at March 2023, change from previous year.
- Selected operating costs have been isolated from general expenditure, e.g. electricity, water, insurance premiums, waste collection and disposal service costs. The projected increases for these are higher than the base rate and range from 0% to 4%.

For further information on rating and its impact please refer to the relevant areas within this document

KEY FEATURES

A comprehensive capital works program of **\$22.1m** (including carried forward works from previous year), noting some projects are subject to successful grant applications. The program includes **\$5.5m** for transport assets (resealing and resheeting of roads, replacement footpaths), drainage and bridge works **\$1.5m** and Community Wastewater Management Systems (CWMS) **\$2.6m**. Expenditure of **\$670k** for upgrade/renewal works on various buildings and structures. The Big Projects (TBP) subject to successful grant and third party funding contributions of **\$2.7m** has a capital program at **\$9m**.

STRATEGIC DIRECTIONS

The Barossa Council's Community Plan 2020-2040 was adopted by Council on 17 November 2020. The Community Plan is an aspirational document and cornerstone for future investment. It will guide future decision making over the next 20 years through the delivery of highlighted strategies and targets. The Community Plan shows commitment to the values of Land and Place, Community, Leadership and Achievement and will drive performance through objectives within the key result areas of Natural Environment and Built Heritage, Community and Culture, Infrastructure, Health and Wellbeing and Business and Employment.

The Community Plan will be reviewed during the 2023-24 financial year.

The Corporate Plan of Council gives effect to the Community Plan aspirations through strategic actions and business as usual activities and is reviewed annually.

The Annual Budget and Business Plan outlines the annual program that delivers upon the Community and Corporate Plan and their strategies as outlined in the following tables.

Council activity for 2023/24 is identified as one or more of the following four roles and relates to the Community Plan strategies as outlined in the following tables.



Natural Environment and Built Heritage

Goal	Strategies		Council Role
1. The Barossa has sustainable farmland providing diverse and stable returns, while protecting the unique natural environment and biodiversity of the region.	1.1	Ensure land use planning and resource use protects the quality of the natural environment, the existing character of rural landscapes, historic significance and the high value of agricultural land.	Provider /Regulator
	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.	Advocator Facilitator/Partner
	1.3	Build on the conservation of the region's natural heritage including bush eco-systems, grassy woodlands, agricultural landscapes and recreational green spaces.	Leader Advocator
2. The history of our region including aboriginal sites is reflected in our streetscapes and our historic buildings are maintained for future generations.	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.	Provider/ Regulator
	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.	Provider/ Regulator
3. We take a proactive approach in responding to key environmental challenges such as climate change, water security and waste management.	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.	Leader Facilitator/Partner
	3.2	Collaborate with partners and our community to support innovative approaches to waste minimisation, and increase reuse and recycling opportunities.	Advocator Facilitator/Partner
	3.3	Ensure long term confidence in the Barossa's capacity to access water to meet its industrial, domestic and environmental needs.	Facilitator/Partner Advocator



Community and Culture

Goal	Strategies		Council Role
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.	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.	Leader Facilitator/Partner
	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.	Leader Facilitator/Partner
	4.3	Embrace place-making principles when developing community infrastructure and regulate planning and development in public spaces and active recreation.	Provider/Regulator

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.	5.1	Support the development of activities that celebrate the history, art and culture of the Barossa and its people.	Leader Facilitator/Partner
	5.2	Create places where people want to live and plan for the future in a coordinated, affordable, appropriate and proactive way.	Leader Facilitator/Partner
	5.3	Create vibrant public spaces that provide places for creative development, cultural interaction and social connections.	Provider/Regulator
	5.4	Recognising and celebrating the community successes and learning from opportunities.	Leader Facilitator/Partner



Infrastructure

Goal	Strategies		Council Role
6. The Barossa maintains and develops infrastructure that meets the needs of the region and is efficient.	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.	Advocator
	6.2	Continue to ensure that infrastructure considers place-making is inclusive and accessible for all.	Provider/Regulator Facilitator/Partner
	6.3	The use of new and emerging technologies, alternative and renewable materials where appropriate and cost effective will be trailed.	Leader Facilitator/Partner
7. Community infrastructure planning is aligned to both current and the future needs of the community.	7.1	Build on sound asset management practices to deliver sustainable services to ensure that infrastructure is adequate to support the community.	Provider/Regulator
	7.2	Ensure both current and future infrastructure needs are met in a proactive rather than reactive way.	Provider/Regulator
8. To have a connected and safe transport network that meets the needs of our community.	8.1	Support opportunities to increase community transport and access to services and facilities.	Leader Advocator
	8.2	Ensure a high quality road, shared paths and footpath network throughout the Barossa in partnership with all levels of government.	Provider/Regulator Facilitator/Partner



Health and Wellbeing

Goal	Strategies		Council Role
9. Our community has fair and equitable access to the resources and services they need to lead a safe, healthy, inclusive and connected lifestyle.	9.1	Work towards combating loneliness and social isolation and ensuring that people enjoy a sense of inclusion and feel connected.	Leader Advocator
	9.2	Promote a healthy community through a planned approach to public health, and sustainable access to allied, primary and mental healthcare services and facilities.	Provider/Regulator Advocator
10. Our region enjoys the benefits of sustainable community groups, networks	10.1	Children and young people are supported to feel safe and to engage, thrive and feel empowered within the community.	Leader Advocator

and facilities that encourage everybody to participate in the community.	10.2	Advocate for and encourage services that ensure equity and support inclusion and at risk members of the community.	Leader Advocator
	10.3	Build on the capacity of community members to participate in cultural, creative, recreational, sporting and learning opportunities.	Leader Advocator



Business and Employment

Goal	Strategies		Council Role
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.	11.1	Work closely with State Government, Federal Government and other key stakeholders to support economic growth, development and job creation.	Leader Advocator Facilitator/Partner
	11.2	Support proactive population growth that is incremental, well managed and is backed up by local planning and development opportunities.	Provider/Regulator Facilitator/Partner
	11.3	Promote the Barossa as a place for businesses to thrive, invest, innovate, take measured risks and prosper.	Provider/Regulator Facilitator/Partner
12. We are a visitor destination of choice.	12.1	Encourage and support the sector to further promote and develop tourism experiences including ecological, cultural and agricultural tourism.	Leader Facilitator/Partner
	12.2	Support economic development and destination awareness through events, festivals, creative enterprise and attractions.	Leader Facilitator/Partner
	12.3	Provide experiences and infrastructure that continue to support the needs of the tourism market.	Leader Facilitator/Partner
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.	13.1	Foster small business and industry confidence and growth that translates into innovation and strong employment figures.	Leader Advocator Facilitator/Partner
	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.	Leader Advocator Facilitator/Partner

BUSINESS PLANNING FRAMEWORK

Council's Business Planning Framework describes how the Community Plan and its Key Result Areas, their associated Objectives and the Strategies reach these Objectives and provide guidance to the preparation of other Council long term and operational plans. Council's long term and operational plans are listed below.

Corporate Plan

Outlines key corporate actions to support the Community Plan and performance targets over four years;

Long Term Financial Plan

Provides financial directions for the next 10 years;

Long Term Infrastructure and Asset Management Plan

Provides the strategic upgrade, replacement and renewal programs for Council assets and infrastructure;

Annual Budget and Business Plan

Provides the annual financial and operational plans, objectives and performance targets for Council;

Regional Public Health Plan

Provides a coordinated strategy across Council to the health and wellbeing of communities and helps inform decisions in both soft and hard infrastructure;

Local Economic Development Plan

which provide policy direction for the continued development of the Council area;

Infrastructure and Asset Management Plans

Describes the current programs of upgrade, replacement and renewal of assets and infrastructure.

The above framework has various internal and external reporting and accountability systems including:

Quarterly Business Plan and Budget Reviews

Outlines financial performance against the Annual Budget and Business Plan;

Monthly Financial Reports

Regularly tracks the finances of Council;

Annual Report

Describe the performance of Council on objectives set in the Annual Budget and Business Plan, as well as disclosing statutory information regarding the status of Council and Council services;

JOINT VENTURES AND ASSOCIATED ENTITIES

NURIOOTPA CENTENNIAL PARK AUTHORITY (NCPA)

Established as a subsidiary of Council pursuant to Section 42 of the *Local Government Act 1999*, the Nuriootpa Centennial Park Authority (NCPA) manages and maintains the Barossa Tourist Park and adjacent sporting and leisure facilities on behalf of Council.

To this end, and in accordance with the Authority's Charter, operating surpluses of the Tourist Park activities are utilised to maintain the Nuriootpa Recreation Park facilities (including tennis courts, 3 ovals and associated buildings and infrastructure), as well as the picturesque Coulthard Reserve located adjacent to the Tourist Park. Operating surpluses from the Tourist Park activities are also utilised to provide important funding for the programmed upgrade and replacement of the facility assets managed by the Authority.

The two ovals, a soccer pitch and eight tennis courts are extensively used by local sporting clubs. The four-star rated Tourist Park facilities include on-site cabins and vans, a camp kitchen, and various other standard amenities.

The projected 2023/24 Income Statement for the Authority is included within Council's financial statements contained within this document. The Authority's ten-year business case has been reviewed, updated for current activity and included within the consolidated Long Term Financial Plan financial forecasts in this document.

CENTRAL LOCAL GOVERNMENT ASSOCIATION (LGA) KNOWN AS LEGATUS

Established in 1998, this organisation is formed under Section 43 of the *Local Government Act 1999* and operates as a regional subsidiary of Councils included in the membership. An amount of \$11,574 is included for the subscription.

GAWLER RIVER FLOODPLAIN MANAGEMENT AUTHORITY (GRFMA)

Established in 2002, this organisation is responsible for the construction, operation and maintenance of flood mitigation infrastructure in the Gawler River catchment. An amount of \$90,385 is included for the operational and maintenance subscription. Council has a share in the Net Assets of \$2,239k as at 30 June 2022.

2023/24 SERVICE PROVISION

OFFICE OF THE MAYOR AND CEO

Australia Day Awards, Strategic Planning and Management, Organisational Reform and Leadership, Citizenship Ceremonies, Economic Development, Tourism, Executive Support and Management, Advocacy, Governance.

The Big Project Strategic Planning and Management of Community Buildings and Recreational Facilities, Project Management, Grant Management, Community Engagement, Contractor Management.

CORPORATE SERVICES AND BUSINESS INNOVATION

Enterprise Systems, Records Management, Information Management, Advocacy, Governance, Organisational Development, Internal Audit, Human Resource Management, External and Internal Communications, Community Engagement and Consultation, Event Management, Customer Support, Risk Management, Business Transformation, Work Health and Safety, Grant Writing, Insurance Management, Organisational Performance Reporting, Procurement & Contract Advice, Property Management, Operational Financial Management, Rating Services, Taxation Management, Payroll, Creditor and Debtor Management.

DEVELOPMENT AND COMMUNITY SERVICES

Planning and Building Assessment, Liquor Licensing, Dog and Cat Control, Compliance, Monitoring and Enforcement Matters, Public Health, Fire Prevention, Safe Food Practices, Heritage Advice, Immunisation, Parking and Traffic Controls, Strategic Land Use Planning, Sustainability, Waste and Resource Recovery, Advocacy, Library Services, Community Grants, Art and Culture, Volunteering, Services, Community Development, Community Transport and Home Assistance.

INFRASTRUCTURE AND ENVIRONMENTAL SERVICES

Building Asset Construction and Maintenance, Bridge Construction and Maintenance, Cemetery Management, Unmade Public Road Management, Road Closure Management and Approvals, Community Wastewater Management System Construction Operations and Maintenance, Treated Water Reuse Distribution System Construction, General Operations and Maintenance, Open Space Construction and Maintenance, Footpath and Bike Path Construction and Maintenance, Infrastructure Planning and Development, Asset Management, Advocacy, Recreational Oval Management, Public Lighting, Public Conveniences, Road Design Construction and Maintenance, Traffic Planning and Management, Road Safety Control, Event Support, Roadside Vegetation Management and Control, Tree Management, Stormwater Drainage and Construction and Maintenance, Engineering Development Assessment, Facilities (Buildings) Management, Quarry Operations and Resource Management, Waste (Transfer Station) Operations, Operational Environmental and Natural Resource Management.

The Councils Corporate Plan provides extensive detail on the services provided, the levels of service provided and can be located at www.barossa.sa.gov.au

2023/24 KEY ACTIVITIES

	Natural Environemnt and Built Heritage
	Community and Culture
	Infrastructure
	Health and Wellbeing
	Business and Employment
	How We Work

Service Area	Themes
Arts and Culture	   
Develop a Creative Industries Strategy and Action Plan and implement the Barossa Creative Industries Centre planning and grant funding strategy.	
Undertake a review of Arts, Cultural and Creative Industry services in the organisation including function, structure and service levels to inform the future direction.	
Service Area	Themes
Assets	  
Review and reform processes for assessing Section 221 permits.	
Develop a township entrance street scape upgrade program.	
Develop a Freight Routes Strategy to maximise freight efficiencies for the region.	
Implement Asset Management automation via Assetic System for planned and reactive maintenance.	
Undertake statutory review of asset management plans.	
Service Area	Themes
Caravan Parks	  
Undertake a review of Caravan Park service levels, policy settings and service delivery model.	
Partner with Williamstown Historical Group to pilot new information provision proposal.	
Service Area	Themes
Community	   
Develop a new Community Governance framework (following up on the redefining community committees project).	
Customers	
Develop a Customer Surveying Strategy.	
Implement electronic customer notifications for Pathway Customer Requests	
Service Area	Themes
Economic Development	    
Undertake review of Economic Development services in the organisation and how alignment to industry and other stakeholders will strategically deliver priorities of the Local Economic Development Plan.	
Implement Sister City relationship and governance arrangements with Grapevine Texas	

Service Area	Themes
Events	  
Develop a whole of Council Event Management Framework / policy setting.	
Service Area	Themes
Facility and Community Land	  
Complete full review of Lease and License Framework	
Review the requirements for an electronic bookings management system and provide recommendation for future improvements	
Service Area	Themes
Land Use and Development	 
Finalise Growth and Infrastructure Investment Strategy	
Advocate for infrastructure provisions and development policies that align with Council's strategic vision for the Concordia Growth Area in the proposed Master Planning and Code Amendment.	
Develop Policy Framework for inclusion in the Barossa Character District Overlay Code Amendment	
Service Area	Themes
Libraries	 
Implementation for stage 1 of the Library Review, including a review of the home library service	

Service Area	Themes
Natural Resources	    
Develop a Carbon Management Plan	
Partner with industry to achieve a long term sustainable water supply and security to the Barossa.	
Service Area	Themes
Social Inclusion	    
Provide Social Inclusion training for all staff across the Organisation and coordinate a 'Whole of Organisation' approach to social inclusion	
Develop a Social Inclusion planning and evaluation tool	
Deliver a Social Inclusion Campaign to increase community awareness	
Develop ongoing relationships with Ngadjuri, Peramangk and Kurna Nations and potential pathways for reconciliation and recognition	
Service Area	Themes
Tourism	    
Complete a review of the Tourism Services function, structure, service delivery model and responsibilities.	
Service Area	Themes
Business Technology	
Facilitate and support delivery of Pathway Modernisation (UX – user experience / SaaS – Software as a service)	
Review network connectivity across the organisation, including design, utility, capacity and security through the Network Review & Hardware Refresh project.	
Complete an Endpoint Management Review - reviewing how we manage and deploy our end points and devices across the organisation.	
Complete a Telephony Review - Undertake a whole of business review of telephony requirements and an update of our aging phone system.	
Develop and implement a Cyber Security Awareness Program, including: - Launch Mimecast Training Videos (monthly) - Launch Mimecast Phishing Campaigns (4 per year) - Create & Deliver Workshops (4 per year)	
Establish measurable Service Level Agreement (SLA's) for Operational and Service delivery	
Review and update IT Governance Framework, and to have the following elements at least in draft: - Acceptable Use of IT Policy - IT Change Management Policy - IT Incident Management Policy - User Access Management Policy - IT Asset & Patch management Policy - Anti-Malware Policy - Physical Security Policy	

Service Area	Themes
Develop a future "Application/Data Integration Strategy & Framework" at least in draft which informs the way data and applications within council will be integrated.	
Develop a draft ET&I Project Management Framework which informs the way technology projects are managed within council.	
Monitor and research the emerging Technology of AI language models with the goal of developing a framework for the use of AI to augment work for the organisation.	
Evaluate Current & New Document Management Systems by mapping Requirements through a RFQ Document summarising "Must Have" Functionalities, while assessing KPIs such as Cost, Time, Resources, Compliance & security in a cloud environment.	
Service Area	Themes
Business improvement	
Implement electronic vehicle safety inspections for all classes of Council vehicle	
Implement payroll and HR automation including timesheet, leave form and HR self-service and electronic processing	
Modernise TechnologyOne through migrating to the CiAnywhere interface our financial system.	
Service Area	Themes
Communications and Engagement	
Implement site signage across capital works sites	
Create and implement an SEO (Search Engine Optimisation) strategy to be visually accessible through search and to deliver informative and keyword rich content, providing best user experience	
Develop and implement agreed digital platform/s for staff communications via intranet refresh project	
Refresh internal activity areas as multi-use spaces for collaboration and engagement	
Develop and implement agreed corporate standards and business rules for internal communications via internal communications strategy	
Apply consistent brand identity in public facing venues and spaces	
Develop framework to facilitate Council and community use of town banners for promotional purposes	
Review Council's Public Consultation Policy to align, where practicable, with the IAP2 framework	
Service Area	Themes
Council and Committees	
Undertake Elector Representation Review	
Service Area	Themes
Risk and Safety	
Identify and prepare Operational Risk Profile for all business units	
Develop a set of safety performance objectives and targets that can be measured and monitored	
Develop and implement Risk Register tool/repository	

Service Area	Themes
Finance	
Implement revised chart of accounts	
Implement Enterprise Budgeting module in TechnologyOne	
Service Area	Themes
Governance	
Complete a review of the Office of the Mayor and CEO function, structure, service delivery model and governance responsibilities.	
Create a Governance Framework to provide information about the Council, Councillors and administration, the relationships that exist and how they work together to achieve good governance.	
Service Area	Themes
Grants	
Develop grants framework	
Service Area	Themes
People and Culture	
Define and embed corporate organisational values and behaviours.	
Design, develop and implement programs and initiatives that position Council as an employer of choice and improve the employee experience.	
Align the People and Culture Framework to Council's legislative responsibility and strategic people objectives.	
Create an organisational Competency Framework.	
Service Area	Themes
Procurement	
Undertake review of Contractor and Contract Register requirements and identify new software solution for electronic contract and contractor management.	
Develop Strategic Forward procurement plan for key areas of spend.	
Implement Contractor Safety System Verification and Induction.	
Service Area	Themes
Property and Rates	
Implement direct debit service capability for rates payments	
Service Area	Themes
Strategic/Legislative Planning and Reporting	
Undertake a review of the Community Plan.	
Undertake review of the Disability Access and Inclusion Plan to align with the new State level plan.	

2023/24 OPERATING EXPENDITURE

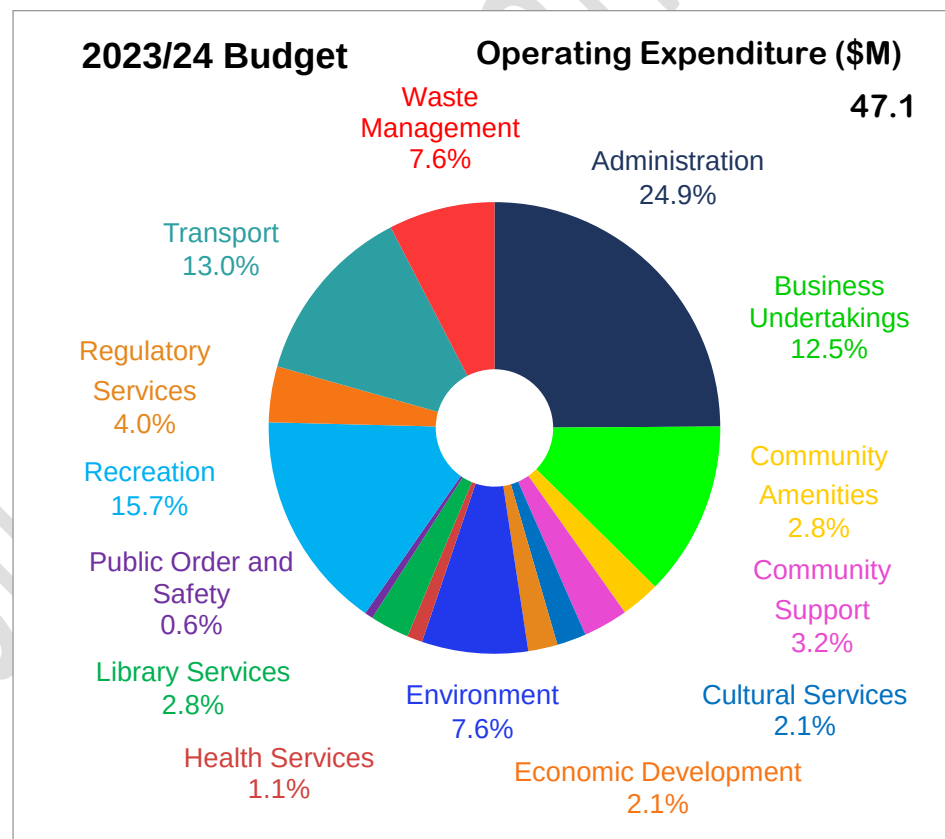
In support of service provision for 2023/24

The following graph shows operating expenditure for the 2023/24 year by the following functions in support of the provision of the services outlined. (Full Cost Attribution has not been applied to the draft budget. This is an allocation of internal services to external services and does not affect the overall net result. It will be included in the final version of this plan for adoption after Public Consultation.

FUNCTIONS

Administration, Business Undertakings, Community Amenities, Community Support, Cultural Services, Economic Development, Environment, Health Services, Library Services, Public Order and Safety, Recreation, Regulatory Services, Transport, Waste Management

*Administration costs are incurred in direct support of delivery of all services.



2023/24 CAPITAL PROGRAM

In support of service provision for 2023/24

Capital Program 2023/24	
Disclaimer: The following capital items are subject to final approval of Council; alterations and additions to this list may occur	
Description	2023/24 Budget
<i>(Items noted as 'Carried Forward' are items transferred from 2022/23 Budget)</i>	
Development and Community Services	155,470
Community Transport Vehicles	65,000
Library books	90,470
Infrastructure and Environmental Services	12,399,564
Bridges and Guardrails	503,500
Lyndoch Valley Road, Lyndoch Footbridge Replacement	150,000
Moss Smith Bridge- Design Only	103,500
Smyth Road Tanunda Bridge (carried forward)	250,000
Buildings	330,000
Community Buildings and Office/ Depot Works	330,000
Footpaths	390,641
Footpath Program	390,641
Recreation, Sport and Open Spaces	1,390,000
Talunga Park Light Replacement	200,000
Tanunda Oval Renovation	1,190,000
Motor Vehicles, Plant and Equipment	775,000
General Inspector, Office and Other Vehicles (part carried forward)	325,000
Minor Plant	50,000
Motor Vehicles Renewal - including Depot Utes	400,000
Parks and Gardens	161,784
Playgrounds	72,400
Playground Equipment Renewal	30,000
Recreation assets- including internal roads	59,384
Road Resheeting	1,064,848
Resheet Program	1,064,848

Capital Program 2023/24 (continued)	
Disclaimer: The following capital items are subject to final approval of Council; alterations and additions to this list may occur	
Description	2023/24 Budget
<i>(Items noted as 'Carried Forward' are items transferred from 2022/23 Budget)</i>	
Road Construction, Sealing and/or Resealing	4,110,883
Craneford Road, Flaxman Valley	410,000
Fife Street sealing- design	30,000
Julius Street, Tanunda Reconstruction (part carried forward)	520,000
Keyneton Road, Moculta	220,000
Meadow Road, Kalbeeba	120,000
Melrose Street Mt Pleasant	920,000
Road Reseal Program Budget (Spray and Asphalt)	1,763,801
Road Shoulders Program	127,082
Stormwater	945,153
Baird Street, drainage upgrade	500,000
Calton Road to Hameister Court Drainage Kalbeeba (carried forward)	368,740
Project Management Salaries	76,413
Streetscaping	85,600
Streetscaping - townships- unallocated	85,600
Community Wastewater Management System (CWMS)	2,642,155
CWMS Pipeline Radio Link Upgrade/Control Change (carried forward)	92,100
Lyndoch Raising Main/ Pump Replacement	200,000
Nuriootpa Waste Water Treatment Plant - upgrades/improvements (carried forward)	1,600,000
Springton WWTP upgrade and renewal	300,000
Vehicle New Operators Technical Support (carried forward)	58,055
Vehicle Replacements Coordinator	42,000
Williamstown Lagoon and Infrastructure (carried forward)	350,000
Corporate Services and Business Innovation	518,000
ICT Software/Hardware - (part carried forward)	518,000
Nuriootpa Centennial Park Authority	345,000
C' Block amenities upgrade	100,000
Cleaners Van (carried forward)	25,000
Minor internal road renewal (carried forward)	20,000
Soccer Development Contribution (\$200k consolidated)	200,000

Capital Program 2023/24 (continued)	
Disclaimer: The following capital items are subject to final approval of Council; alterations and additions to this list may occur	
Description	2023/24 Budget
<i>(Items noted as 'Carried Forward' are items transferred from 2022/23 Budget)</i>	
The Big Project	8,732,962
Barossa Rugby Park - The Big Project (Infrastructure Projects Grant Programs)	2,444,473
Lyndoch Recreation Park (part carried forward)	3,841,504
Nuriootpa Soccer Clubrooms	1,300,000
Tanunda Recreation Park Change/ Club Rooms	946,985
The Big Project - salary, design and preparation	200,000
Grand total	22,150,996

Disclaimer: Capital items are subject to final approval of Council; alterations and additions to this list may occur. Items noted as 'Carried Forward' are items transferred from the 2023/24 budget.

2023/24 GRANTS, CONTRIBUTIONS AND ASSET SALES

Grants, Contributions and Asset Sales 2023/24	
Description	2023/24 Budget
The Big Project	2,255,381
Lyndoch Recreation Park Change/Clubrooms (carried forward)	890,381
Lyndoch Recreation Park - LRCIP R4	565,000
Lyndoch Recreation Park - Sport and Rec Grant	500,000
Tanunda Recreation Park - Club contribution to changerooms	300,000
Nuriootpa Centennial Park Authority	15,000
NCPA Contribution to Soccer TBP (Consolidated \$200k)	0
Soccer Club contribution towards Soccer TBP	15,000
Infrastructure and Environmental Services	648,736
LRCIP R4 Roads Only Funding	250,000
CWMS Developer Contributions	50,000
Open Space Developer Contributions	142,736
Vehicle and Equipment Trade-in Sales - Motor Vehicles and Plant	206,000
Grand total	2,919,117

2023/24 OPERATING BUDGET

Council is budgeting expenditure of \$62m in 2023/24 on the delivery of services, programs, maintenance of assets (not including depreciation), replacement, new and upgraded assets and loan servicing. Full Cost Attribution has not been applied in this plan. Full cost attribution is an allocation of internal services to external services and does not affect the overall budget position of Council. It will be included in the final version of this plan for adoption after Public Consultation.

OPERATING REVENUE

The 2023/24 Budget provides for operating revenue increase from the 2022/23 third quarter Budget Update of \$43.4m to \$47.1m. Recurrent revenue streams of Council are:

\$m	%	Type	Description
37.90	80.47%	General Rates and Service Charges	General rates on properties as well as service rates (i.e. sewerage and refuse/recycling rates)
3.80	8.07%	User Pay Charges set by Council	Charges for the Council's fee based facilities and services such as caravan parks, swimming pools, community halls, cemeteries and refuse dump fees
3.60	7.64%	Grants and Subsidies	Council seeks to attract as much grant funding from other tiers of government as possible, thereby reducing the reliance on other revenue streams
1.00	2.12%	Investment, Reimbursements and Other Income	Interest received on Council's internal cash reserves and deposits, Reimbursements for work undertaken and Other Income
0.80	1.70%	Statutory Charges set by State Government	Fees and charges set by State Government regulation and received by the Council for regulatory functions undertaken such as assessment of development and building applications, and dog control management

OPERATING EXPENDITURE

The 2023/24 Budget provides for operating expenditure to increase from the 2022/23 third quarter Budget Update of \$44.8m to \$47.1m. Full Cost Attribution has been applied - this is an allocation of internal services to external services and does not affect the overall net result. Recurrent expenditures incurred by Council are:

\$m	%	Type	Description
18.50	39.28%	Contractual Services, Materials and Other Expenses	Payments for external provision of services Payments for physical goods such as water, fuel, energy, road materials, office consumables and administrative costs. Includes expenses not separately classified above such as insurances, postage, telephone, government levies, contributions and donations
17.40	36.94%	Employee Costs	All labour related expenses such as wages and salaries, and on-costs such as allowances, leave entitlements and employer superannuation
10.20	21.66%	Depreciation	Annual consumption of Council's fixed assets (e.g. infrastructure, equipment, buildings, etc) over their useful lives
1.00	2.12%	Finance Costs	Costs of financing Council's activities through borrowings or other types of financial accommodation

RATE IMPLICATIONS

Council plans to raise a net sum of **\$31.2m** from general rates in 2023/24 (which includes projected growth of 0.4% but excludes service charges and the State Landscape Board levy).

Council recognises that ratepayers would like increases to their rates to be as low as possible, however it is necessary to ensure that current services are properly funded and can continue to be delivered without significantly impacting standards or passing on a financial burden to future ratepayers or cutting services utilised by the community. Current assets and infrastructure owned by Council deteriorate over time through wear and tear and must be replaced or renewed at appropriate intervals in order to prolong their lives and continue to deliver services to the community.

The increase in rate revenue will provide the necessary funding to meet the programmed upgrade, renewal and replacement plans in place as outlined in the Long-Term Infrastructure and Asset Management Plan, ensuring that existing services to the community will be maintained.

The indexation applied to general rate revenue for 2023/24 proposed is 3.5% per annum. The growth in assessment numbers from last year is currently at 0.4%. The SA Local Government Price Index is 6.4% and the general Consumer Price Index Adelaide all Groups is 7.9% as at March 2023, change from the previous year.

Council is aware of the impact on ratepayers and is committed to providing and developing options to ease the rate burden through increasing its own efficiency and by providing those under hardship with appropriate alternatives to suit their circumstances.

RATING POLICY

Section 147 of the *Local Government Act 1999* provides Council with the power to rate all land within The Barossa Council, except for land specifically exempted, such as Crown land and land occupied by Council.

Council is mindful of its responsibility to continually review its rating policy to ensure it is fair and equitable on its residents. The current Rating Policy is available for inspection at all Council branches and can be downloaded from Council's website at barossa.sa.gov.au (Council rates are exempt from GST).

LAND VALUATION METHOD

Council uses the capital value determined by the Office of the Valuer General as the basis for valuing land and calculating rates.

Council considers that this method provides the fairest method of distributing the rate burden across all ratepayers on the following basis:

The equity principle of taxation requires that ratepayers of similar wealth pay similar taxes and ratepayers of greater wealth pay more taxes than ratepayers of lesser wealth.

Property value is a relatively good indicator of market value of a property, providing the fairest method of calculating rates.

The total property rateable valuations provided by the Office of the Valuer General I as at 20 May 2023 was \$7,293,576,194 an increase of 14.34% over last year, this includes growth in assessments of 0.4%. The table includes valuation movements within Local Government Categories, eg. vacant land to residential for house builds.

Local Govt. Category	Total Valuation Movement
Residential	16.30%
Commercial	16.55%
Industry – Light	17.35%
Industry – Other	4.97%
Primary Production	10.71%
Vacant Land	9.73%
Other	14.77%

How rates are calculated



DIFFERENTIAL RATES

Council applies differential general rates based on the land use of the property, as outlined in the Local Government Category and Land Use tables.

FIXED CHARGE

As part of the general rates, Council applies a fixed charge component so that all rateable properties make a fixed contribution towards the cost of administering Council's activities. The fixed charge has increased from \$400 to \$420 per assessment.

STATE GOVERNMENT LEVIES

Council collects a regional Landscape Levy on behalf of Northern and Yorke Landscape Board on all rateable properties. In this capacity, Council is operating as a revenue collector for the State Government and does not retain the revenue or determine how it is spent. Further information is available from the Board.

MANDATORY REBATES

Council is required under the *Local Government Act 1999* to rebate rates payable on some land. Specific provisions are made for land used for specific purposes, e.g. health services, public cemeteries and educational institutions.

SERVICE RATES & CHARGES

Council provides various prescribed services pursuant to Section 155 of the *Local Government Act 1999* which includes community wastewater management systems, refuse collection and kerbside recycling service.

The cost of these services, including a component for future capital works where appropriate, is recovered from those ratepayers utilising the service.

DISCRETIONARY REBATES

Discretionary rebates may be applied by Council on land used for community purposes under Section 166 of the Act.

GENERAL RATE CAPPING – RESIDENTIAL AND PRIMARY PRODUCTION

Council offers a rebate of general rates to the principal ratepayer where the increase in general rates levied upon a property exceeds the 2022/23 general rates levied by more than:

- 7.5% for ratepayers on fixed government incomes;
- 15% for other ratepayers

Rate rebate, remission, relief and capping application forms with eligibility criteria are available on-line on Council's website barossa.sa.gov.au, from Council's Principal Office or any branch office.

CONCESSIONS AND POSTPONEMENT

In order to support ratepayers who are in receipt of fixed incomes, there are concessions available for eligible pensioners. The 'Cost of Living Concession Payment' is paid *directly to eligible concession holders by the State Government* and the concession for Community Wastewater Management System (CWMS), which will also be paid directly by the State Government. The Department of Human Services administer all State concessions and Council has no part in approving or providing these concessions. In accordance with the *Local Government Act 1999*, persons who hold a Seniors Card may apply to postpone payment for any amount in excess of \$500 (\$125 per quarter) for their principal place of residence.

Council encourages ratepayers who are experiencing difficulties in paying rates to contact Council on (08) 8563 8444 to discuss support that may be available to alleviate any financial hardship. Council confidentially treats such enquiries. Council treats such enquiries confidentially.

PAYING YOUR RATES

Council provides for quarterly payment of rates in September, December, March and June each year. Payments can be made via Council's website (barossa.sa.gov.au), B-Pay, Australia Post Billpay, by mail, allocated EFT payment or by cash/cheque/EFTPOS over the counter at the Nuriootpa or branch offices. If you would like to discuss alternative payment arrangements, please contact the Council on (08) 8563 8444.

SERVICE CHARGES

The adopted LTFP included an increase for Waste and CWMS service charges to ensure cost recovery and the service charge increase is rounded to the nearest dollar.

CWMS SERVICES

The Residential CWMS Service charge will increase from last year at \$362 to \$390. The Non-Residential CWMS service rate for each of the townships is to be decreased from last year at \$0.0011 to \$0.001009. An annual service charge was increased to \$95 for vacant allotments in Springton and an annual service charge remains at \$110 for all other vacant allotments where a CWMS connection fee has been paid but no wastewater is being discharged. The CWMS rate service charges will raise \$3.3m with other related revenue bringing the total for CWMS income to \$3.6m for 2023/24. Operating expenditure at \$3.6m, a net zero result. A CWMS reserve is held for future capital expenditure and to ensure the services are maintained and grow with service demands into the short to medium term. Total capital expenditure for CWMS is \$2.6m.

WASTE SERVICES

Overall, the refuse, recycling and green organics collection service charge has been increased from last year at \$247 to \$282. The 140L Refuse Bin has increased from last year at \$121 to \$137, Recycling has increased from last year at \$64 to \$72 and Green Organics increased from \$62 to \$73. The refuse collection service rate for 240L bins, available to commercial premises to upsize to 240L, has increased from last year at \$150 to \$170. The service charges are based on cost increases for collection and disposal.

IMPACT ON RATEPAYERS

The Annual Budget and Business Plan for 2023/24 for general rate revenue has been increased by 3.5%. Growth from new assessments of 0.4% is included in this budget.

For more information on the rate revenue increases please refer to the Long-Term Financial Plan (LTFP) section in this document.

The information on the following pages incorporates the overall rating and its impact using **average valuations**; rate changes for individual assessments will vary from these amounts.

Statement on Expected Rate Revenue				
Please note: These figures represent a considered estimate of Expected Rate Revenue based on the most current information available at the time of going out to consultation on the DRAFT Annual Business Plan and Budget (ABP&B). This information is updated regularly and therefore these figures may be subject to confirmation at the time of actual adoption of the ABP&B.				
Expected Rates Revenue				
	2022/23 (as adopted)	2023/24 (estimated)	Change	Comments
General Rates Revenue				
General Rates (existing properties)		\$31,128,410 (a)	3.49%	Rates calculation is based on valuations as at 20 May 2023, Scenario 2, includes the fixed charge
General Rates (new properties)		\$120,439 (b)	0.40%	
General Rates (GROSS)	\$30,079,527	\$31,248,850 (c)	3.89%	
Less: Mandatory Rebates	(\$531,303)	(\$551,000) (d)		
General Rates (NET)	\$29,548,224	\$30,697,850 (e)	3.89%	
(e)=(c)+(d)				
Other Rates (inc. service charges)				
Regional Landscape Levy	\$560,146	\$821,926 (f)	The Regional Landscape Levy is a State tax, it is not retained by council.	
Waste collection	\$2,728,898	\$3,139,860 (g)	Green organic bin expense \$; new services	
CWMS	\$3,141,596	\$3,315,600 (h)	Service cost increase - depreciation and resources added; new services	
	\$35,978,864	\$37,975,236		
Less: Discretionary Rebates	(\$266,033)	(\$153,000) (i)	In 22/23 a Revaluation Initiative General Rates Cap (RI GRC) was \$120k, in 23/24 it has not been provided	
Expected Total Rates Revenue	\$35,418,718	\$37,153,310 (m)	4.9%	Excluding the Regional Landscape Levy and discretionary rebate
(m)=(e)+(g)+(h)				
Estimated growth in number of rateable properties				
Number of rateable properties	13,235	13,288 (n)	0.40%	Council rates are issued for Assessments not individual Properties
	Actual	Estimate		
'Grow th' is defined in the regulations as w here new properties have been created w hich has added rateable properties to council's ratepayer base. Grow th can also increase the need and expenditure related to infrastructure, services and programs w hich support these properties and residents.				
Estimated average General Rates per rateable property				Individual assessments w ill vary from this average
Average per rateable property	\$2,273	\$2,352 (o)	3.47%	Includes the Fixed Charge
(o)=(c)/(n)				
Estimated average inc Service Charges per Residential rateable property				Inc. Fixed Charge and Service Charges, not inc. Landscape levy
Average per Residential property	\$2,335	\$2,474 (o2)	5.93%	
(o2)=General Rates average, fixed charge, Waste collection, CWMS				
Councils use property valuations to calculate each rateable property's contribution to the required rate revenue total. Councils do not automatically receive more money because property values increase but this may alter how rates are apportioned (or divided) across each ratepayer (ie. some people may pay more or less rates, this is dependent on the change in value of their property relative to the overall valuation changes across the council area).				
The average General Rates paid by all rateable properties w ill equal the amount adopted in the budget. Total Rates includes: Landscape Levy, Service charge and Rebates.				
Notes				
(d) Councils are required under the Local Government Act to provide a rebate to qualifying properties under a number of categories:				
Health Services - 100 per cent Religious purposes - 100 per cent Royal Zoological Society of SA - 100 per cent				
Community Services - 75 per cent Public Cemeteries - 100 per cent Educational purposes - 75 per cent				
The rates w hich are foregone via Mandatory Rebates are redistributed across the ratepayer base (ie. all other ratepayers are subsidising the rates contribution for those properties w ho receive the rebate).				
(e) Presented as required by the Local Government (Financial Management) Regulations 2011 reg 6(1)(ea)				
Please Note: The percentage figure in (e) relates to the change in the total amount of General Rates revenue to be collected from <u>all</u> rateable properties, not from individual rateable properties (ie. individual rates w ill not necessarily change by this figure).				
(f) Councils are required under the Landscape South Australia Act 2019 to collect the levy on all rateable properties on behalf of the State Government. The levy helps to fund the operations of regional landscape boards w ho have responsibility for the management of the State's natural resources.				
(i) Community Wastewater Management Systems				
(l) A council may grant a rebate of rates or service charges in a number of circumstances. The rates w hich are foregone via Discretionary Rebates are redistributed across the ratepayer base (ie. all other ratepayers are subsidising the rates contribution for those properties w ho				
(m) Expected Total Rates Revenue excludes other charges such as penalties for late payment and legal and other costs recovered.				
(n) 'Grow th' as defined in the Local Government (Financial Management) Regulations 2011 reg 6(2)				

Statement on Expected General Rate Revenue										
Please note: These figures represent a considered estimate of Expected Rate Revenue based on the most current information available at the time of going out to consultation on the DRAFT Annual Business Plan and Budget (ABP&B). This information is updated regularly and therefore these figures may be subject to confirmation at the time of actual adoption of the ABP&B.										
Expected General Rates Revenue										
	Total expected revenue			No. of rateable properties		Average per rateable property			Cents in the \$	
	2022/23	2023/24	Change	2022/23	2023/24	2022/23	2023/24	Change	2023/24	
Land Use (General Rates - GROSS)										
Residential	\$12,831,741	\$13,460,608	4.9%	9651	9729	\$1,330	\$1,384	(p)	\$54	0.002945
Commercial	\$2,069,824	\$2,179,609	5.3%	655	676	\$3,160	\$3,224	(p)	\$64	0.004540
Industry - Light	\$97,209	\$101,647	4.6%	45	46	\$2,160	\$2,210	(p)	\$50	0.004500
Industry - Other	\$3,918,168	\$3,952,845	0.9%	93	90	\$42,131	\$43,920	(p)	\$1,790	0.014340
Primary Production	\$5,162,646	\$5,247,477	1.6%	2184	2176	\$2,364	\$2,412	(p)	\$48	0.002970
Vacant Land	\$585,753	\$587,560	0.3%	465	421	\$1,260	\$1,396	(p)	\$136	0.005640
Other	\$351,386	\$367,885	4.7%	142	150	\$2,475	\$2,453	(p)	-\$22	0.005000
Total Land Use	\$25,016,727	\$25,897,630	3.5%	13,235	13,288	\$1,890	\$1,949	(p)	\$59	
GRAND TOTAL (GROSS)	\$25,016,727	\$25,897,630	3.52%	13,235	13,288	\$1,890	\$1,949	(p)	\$59	
The above information is general rates only for each Land Use. Note: a rate notice also includes the fixed charge, Landscape Levy and where relevant service charges. Service charges include Waste Services for Refuse, Recycling and Green Organics and Community Wastewater Management Systems (CWMS).										
Fixed Charge										
	Total expected revenue			Charge						
	2022/23	2023/24	Change							
Fixed Charge	\$5,062,800	\$5,351,220	5.7%	\$400	\$420	(q)	\$20			
This revenue amount is included in the General Rates GROSS figure at (c).										
Adopted valuation method										
Capital Value/Site Value/Annual Value										
Council has the option of adopting one of three valuation methodologies to assess the properties in its area for rating purposes:										
Capital Value – the value of the land and all improvements on the land;										
Site Value – the value of the land and any improvements which predominantly affect the amenity of use of the land, such as drainage works, but excluding the value of buildings and other improvements (Note: Site Value will cease to be an option from 1 Sept 2023); or										
Annual Value – a valuation of the rental potential of the property.										
Council uses the capital value determined by the State Valuation Office as the basis for valuing land and calculating rates.										
Council considers that this method provides the fairest method of distributing the rate burden across all ratepayers on the following basis:										
•The equity principle of taxation requires that ratepayers of similar wealth pay similar taxes and ratepayers of greater wealth pay more taxes than ratepayers of lesser wealth;										
•Property value is a relatively good indicator of market value of a property, providing the fairest method of calculating rates.										
Notes										
(p) Average per rateable property calculated as General Rates for category, excludes any fixed charge and services charges where applicable, divided by number of rateable properties within that category in the relevant financial year.										
(q) A fixed charge can be levied against the whole of an allotment (including land under a separate lease or licence) and only one fixed charge can be levied against two or more pieces of adjoining land (whether intercepted by a road or not) if they are owned by the same owner and occupied by the same occupier. Also if two or more pieces of rateable land within the area of the council constitute a single farm enterprise, only one fixed charge may be imposed against the whole of the land.										

PERFORMANCE MEASURES

Measuring and monitoring performance is important to ensure our objectives are achieved and services are delivered to our community. Council monitors financial performance through its **Business Planning Framework** (refer also to the section on “Strategic Directions”). This includes:

- Monthly Financial Reports which regularly track Council finances;
- Quarterly Budget Reviews which outline financial performance against the Annual Budget and Business Plan;
- Audited Financial Statements which are included in the Annual Report as required under the Local Government Act 1999;
- the Annual Report which describes the performance of Council on objectives set in the Annual Budget and Business Plan;
- Council's Community Plan 2020-2040 includes the long term objectives and strategies Council is striving to achieve. The Community and Corporate plans are used to form the Annual Budget and Business Plan.
- To provide advice and recommendations on financial and governance matters, Council has appointed an Audit Committee which includes independent members with qualifications and experience in related disciplines.

KEY PERFORMANCE INDICATORS

Council has a number of financial Key Performance Indicators (KPI's) which measure the impact of the annual budget on Council's financial position. Each of these indicators, together with associated comments, is outlined below:

Indicator	Target Not Met	Target At Risk	Target Met
Legend:			

Forecast is the third Budget Update (Q3)+ for the year, adopted by Council at the 1 June 2023 meeting and material financial information received since that time has been included.

Individual years are shown within the Long Term Financial Plan section in this document from including a rolling 3 year period on selected KPIs.

Key Performance Indicator 1: Operating Result (\$'000)

Council 's target is to achieve an operating break-even position, or better, over any ten year period. The operating result for 2023/24 is forecast as a deficit of \$5k. The cumulative ten year period operating surplus is forecast at \$549k for more information refer to LTFP section within this plan.

Year	2020/21 Actual	2021/22 Actual	2022/23 Forecast Q3+	2023/24 Budget
Result	2,747	2,749	(1,321)	(5)
Status				

Key Performance Indicator 2 Operating Surplus/(Deficit) Ratio

Expresses the projected Operating Surplus/(Deficit) result as a percentage of general rate revenue. Council has set a target too achieve an operating surplus ratio of between -2% to 10%. This forecast is ratio is within the target range and at 0% where operating revenue and operating expenditure are within \$1k.

Year	2020/21 Actual	2021/22 Actual	2022/23 Forecast Q3+	2023/24 Budget
Result	6.7%	6.4%	(3.0%)	0
Status				

Key Performance Indicator 3-1: Net Financial Liabilities (\$'000)

Council has set the a target that Council's level of net financial liabilities is no greater than its annual operating revenue and not less than zero.

Year	2020/21 Actual	2021/22 Actual	2022/23 Forecast Q3+	2023/24 Budget
Result	1,797	1,773	19,919	28,960
Status				

Key Performance Indicator 3-2: Net Financial Liabilities Ratio

Expresses the projected Net Financial Liabilities as a percentage of total operating revenue for each year. It is Council policy (and industry best practice) that this ratio shall not exceed 100%. Council has set the target that a Net financial liabilities ratio is **greater than zero but less than 100%** of total operating revenue.

Year	2020/21 Actual	2021/22 Actual	2022/23 Forecast Q3+	2023/24 Budget
Result	4%	4%	46%	61%
Status				

Key Performance Indicator 4: Asset Renewal Funding Ratio

Expresses the rate by which assets are wearing out and being replaced by comparing capital outlays on renewal/replacement to the Infrastructure Asset Management Plans. Council has set the following target: Capital outlays on renewing/replacing assets net of proceeds from sale of replaced assets is greater than 80% but less than 110% of Infrastructure Asset Management Plans. A substantial amount of 'Upgraded' asset work completed each year are partly renewing components of existing assets. The calculation to compile this ratio does not include any upgrade costs as it is not considered 'renewal/replacement'. This is then effectively understating the expenditure for asset replacement and the ratio is not then reflecting the true actual net asset renewals. It is expected the renewal spend information will be more accurate when the four year review of the IAMP's is undertaken and the improvement plans from that work provides these projections pa.

Year	2020/21 Actual	2021/22 Actual	2022/23 Forecast Q3+	2023/24 Budget
Result	216%	89%	116%	116%
Status				

NON-FINANCIAL PERFORMANCE MEASURES

Council continues to review its Key Performance Indicators (KPIs) to improve the measurement of performance. This is part of Council's Community Plan, as well as continuous improvement initiatives related to Council's Business Planning Framework. Indicators measuring the performance of Council in relation to the Annual Business Plan are shown below.

They provide information with regards to Council's capacity to effectively deliver services to our community and the targets Council intends to meet. Council's performance against these indicators is then reported in the Annual Report each year.



Indicator	Description	Target
Theme 1 – Natural & Built Heritage		
Development Performance	% of development applications decided within timeframe	80%
Theme 2 – Community & Culture		
Library Visits	The number of library visits and participation within the Barossa Council Area	5 visits per capita
Theme 3 – Infrastructure		
Asset Spending Ratio	Ratio of asset expenditure on renewal, replacement and upgraded assets and maintenance on assets	Between 100% and 150% of Depreciation
Theme 4 – Health & Wellbeing		
Nuisance and Environmental Complaint Resolution Rate	Percentage resolved within due date	75%
Waste Disposal Rate	Percentage of waste disposed to landfill	Less than 65%
Recycling Rate	Percentage of waste recycled	More than 35%
Theme 5 – Business & Employment		
Tourism Customer Satisfaction with Visitor Information Services	Average Customer Satisfaction Rating	4 or above
Visitor Information Centre Bookings	Annual Booking Revenue (Accommodation/Tours/Tickets)	100% of Budget
How We Work – Good Governance		
LGA KPI Audit Action Plan	Percentage of KPI Audit Actions Complete	90%
LGA Risk Review	Percentage risk review conformance	90%
Customer Request Completion Rate	Percentage of Customer Requests Completed (On Time and Overdue)	85%
Customer Request Resolution Rate	Percentage of Customer Requests Resolved on Time	85%
Operational Expenditure Against Budget	Actual Operating Expenditure as a % of Budgeted Operating Expenditure	95%-100%
Capital Expenditure Against Budget	Actual Capital Expenditure as a percentage of Budgeted Capital Expenditure as adjusted	90%
Staff Development - Training	Percentage of staff with an approved training needs analysis	85%
Staff Development – Performance Partnering	Percentage of staff who have completed performance partnering	85%
Staff Retention	Percentage of employees retained	90%



BUDGETED FINANCIAL STATEMENTS 2023/24

BUDGETED FINANCIAL STATEMENTS

The following pages contain Council's budgeted financial statements, **including the Nuriootpa Centennial Park Authority (NCPA)**, in a format consistent with the requirements of Regulation 5B of the *Local Government (Financial Management) Regulations*, comprising for the year ending 30 June 2023:

- **Statement of Comprehensive Income**
- **Statement of Financial Position**
- **Statement of Changes in Equity**
- **Statement of Cash Flows**
- **Uniform Presentation of Finances**

Please note: the format of the following Financial Statements is based on the 2020 Model Financial Statements.

STATEMENT OF COMPREHENSIVE INCOME

For the year ending 30 June 2024

	2022/23 Original Budget (\$'000)	2022/23 Revised Budget* (\$'000)	2023/24 Budget (\$'000)
Income			
Rates	35,759	35,793	37,911
Statutory Charges	797	789	828
User Charges	3,200	3,754	3,837
Grants, Subsidies and Contributions	1,857	1,965	3,557
Investment Income	88	153	152
Reimbursements	61	61	62
Other Income	722	980	731
Net Gain – Joint Ventures and Associates	0	0	0
TOTAL REVENUES	42,484	43,495	47,078
Expenses			
Employee Costs	16,493	16,356	17,430
Materials, Contracts and Other Expenses	17,878	18,882	18,495
Depreciation, Amortisation and Impairment	9,159	9,159	10,170
Finance Costs	419	419	988
Net Loss – Joint Ventures and Associations	0	0	0
TOTAL EXPENSES	43,949	44,816	47,083
Operating Surplus / (Deficit)	(1,465)	(1,321)	(5)
Asset Disposal & Fair Value Adjustments	(821)	(974)	(848)
Amounts Received Specifically for New or Upgraded Assets	7,251	7,227	2,713
Physical Resources Received Free of Charge	0	0	0
Net Surplus / (Deficit)	4,965	4,932	1,860
Transferred to Equity Statement	0	0	0
Other Comprehensive Income	0	0	0
Changes in revaluation surplus - infrastructure, property, plant & equipment	0	0	0
Total Other Comprehensive Income	0	0	0
Total Comprehensive Income	4,965	4,932	1,860

* Revised Budget is the Third Budget Update for the year, adopted by Council at the May 2023 meeting and material financial information received since that time has been included.

STATEMENT OF FINANCIAL POSITION

For the year ending 30 June 2024

	2022/23 Original Budget (\$'000)	2022/23 Revised Budget* (\$'000)	2023/24 Budget (\$'000)
Assets			
Current Assets			
Cash and Cash Equivalents	88	10,062	3,366
Trade and Other Receivables	2,463	2,697	2,677
Other Financial Assets	0	0	0
Inventories	218	391	391
Subtotal	2,769	13,150	6,434
Non-Current Assets Held for Sale	0	0	0
Total Current Assets	2,769	13,150	6,434
Non-current Assets			
Financial Assets	1,358	1,319	1,240
Equity Accounted Investments in Council	2,286	2,281	2,281
Infrastructure, Property, Plant and Equipment	438,860	421,995	438,363
Other Non-Current Assets	0	0	0
Total Non-current Assets	442,504	425,595	441,884
Total Assets	445,273	438,745	448,318
Liabilities			
Current Liabilities			
Trade and Other payables	4,589	5,471	5,431
Borrowings	8,356	8,356	9,813
Provisions	2,521	3,392	3,035
Total Current Liabilities	15,466	17,219	18,279
Non-Current Liabilities			
Borrowings	15,701	15,706	16,893
Provisions	1,330	1,073	1,073
Total Non-current Liabilities	17,031	16,779	17,966
Total Liabilities	32,497	33,998	36,245
Net Assets	412,776	404,747	412,073
Equity			
Accumulated Surplus	104,602	102,638	105,979
Asset Revaluation Reserve	297,205	287,623	293,089
Other Reserves	10,969	14,486	13,005
Total Equity	412,776	404,747	412,073

* Revised Budget is the Third Budget Update for the year, adopted by Council at the May 2023 meeting and material financial information received since that time has been included.

STATEMENT OF CHANGES IN EQUITY

As at 30 June 2024

	Accumulated Surplus (\$'000)	Asset Revaluation Reserve (\$'000)	Other Reserves (\$'000)	Total Equity (\$'000)
Balance at end of previous reporting period 30 June 2023 (Original Budget 2022/23)	104,602	297,205	10,969	412,776
Restated opening balance (Revised Budget)	102,638	287,623	14,486	404,747
Net Surplus / (Deficit) for year	1,860			1,860
Other Comprehensive Income	0	0	0	0
Gain on revaluation of infrastructure, property, plant	0	5,466	0	5,466
Transfer to accumulated surplus on sale of infrastructure, property, plant and	0	0	0	0
Transfer between reserves	1,481	0	(1,481)	0
Balance at the End of Period	105,979	293,089	13,005	412,073

* Revised Budget is the Third Budget Update for the year, adopted by Council at the May 2023 meeting and material financial information received since that time has been included.

STATEMENT OF CASH FLOWS

As at 30 June 2023

	2022/23 Original Budget (\$'000)	2022/23 Revised Budget* (\$'000)	2023/24 Budget (\$'000)
Cash Flows from Operating Activities			
Receipts			
Operating Receipts	42,396	43,342	46,927
Investment Receipts	88	153	152
Payments			
Operating payments to Suppliers and Employees	(34,371)	(34,757)	(35,920)
LandFill rehabilitation expense	0	0	(362)
Finance Payments	(419)	(419)	(988)
Net Cash Provided by (or Used in) Operating Activities	7,694	8,319	9,809
Cash Flows from Investing Activities			
Receipts			
Amounts Specifically for New or Upgraded Assets	5,604	5,580	2,671
Sale of Replaced Assets	411	384	232
Repayments of Loans by Community Groups	73	73	99
Payments			
Expenditure on Renewal / Replacement of Assets	(7,266)	(8,248)	(7,811)
Expenditure on New / Upgraded Assets	(27,131)	(25,345)	(14,340)
Loans made to Community Groups	(300)	(300)	0
Net Cash Provided by (or Used in) Investing Activities	(28,609)	(27,856)	(19,149)
Cash Flows from Financing Activities			
Receipts			
Loans Received	17,300	17,300	5,100
Proceeds from Internal Borrowings	1,450	1,450	600
Payments			
Repayments of Borrowings	(908)	(908)	(2,407)
Repayment Lease Liabilities	(56)	(56)	(49)
Repayment of Internal Borrowings	(1,450)	(1,450)	(600)
Net Cash Provided by (or Used in) Financing Activities	16,336	16,336	2,644
Net Increase / (Decrease) in Cash Held	(4,579)	(3,201)	(6,696)
Cash and Cash Equivalents at Beginning of Period	4,667	13,263	10,062
Cash and Cash Equivalents at End of Period	88	10,062	3,366

* Revised Budget is the Third Budget Update for the year, adopted by Council at the May 2023 meeting and material financial information received since that time has been included.

UNIFORM PRESENTATION OF FINANCES

For the year ending 30 June 2024

The following is a high level summary of both operating and capital investment activities of the Council prepared in a uniform and consistent basis.

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

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

	2022/23 Original Budget (\$'000)	2022/23 Revised Budget* (\$'000)	2023/24 Budget (\$'000)
Income	42,484	43,495	47,078
Less Expenses	(43,949)	(44,816)	(47,083)
Operating Surplus / (Deficit)	(1,465)	(1,321)	(5)
Less Net Outlays on Existing Assets			
Capital Expenditure on Renewal and Replacement of Existing Assets	(7,266)	(8,248)	(7,811)
Less Depreciation, Amortisation and Impairment	9,159	9,159	10,170
Less Proceeds from Sale of Replaced Assets	411	384	232
	2,304	1,295	2,591
Less Net Outlays on New and Upgraded Assets			
Capital Expenditure on New and Upgraded Assets	(27,131)	(25,345)	(14,340)
Less Amounts Received Specifically for New and Upgraded Assets	5,604	5,580	2,671
Less Proceeds from Sale of Surplus Assets	0	0	0
	(21,527)	(19,765)	(11,669)
Net Lending / (Borrowing) for Financial Year	(20,688)	(19,791)	(9,083)

* Revised Budget is the Third Budget Update for the year, adopted by Council at the May 2023 meeting and material financial information received since that time has been included.



ASSUMPTIONS AND FINANCIAL INDICATORS

Under the *Local Government Act 1999*, Councils are required to have a **Long Term Financial Plan (LTFP)** (for a minimum period of 10 years). This Long Term Financial Plan (LTFP) has been declared by The Barossa Council as a Strategic Management Plan pursuant to Section 122(8) of the *Local Government Act 1999*. This document subsequently reflects an annual review of Council's Long Term Financial Plan and acts as a starting reference point in the formulation of Council's Annual Budget and Business Plan 2023/24.

The Long Term Financial Plan is designed as a 'high-level' document that summarises the future planning of Council's financial operations – particularly in relation to key components such as rate movements, service levels to our community, major infrastructure asset replacement/renewal, loan indebtedness and internal cash reserves.

On this basis and given the 'high-level' nature of the document, the Plan has been developed based on a number of key assumptions previously discussed and endorsed by Council. Further, Council has also previously endorsed a number of strategic financial policies which have also driven the formulation of the Plan.

Section 122 of the *Local Government Act 1999* also prescribes that Councils must have a Long Term Infrastructure and Asset Management Plan to guide the future replacement, renewal and maintenance of our significant fixed asset base. Council's Infrastructure and Asset Management Plan (IAMP) was adopted by Council in February 2023, with an ongoing review process to provide improved asset data and information.

Consequently, in recognition of this, it is appropriate that a cautious and conservative approach be undertaken with financial modelling as part of the update to the Long Term Financial Plan.

With a significant fixed asset base being predominantly comprised of major community infrastructure such as roads, footpaths, stormwater drainage and community wastewater management systems, it is imperative that there is an appropriate link and consistency between the Infrastructure and Asset Management Plan and the Long Term Financial Plan, towards ensuring that the Long Term Financial Plan provides for the necessary capital outlays (as identified in the Infrastructure and Asset Management Plan) for the renewal and replacement of existing community assets – herein referred to as 'non-discretionary' capital expenditure.

GENERAL ASSUMPTIONS

- Long term financial plans have been prepared to measure and check financial sustainability for: CWMS; Waste; Nuriootpa Centennial Park Authority (NCPA); all other Council operations and a consolidated LTFP.
- The NCPA revised LTFP will be adopted by the NCPA Board in June and is incorporated into this LTFP.
- The LTFP reflects existing recurrent service levels to our community being maintained. Council's budget process considers on-going service delivery and commitments and new expenditure items or initiatives.
- For most new initiatives, a Due Diligence Report is prepared to assess the financial commitment in order that current and future budgets are accurate and that Council has full information regarding the financial risks of their decisions. This draft budget contains a number of new initiatives.
- All new initiatives were then assessed using a Bid Analysis Tool and given a score against set criteria.

OPERATIONS

- General Rate Revenue and Service Charges increments have been reviewed to ensure funding and service level provision is maintained in line with sustainability requirements.
- Operating Costs for Employee, Contractors and Materials have been based on a zero based method for this budget year.
- Rubble raising in 2023/24 will be sufficient for use in 2023/24 and 2024/25.

- Selected costs have been isolated from general expenditure, eg. energy use for electricity, water costs, insurance premiums and waste collection and disposal service costs; projected increases from 0% to 4%.
- Depreciation has been calculated on existing asset classes, structures, valuation, and condition rating; asset componentisation has been included as appropriate to selected asset types. A review of useful lives of all assets and components is an ongoing task refining the data.
- In May 2023 the Federal Budget allocated an amount for Supplementary Road Funding for use as \$246k in the years 2023/24 to 2025/26 these amounts are allocated to project(s) within the existing budget program.
- The Roads to Recovery (RTR) grant funded program will continue in 2023/24 at \$483k per annum and then to \$383k for the remaining years in the LTFP.
- Staff levels have been increased for the adopted Business Case – Sustainable Resourcing Model, the mowing contract brought in-house and other changes have been made for grant funding programs ending and overall increases are projected to be in line with current Enterprise Bargaining Agreements.
- Full Cost Attribution - an allocation of internal services to relevant charge areas has been allocated in the LTFP. This allocation from internal to external service areas does not affect the overall net result.

CAPITAL

- Asset Renewal and/or Replacement expenditure is provided for on various buildings, recreation, transport, stormwater, bridge, CWMS and plant & equipment assets at \$70m providing for future needs until the IAMP renewal programs have been prepared and approved.
- The Big Project capital expenditure program over the next nine years is \$31m, funded by grants & contributions of \$12m and the balance loan funding as needed. (Note: the majority of these projects are subject to funding approval and appropriate timing).
- Capital grants and contributions in this review include CWMS developer contributions \$50k pa, other developer contributions \$142k pa for two years.
- Infrastructure programs for new and upgraded roads, bike path, bridges, carpark, footpath program, stormwater and the continuous improvement program \$8.3m with offset funding at \$0.4m

LOAN PRINCIPAL AND INTEREST REPAYMENTS

- The internal loan from Council to Nuriootpa Centennial Park Authority (NCPA) is included in the LTFP and is to be repaid at \$130k in 2023/24 - the remaining balance 30 June 2023 will be \$130k.
- Council's loan debt is predicted to peak at \$27.3m in 2024/25. The net loan balance outstanding as at 30 June 2023 will be \$24m and a projected balance of \$11.1m by 30 June 2033.
- An internal loan (funded from the CWMS operations reserve) will be required to ensure Council's general operations meet financial sustainability indicators. No interest is charged as funding is for all Council services.
- There is a scheduled balloon payment for \$2.9m on an existing loan in the year 2024/25 at which time Council will assess its loan requirements and re-finance if/as needed.
- Loan financing is a mix of fixed loans and Cash Advance Debenture (CAD) in 2023/24 \$6.2m, in 2024/25 \$4.5m and in 2028/29 \$2m with the CAD balance \$nil by 2030/31.

FINANCIAL SUSTAINABILITY PERFORMANCE CHIEF EXECUTIVE OFFICER REPORT

- KPI 1: Operating Surplus a deficit for years 2023/24 to 2026/26; accumulative surplus by year 2027/28 The general rate increases for years for 2023/24 is 3.5% and for 2024/25 at 3.25% and the remaining years in the LTFP are 3% plus growth in assessments and service nos. to recover the revenue and return to an operating surplus in 2030/31.
- KPI 2: Operating surplus ratios average 3 years. Council's forecast retrospective results range from (1.7%) to 3.4%; Annual ranges from (2.0%) to 4.4%.
- KPI 3: The forecast is 61.5% in 2023/24 peaks at 69.1% or \$33.6m in 2024/25 and by year 2032/33 is projected to be at 18.9% or \$12m.
- KPI 4: The target is being met over the ten year period, the average being 99.6% and within previously IAMP spend requirements. IAMP renewal spend information will be updated when the improvement plans are updated for future spend requirements. A selection of TBP builds will upgrade and replace a considerable amount of assets; these works will be identified and then re-assigned as appropriate to renewal works and therefore will improve this ratio.
- Council has reviewed its financial parameters for the LTFP including the indexation used for forward projections on income and expenditure.
- In line with Council Policy a regular review of Council's treasury management will be required to ensure a positive cash position is maintained.

It should be noted that not all KPI's are within the target ranges but Council attains a financially sustainable position within the 10 year period of the LTFP. With the inclusion of TBP grant funding and loan financing, Council has the capacity to undertake TBP asset construction, operational costs and other minor additional projects along with consideration of other major works in future years.

FINANCIAL SUSTAINABILITY

The Barossa Council is committed to the principles of financial sustainability. The importance of this is to ensure that each generation 'pays their way', rather than any generation 'living off their assets' and leaving it to future generations to address the issue of repairing worn out infrastructure. Such issues are frequently referred to as 'intergenerational equity'.

With community infrastructure such as roads, footpaths and stormwater drainage comprising a major proportion of Council's balance sheet, it is important that Council implement appropriate strategies towards the effective maintenance and renewal of such assets to ensure it is fairly and equitably funded from current ratepayers (general rate income) and future ratepayers (long term loan borrowings).

Given the importance of ensuring financial sustainability of operations in the longer term, it is a legislative requirement that Council adopt Long Term Financial Management and Infrastructure and Asset Management Plans (minimum 10 years) as part of future planning.

The Long Term Financial Plan is designed as a 'high-level' summarised document towards the future planning of Council's financial operations; particularly in relation to key components such as rate movements, service levels to our community, major infrastructure asset replacement/renewal, loan financing and internal cash reserves. Council conducts an annual review of its Long Term Financial Plan each year.

The financial sustainability of Council is measured by the surplus/deficit (before capital revenues) disclosed in the Income Statement; with a consistent breakeven or operating surplus result indicative of a Council that is financially sustainable in the long term. Other financial sustainability indicators are separately included within this report.

FUNDING PLAN

Council uses a mix of service, user and statutory charges, grants, commercial, other income and loan financing as a means of funding both operating and capital expenditure. Refer to the appendix for funding the long term indexation, financial assumptions and estimates and the review of financial indicators.

To assist in keeping rates affordable, Council is limiting general rates income to an increase per annum to provide required service levels to the community over the life of this Plan. Selected services areas use services charges and service rates to recover the cost, including - Waste services for Refuse, Recycling and Green Organic with 2023/24 at 14% and future years ranging from 2% to 3%; and CWMS with 2023/24 at 7.73% and future years ranging from 1% to 2.5%.

Council is planning to spend an average of \$13.5m per annum (including indexation and The Big Project) on capital projects and an average of \$40.1m per annum on day to day essential services (operational expenditure, excluding interest and depreciation but including indexation) over the next 10 years.

OUR FINANCIAL PRINCIPLES

As part of its commitment to financial sustainability, Council operates under the following key financial principles in preparing the Annual Business Plan:

- Ongoing education and training such that all Council Members and Staff understand and fulfil their financial governance responsibilities
- Policies and practices that support decision making and assessment of performance
- Budget and financial information is presented at a strategic level, succinct and easy to follow
- Budget and financial information is based on the Long Term Financial Plan

- The Asset Management Plans are maintained and reflect whole of life costs
- The Rating strategy is equitable and generates sufficient revenue to meet financial needs
- Financial performance is managed using suitable financial indicators and targets
- A robust audit and internal control process is in place to ensure effective financial and governance compliance
- Information provided to the community is open, transparent and relevant.

Public Consultation



APPENDIX 1: KEY PERFORMANCE INDICATORS AND FINANCIAL PARAMETERS

A1 Consolidated Results: Key Performance Indicators and Financial Parameters											
Draft Bud - next years draft; LTFF = Long Term Financial Plan											
	Budget	LTFF	LTFF	LTFF	LTFF	LTFF	LTFF	LTFF	LTFF	LTFF	LTFF
	\$'000 or %	\$'000 or %	\$'000 or %	\$'000 or %	\$'000 or %	\$'000 or %	\$'000 or %	\$'000 or %	\$'000 or %	\$'000 or %	\$'000 or %
Key Performance Indicators (KPI's) - Summary											
	Adopted target										
KPI 1 - Operating Surplus cumulative forward 10 year period*	Surplus year 10	(5)	(992)	(1,968)	(2,136)	(2,029)	(1,597)	(479)	879	3,050	5,826
KPI 2 - Operating Surplus Ratio - Rolling 3 year - retrospective average	(2%) to 10%	1.1%	(1.7%)	(1.3%)	(1.4%)	(0.7%)	0.2%	1.0%	1.7%	2.6%	3.4%
KPI 2 - Operating Surplus Ratio - Annual		(0.0%)	(2.0%)	(1.9%)	(0.3%)	0.2%	0.8%	2.0%	2.3%	3.6%	4.4%
KPI 3 - Net Financial Liabilities ratio	0-100%	61.5%	69.1%	62.4%	55.3%	52.3%	52.3%	46.2%	37.6%	29.0%	18.7%
KPI 4 - Asset Renewal Funding Ratio - Annual	80% to 110%	115.8%	106.9%	94.5%	88.2%	90.8%	100.4%	103.3%	103.0%	97.2%	96.4%
Financial parameters - Indexation											
RATE REVENUE INCREASES											
General - Rate Revenue Net Increase (excl growth)		3.50%	3.25%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Growth -22/23 Development - General rates 0.75%; Service nos. - CWMS 1-1.5% & W		0.75-1.5%	0.75-1.5%	0.75-1.5%	0.75-1.5%	0.75-1.5%	0.75-1.5%	0.75-1.5%	0.75-1.5%	0.75-1.5%	0.75-1.5%
CWMS - Service Charge & Rates Increase (+ growth 0.5-1.5%)		7.73%	2.50%	2.50%	2.75%	2.75%	2.50%	2.50%	2.25%	2.25%	2.25%
Refuse, Recycling and Green Organic Services Charge Net Increase (excl growth)		14.1%	3.75%	3.75%	3.75%	3.75%	2.75%	2.50%	2.50%	2.50%	2.50%
OPERATING REVENUE											
Operating Grants		2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
Statutory Charges		2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
User Charges		2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
Investment Income		1.8%	1.8%	1.8%	1.8%	1.8%	1.8%	1.8%	1.8%	1.8%	1.8%
Reimbursements		2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
Other Revenue		2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
OPERATING EXPENDITURE											
Service Cost Natural Growth** (Waste, CWMS, NCPA growth is 1% all years)		0.0%	0.0%	0.0%	0.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%
Employee Costs		2.50%	2.50%	2.50%	2.50%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Contracts, Materials & Other	Current		4.0%	4.0%	4.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
Energy Costs	Current		4.0%	4.0%	4.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
Water Costs	Current		4.0%	4.0%	4.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
Debtenture & Cash Advance Loan interest rate		5.8%	5.8%	5.8%	4.5%	4.5%	4.5%	4.5%	4.5%	4.5%	4.5%
Insurance		4.0%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
Asset Revaluation Increments											
Land Assets		3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
Building Assets		6.0%	0.0%	0.0%	6.0%	0.0%	0.0%	6.0%	0.0%	0.0%	0.0%
Recreation Assets		6.0%	0.0%	0.0%	6.0%	0.0%	0.0%	6.0%	0.0%	0.0%	0.0%
Infrastructure Assets		0.0%	6.0%	0.0%	0.0%	6.0%	0.0%	0.0%	6.0%	6.0%	0.0%
CWMS		0.0%	0.0%	0.0%	7.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Stormwater Assets		0.0%	0.0%	6.0%	0.0%	0.0%	6.0%	0.0%	0.0%	0.0%	6.0%
Asset Renewal Expenditure Increments											
Infrastructure renewal increments		3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%
Office fleet vehicles		3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%
* All amounts in KPI 1 are in \$'000											
** Growth index included where relevant to Employee Costs and Contracts, Materials & Other for additional service requirements											
***2023/24 the operating expenditure is based on last years budget unless a contract or agreement(s) applies or where actual costs are higher to provide the current service level then no index was added to actual for the budget \$											

APPENDIX 2: LONG TERM PLAN FINANCIAL STATEMENTS 2023/24 TO 2032/33

A2-1 Consolidated Results: Budgeted Statement of Comprehensive Income	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
	Budget \$'000	LTFP \$'000	LTFP \$'000	LTFP \$'000	LTFP \$'000	LTFP \$'000	LTFP \$'000	LTFP \$'000	LTFP \$'000	LTFP \$'000
REVENUES										
Rates	37,911	39,430	40,931	42,498	44,125	45,767	47,461	49,208	51,018	52,896
Statutory Charges	828	844	861	878	896	914	932	951	970	989
User Charges	3,837	3,866	3,897	3,975	4,055	4,137	4,220	4,305	4,391	4,479
Grants, subsidies and contributions	3,557	3,522	3,585	3,378	3,438	3,500	3,563	3,628	3,694	3,761
Investment Income	152	159	161	164	166	168	171	174	177	180
Reimbursements	62	44	20	48	43	38	33	29	24	20
Other Income	731	746	761	776	791	807	823	840	857	874
Net Gain - Joint Venture	0	0	0	0	0	0	0	0	0	0
TOTAL INCOME	47,078	48,611	50,216	51,717	53,514	55,331	57,203	59,135	61,131	63,199
EXPENSES										
Employee Costs	17,430	18,008	18,547	18,911	19,312	19,722	20,140	20,568	21,005	21,451
Materials, Contracts & Other expenses	18,495	19,557	20,530	20,938	21,568	22,351	23,062	23,838	24,582	25,403
Depreciation, Amortisation & Impairment	10,170	10,616	10,901	11,075	11,597	11,837	12,010	12,702	12,883	13,103
Finance Costs	988	1,417	1,214	961	930	989	873	669	490	466
Net Gain - Joint Venture	0	0	0	0	0	0	0	0	0	0
TOTAL EXPENSES	47,083	49,598	51,192	51,885	53,407	54,899	56,085	57,777	58,960	60,423
OPERATING SURPLUS / (DEFICIT)	(5)	(987)	(976)	(168)	107	432	1,118	1,358	2,171	2,776
ASSET DISPOSAL & FAIR VALUE ADJUSTMENTS										
Asset disposal & fair value adjustments	(848)	(652)	(772)	(824)	(940)	(934)	(914)	(948)	(965)	(1,002)
Amounts specifically for new or upgraded assets	2,713	1,255	65	267	3,349	3,349	1,457	338	706	65
Physical Resources received free of charge	0	1,780	1,848	1,868	1,914	1,976	2,026	2,063	2,106	2,136
Operating result from discontinued operations										
NET SURPLUS / (DEFICIT)	1,860	1,396	165	1,143	4,430	4,823	3,687	2,811	4,018	3,975

APPENDIX 2: LONG TERM PLAN FINANCIAL STATEMENTS 2023/24 TO 2032/33 (CONTINUED)

A2-2 Consolidated Results: Budgeted Statement of Financial Position	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
	Budget	LTFP	LTFP	LTFP	LTFP	LTFP	LTFP	LTFP	LTFP	LTFP
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
ASSETS										
Current Assets										
Cash and cash equivalents	3,366	647	865	791	557	926	791	429	886	6,313
Trade & other receivables	2,677	2,636	2,715	2,710	2,693	2,692	2,690	2,680	2,670	2,598
Other financial assets	0	0	0	0	0	0	0	0	0	0
Inventories	391	391	391	391	391	391	391	391	391	391
	6,434	3,674	3,971	3,892	3,641	4,009	3,872	3,500	3,947	9,302
Non-Current Assets held for Sale	-	-	-	-	-	-	-	-	-	-
Total Current Assets	6,434	3,674	3,971	3,892	3,641	4,009	3,872	3,500	3,947	9,302
Non-Current Assets										
Financial Assets	1,240	1,201	1,084	972	876	781	689	607	535	535
Equity accounted investments in Council businesses	2,281	2,281	2,281	2,281	2,281	2,281	2,281	2,281	2,281	2,281
Infrastructure, Property, Plant & Equipment	438,363	454,920	458,944	466,089	481,582	493,795	502,156	512,141	518,577	523,746
Other Non-Current Assets	0	0	0	0	0	0	0	0	0	0
Total Non-Current Assets	441,884	458,402	462,309	469,342	484,739	496,857	505,126	515,029	521,393	526,562
TOTAL ASSETS	448,318	462,076	466,280	473,234	488,380	500,866	508,998	518,529	525,340	535,864
LIABILITIES										
Current Liabilities										
Trade & Other Payables	5,431	5,429	5,429	5,429	5,429	5,429	5,429	5,429	5,429	5,429
Borrowings	9,813	11,444	10,262	8,282	8,187	10,102	8,009	4,032	591	616
Provisions	3,035	3,040	3,045	3,050	3,055	3,059	3,064	3,069	3,074	3,080
Total Current Liabilities	18,279	19,913	18,736	16,761	16,671	18,590	16,502	12,530	9,094	9,125
Non-Current Liabilities										
Borrowings (External)	16,893	15,899	15,087	14,256	13,519	12,867	12,309	11,727	11,136	10,520
Provisions	1,073	1,073	1,073	1,073	1,073	1,073	1,073	1,073	1,073	1,073
Total Non-Current Liabilities	17,966	16,972	16,160	15,329	14,592	13,940	13,382	12,800	12,209	11,593
TOTAL LIABILITIES	36,245	36,885	34,896	32,090	31,263	32,530	29,884	25,330	21,303	20,718
NET ASSETS	412,073	425,191	431,384	441,144	457,117	468,336	479,114	493,199	504,037	515,146
EQUITY										
Accumulated Surplus	105,979	107,842	107,773	108,291	112,131	117,025	120,054	122,173	125,372	128,492
Asset Revaluation Reserve	293,089	304,811	310,838	319,454	330,998	337,392	344,483	355,759	362,577	369,711
Other Reserves	13,005	12,538	12,773	13,399	13,988	13,919	14,577	15,267	16,088	16,943
TOTAL EQUITY	412,073	425,191	431,384	441,144	457,117	468,336	479,114	493,199	504,037	515,146

APPENDIX 2: LONG TERM PLAN FINANCIAL STATEMENTS 2023/24 TO 2032/33 (CONTINUED)

A2-3 Consolidated Results: Budgeted Statement of Cash Flows	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
	Budget	LTFP	LTFP	LTFP	LTFP	LTFP	LTFP	LTFP	LTFP	LTFP
	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000
CASH FLOWS FROM OPERATING ACTIVITIES										
Receipts:										
Operating receipts	46,927	48,452	50,054	51,553	53,348	55,163	57,033	58,959	60,954	63,019
Investment receipts	152	159	161	164	166	168	171	174	177	180
Payments:										
Landfill rehabilitation expense	(362)	0	0	0	0	0	0	0	0	0
Operating payments to suppliers & employees	(35,920)	(37,560)	(39,072)	(39,844)	(40,875)	(42,068)	(43,197)	(44,401)	(45,581)	(46,849)
Finance payments	(988)	(1,418)	(1,214)	(961)	(930)	(989)	(873)	(669)	(490)	(466)
Net cash provided by (or used in) Operating Activities	9,809	9,633	9,929	10,912	11,709	12,274	13,134	14,063	15,060	15,884
CASH FLOW FROM INVESTING ACTIVITIES										
Receipts:										
Amounts specifically for new or upgraded assets	2,671	1,255	65	267	3,349	3,349	1,457	338	706	65
Sale of replaced assets	232	510	361	372	440	699	419	425	431	438
Repayment of loans by community groups	99	79	39	118	112	96	94	93	82	72
Payments:										
Expenditure on renewal/replacement of assets	(7,811)	(6,783)	(6,806)	(7,139)	(8,538)	(10,408)	(8,480)	(8,701)	(8,831)	(9,068)
Expenditure on new/upgraded assets	(14,340)	(8,050)	(1,376)	(1,792)	(6,474)	(6,904)	(4,107)	(2,021)	(2,959)	(1,373)
Net Purchases of Investment securities	0	0	0	0	0	0	0	0	0	0
Loans made to community groups	0	0	0	0	0	0	0	0	0	0
Net cash provided by (or used in) Investment Activities	(19,149)	(12,989)	(7,717)	(8,174)	(11,111)	(13,168)	(10,617)	(9,866)	(10,571)	(9,866)
CASH FLOWS FROM FINANCING ACTIVITIES										
Receipts:										
Proceeds from borrowings	5,100	4,550	0	0	0	2,000	0	0	0	0
Proceeds from internal borrowings (CWMS)	600	1,000	1,200	1,730	2,060	700	0	0	0	0
Payments:										
Repayment of borrowings	(2,407)	(3,899)	(1,987)	(2,812)	(832)	(737)	(2,652)	(4,559)	(4,032)	(591)
Repayment of Lease	(49)	(14)	(7)	0	0	0	0	0	0	0
Repayment of internal borrowings (CWMS)	(600)	(1,000)	(1,200)	(1,730)	(2,060)	(700)	0	0	0	0
Net cash provided by (or used in) Financing Activities	2,644	637	(1,994)	(2,812)	(832)	1,263	(2,652)	(4,559)	(4,032)	(591)
Net Increase/(Decrease) in Cash held	(6,696)	(2,719)	218	(74)	(234)	369	(135)	(362)	457	5,427
Cash at beginning of period	10,062	3,366	647	865	791	557	926	791	429	886
CASH AT END OF PERIOD	3,366	647	865	791	557	926	791	429	886	6,313

APPENDIX 2: LONG TERM PLAN FINANCIAL STATEMENTS 2023/24 TO 2032/33 (CONTINUED)

A2-4 Consolidated Results: Budgeted Uniform Presentation of Finances	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
	Budget \$ '000	LTFP \$ '000	LTFP \$ '000	LTFP \$ '000	LTFP \$ '000	LTFP \$ '000	LTFP \$ '000	LTFP \$ '000	LTFP \$ '000	LTFP \$ '000
Operating Revenues	47,078	48,611	50,216	51,717	53,514	55,331	57,203	59,135	61,131	63,199
less Operating Expenses	(47,083)	(49,598)	(51,192)	(51,885)	(53,407)	(54,899)	(56,085)	(57,777)	(58,960)	(60,423)
Operating Surplus / (Deficit)	(5)	(987)	(976)	(168)	107	432	1,118	1,358	2,171	2,776
less Net outlays on existing Assets										
Capital expenditure on renewal and replacement of existing assets	(7,811)	(6,783)	(6,806)	(7,139)	(8,538)	(10,408)	(8,480)	(8,701)	(8,831)	(9,068)
less Depreciation, Amortisation and Impairment	10,170	10,616	10,901	11,075	11,597	11,837	12,010	12,702	12,883	13,103
less Proceeds from Sale of Replaced Assets	232	510	361	372	440	699	419	425	431	438
	2,591	4,343	4,456	4,308	3,499	2,128	3,949	4,426	4,483	4,473
less Net outlays on New and Upgraded Assets										
Capital expenditure on New and Upgraded Assets	(14,340)	(8,050)	(1,376)	(1,792)	(6,474)	(6,904)	(4,107)	(2,021)	(2,959)	(1,373)
less Amounts received specifically for New and Upgraded Assets	2,671	1,255	65	267	3,349	3,349	1,457	338	706	65
less Proceeds from Sale of Surplus Assets	0	0	0	0	0	0	0	0	0	0
	(11,669)	(6,795)	(1,311)	(1,525)	(3,125)	(3,555)	(2,650)	(1,683)	(2,253)	(1,308)
Net Lending / (Borrowing) for Financial Year	(9,083)	(3,439)	2,169	2,615	481	(995)	2,417	4,101	4,401	5,941

APPENDIX 3: CAPITAL EXPENDITURE

A3 Consolidated Results: Budgeted Capital Expenditure		2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
		Budget \$' 000	LTFP \$' 000	LTFP \$' 000	LTFP \$' 000	LTFP \$' 000	LTFP \$' 000	LTFP \$' 000	LTFP \$' 000	LTFP \$' 000	LTFP \$' 000
Renewal/Replacement Capital summary: Non-Discretionary											
Land		0	0	0	0	0	0	0	0	0	0
Buildings		675	857	870	884	1,098	1,112	1,127	1,141	1,157	1,172
Recreation		1,280	91	93	96	398	530	530	530	530	530
Transport - Roads & Footpaths		4,296	4,090	4,236	4,778	4,946	5,121	5,302	5,489	5,683	5,883
Stormwater, Bridges & Floodplain		530	300	300	300	300	1,000	300	300	300	300
CWMS		100	164	353	97	608	800	98	98	0	0
Equipment - Plant & Vehicles		840	1,185	854	881	1,078	1,730	1,003	1,015	1,028	1,042
Other Assets		90	95	100	105	110	115	121	127	134	140
		7,811	6,782	6,806	7,141	8,538	10,408	8,481	8,700	8,832	9,067
New/Upgrade Capital summary: Discretionary											
Land		0	0	0	0	0	0	0	0	0	0
Buildings (includes TBP program)		6,346	3,704	50	237	5,619	5,619	2,834	732	50	50
Recreation (includes TBP program)		2,660	2,133	78	398	83	86	89	92	1,699	99
Transport - Roads & Footpaths		1,225	90	182	190	198	206	214	223	232	242
Stormwater, Bridges & Floodplain		1,049	333	337	341	345	349	353	358	362	367
CWMS		2,543	1,791	931	830	457	959	964	969	974	979
Equipment - Plant & Vehicles		0	0	0	0	0	0	0	0	0	0
Other		518	300	108	110	113	29	0	0	0	0
		14,341	8,351	1,686	2,106	6,815	7,248	4,454	2,374	3,317	1,737
Total Capital Expenditure		22,152	15,133	8,492	9,247	15,353	17,656	12,935	11,074	12,149	10,804
Note: includes internal allocations											

2023/228

**MINUTES OF THE SPECIAL MEETING OF THE BAROSSA COUNCIL**

held on Wednesday 7 June 2023 commencing at 7.12pm
in the Council Chambers, 43-51 Tanunda Road, Nuriootpa.

MINUTES

WELCOME BY MAYOR LANGE AND HE DECLARED THE MEETING OPEN.

1. ATTENDANCE RECORD**1.1 MEMBERS PRESENT**

Mayor Bim Lange, Crs John Angas, Don Barrett, David de Vries, Tony Hurn, Rick Lane, Kathryn Schilling, Bruce Preece, Jess Greatwich, Jane Evans and Cathy Troup.

Apologies

Cr Heidi Thompson

Not Present

Nil

Leave of Absence

Nil

2. DEBATE AGENDA**2.1 OFFICE OF THE MAYOR AND CEO****2.1.1****LYNDOCH LAND PURCHASE****23/22958**

2023/229

MOVED Cr de Vries

That Council:

- (1) Receive and note the update report and ratify the sealing of the contract by the Mayor and Chief Executive Officer for purchase of land being a portion of 1312 Barossa Valley Way, Lyndoch Allotment 3 in the proposed land division drawing number 23086-01, as tabled at Attachment 1, with Burge Family Wine Holdings Pty Ltd.
- (2) Support and authorise the Chief Executive Officer to enter into a lease with Burge Family Wine Holdings Pty Ltd at an appropriate time, when the land is transferred to Council, to manage the vineyard on the following conditions:
 - a. That Council shall only be required to provide 3 months' notice that the lease will cease when Council are ready to commence development on the land.
 - b. That all revenue gained, and expenses incurred, in the management of the said land, shall be to the benefit and responsibility of Burge Family Wine Holdings Pty Ltd.
 - c. No development or construction activities other than repairs, maintenance and other day to day activities shall take place on the land.
 - d. All insurances shall be current for the necessary activities undertaken on the land.
 - e. The uses of the land being a vineyard, cellar door and ancillary infrastructure shall remain unchanged.
- (3) That the portion of land portion of 1312 Barossa Valley Way, Lyndoch Allotment 3 in the proposed land division drawing number 23086-01, as tabled at Attachment 1, when transferred to Council, is excluded from Community Land classification pursuant to Section 193(4) of the Local Government Act, until Council has development the land at which time it shall dedicate the land as community land and allocate the land to the appropriate Community Land Management Plan.

SECONDED Cr Hurn**CARRIED 2022-26/169****PURPOSE**

To formally update Council on successful negotiations and the entering into a contract for the strategic purchase of land at Lyndoch and ratify the application of the seal by the Mayor and CEO on the land purchase contract.

REPORTBackground

As Council is aware the long-term strategic direction for the Lyndoch Recreation Park has been to try and acquire the necessary land to support a facility that can cater for population growth, centralisation and thus efficiency of infrastructure and implemented the extensively consulted upon plans around activating Williamstown facility into a adventure location and expanded caravan park.

2023/230

This imperative only grew stronger when the Concordia Development was announced by the Premier and the planning amendment commenced by the Minister. The strategy to cater for the Concordia growth at Lyndoch until critical mass what achieved at Concordia when further investments in community infrastructure are necessary, justified and can be funded.

DiscussionUpdate

Council is aware that the contract to achieve this strategic purchase of land has been executed within alignment with Councils resolution of

Legal advice requested the agreement to be signed under seal this needs to be ratified by Council. Council has approved the entering into the contract by the Chief Executive Officer and the contract is consistent with this and has been provided previously to members for information.

As Council are also aware the planning application needs to be made and has now been submitted on 23 May 2023 to adjust the allotment boundaries to release the land sought, which is Allotment 3 in the plan attached at Attachment 1.

Management of the Land Prior to Transfer and Post Transfer

The land which Council is contracted to purchase subject to a successful boundary realignment application is a working vineyard and cellar door. Council is obviously not geared up to manage such a site or operation nor has the resources. During negotiations it was discussed that Council consider, and in my opinion, a peppercorn lease to the current owners. They have the means and funding to manage the site.

This allows a sound mix of ensuring the land is maintained, economic benefits are maintained for the time being for the community and landowner and comes at not risk to Council. In communications with the landowners there are certain requirements Council would need which are summarised as:

1. Maintaining the land appropriately in sound economic and environmental way.
2. Ensuring the land is available to Council to access for its planning and design purposes.
3. Ensuring Council can cease the lease with 3 months' notice when development of the land is forecast to commence.
4. That Council has no responsibility for any costs, insurance or other matters associated with the land management or the commercial operations.

It is recommended that the interim management arrangements on the land are undertaken through a lease arrangement.

Next Steps

Relevant officers have scheduled a meeting with stakeholder to talk through the land transfer, boundary realignment, processes for redesign, funding and ultimately delivery on 14 June. Briefings will be provided to Council as the work progresses. Funding to support these costs are present in the draft 2023-24 budget.

2023/231

Summary and Conclusion

The contract for purchasing the strategic piece of land is in place and the application for boundary realignment is lodged.

Planning and engagement is booked to commence.

ATTACHMENTS OR OTHER SUPPORTING REFERENCES

Attachment 1 Boundary Realignment Plan of Division 
Attachment 2 Contract for the Sale and Purchase of Land 

Supporting references

Nil

COMMUNITY PLAN / CORPORATE PLAN / LEGISLATIVE REQUIREMENTSCommunity Plan

Infrastructure

Goal

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

Strategies

- 6.2. Continue to ensure that infrastructure considers place-making is inclusive and accessible for all.
- 7.2. Ensure both current and future infrastructure needs are met in a proactive rather than reactive way.

Legislative Requirements

Section 193 of the Local Government Act

FINANCIAL, RESOURCE AND RISK MANAGEMENT CONSIDERATIONS

There are no changes to the financial, resource or risk considerations arising from this report.

COMMUNITY ENGAGEMENT

Extensive community engagement has taken place when developing the Southern Barossa Recreational Hub masterplan and supporting business case and financial models. Further engagement has taken place in terms of the current footprint development and with the successful purchase and transfer of the land further engagement and redesign is planned.

2023/232

2.1.2

DRAFT ANNUAL BUDGET AND BUSINESS PLAN 2023/24 INCORPORATING THE LONG TERM FINANCIAL PLAN 2023/24 – 2032/33
23/27359

MOVED Cr de Vries

That Council:

- (1) Endorses the draft Annual Business Plan and Budget 2023/24 present at Attachment 1, including new initiatives considered during budget development and incorporating the annual review of the draft Long Term Financial Plan for the period 2023/24 to 2032/33, incorporating the draft Budget 2023/24 and draft Long Term Financial Plan for the period 2023/24 to 2032/33 for the Nuriootpa Centennial Park Authority, for the purpose of community consultation.
- (2) Approves the consultation period being from 14 June 2023 to 4 July 2023 and that an allowance of one hour be made at a special Council Meeting on 5 July 2023 at 5.30pm for verbal submissions in response to public consultation.
- (3) Authorises the Chief Executive Officer to make any minor and typographical corrections to the Annual Business Plan and Budget 2023/24

SECONDED Cr Hurn**CARRIED 2022-26/170****PURPOSE**

Further to the recent budget and rating workshops and meeting, the attached draft Annual Business Plan and Budget 2023/24 incorporating the Long Term Financial Plan 2023/24 to 2032/33 has been prepared for public consultation.

REPORTDiscussion

The Annual Business Plan and Budget (AB&BP) 2023/24 incorporates the Long Term Financial Plan (LTFP) 2023/24 to 2032/33 in the one document, but is divided under separate sections.

The financial information contained in this document has been prepared in accordance with Council's Budget and Business Plan and Review Policy and associated processes.

The formulation of the draft budget incorporates the work of numerous Council officers and teams which includes:

- budget preparation and input by budget managers
- checking and refining of data input, preparation of general budgets, employee costs etc by the Finance officers
- review and approval by the Executive Leadership Team (ELT).

This work results in the Finance staff collating, checking, reconciling, and finally preparing a draft budget and long term plan for Council consideration.

2023/233

The input from Council is gained by holding workshops where discussions are held along with decisions at Council meetings, on various parts of the budget preparation and process, which provides direction for officers in the preparation of the draft budget.

The Big Project (TBP) has been included in these processes to check and ensure Council considered its financial sustainability for this significant program of work.

The following summarises the discussions held in each of the Council Workshops and Meetings:

20 December 2022 – Council Meeting
Endorse 2023/24 process

24 January 2023 – Council Workshop
Initial budget initiatives assessment

21 March 2023 – Council Workshop
Capital budget assessment, rating, and valuations information
Budget initiatives assessment and due diligence reports

18 April 2023 – Council Meeting
Presentation of all budget initiatives requests and analysis and determination of inclusions

3 May 2023
Further review of rating, valuation analysis and operating budget assessment

Budget Considerations**Draft Budget - Operating and Capital**

Council adopts the Budget at a summary level as contained within the attached AB&BP and annual review of the LTFP.

Council General Rate revenue has been increased by:

- A net 3.5%; and
- Growth currently at 0.4%.

Waste Service charges are a net increase for all 3 services of 14.1% (adopted LTFP 3%) – review during budget consultation for any State government levy changes, waste and recycling collection and sorting cost increases. The refuse, recycling and green organics collection service charges combined will be increased from last year at \$247 to \$282

CWMS Service charge increased at 7.7% plus growth estimated at 1.1% to ensure service charge is sustainable (LTFP 0.5% plus 0.75% growth). The Residential CWMS Service charge will increase from last year at \$362 to \$390.

Operating income and expenditure is reflective of service requirements; using last year budget as a base and adjusted where service costs are affected by agreements, CPI, costs out of our control and/or other factors

2023/234

Expenditure budgets have been reviewed by the ELT to streamline service provision and slow cost increases.

Depreciation of selected assets has been calculated based on the actual asset base allowing for assets held in work in progress and builds.

Capital Expenditure is \$22.1m not including developer donated assets, this amount includes carried forwards approved with the Mid-year Budget Review and Budget Update March quarter and included in 23/24 capital budget. Capital Income for grants and contributions is budgeted at \$2.7m.

Full Cost Attribution - an allocation of internal services to relevant charge areas has been estimated in the draft Budget/LTFP for consultation and applied to the Waste and CWMS service costs and the services charges. This allocation from internal to external service areas does not affect the overall net result.

New Initiatives (NI)

Assessment of budget initiatives has been completed and a report considered and resolution undertaken at the Council meeting of 18 April 2023 and those selected are in the draft budget.

Draft Long Term Financial Plan

High level financial information is included in the LTFP including key financial indicators (KPIs) with established targets and commentary on expected results and variances, checking Council's financial sustainability.

Council adopted the previous LTFP in July 2022; since then Council and corporate decisions, asset management and legislative requirements have effected functions and service provision and the expected operating result.

These decisions include grant funding submissions, including various other project or service requirements and "One-off projects" not included in the adopted LTFP.

Sub plans are incorporated for Waste Services and Community Wastewater Management Systems (CWMS) and Nuriootpa Centennial Park Authority (NCPA).

NCPA have reviewed their LTFP; for years 2023/24 and onwards income, expenditure and financing numbers have been used based on normal activity years.

The Big Project (TBP) projected costs, loans and grants have been included with operational activity provided when relevant.

Operating income and expenditure has been reviewed, the LTFP is drawn from the base year of 2023/24 applying annual indexation.

All future years discretionary project funding has been adjusted with \$50k pa included from 2023/24 for community facility minor replacement/improvements. These funds enable future asset upgrades and/or new service options, including consideration of any TBP future programs.

The LTFP forecasts for forward years include:

2023/235

- General rate increases are at 3.5% for years 2023/24, 3.25% for 2024/25 and 3% for all of the remaining years, plus 0.75% growth in assessment numbers.
- Other operating income and expenditure indexation for future years in the LTFP has been maintained at low levels to reflect the expected cost of services.
- Asset Renewal and/or Replacement expenditure is provided for on various buildings, recreation, transport, stormwater, bridge, CWMS and plant & equipment assets at \$70m providing for future needs until the IAMP renewal programs have been prepared and approved.
- The Big Project capital expenditure program over the next nine years is \$31m, funded by grants & contributions of \$12m and the balance loan funding as needed. (Note: the majority of these projects are subject to funding approval and appropriate timing).
- Capital grants and contributions in this review include CWMS developer contributions \$50k pa, other developer contributions \$142k pa for two years.
- Infrastructure programs for new and upgraded roads, bike path, bridges, carparks, footpath program, stormwater and the continuous improvement program \$8.3k with offset funding at \$0.4m
- Loan financing is a mix of fixed loans and Cash Advance Debenture (CAD) in 2023/24 \$6.2m, in 2024/25 \$4.5m and in 2028/29 \$2m with the CAD balance \$nil by 2030/31.
- Council's loan debt is predicted to peak at \$27.3m in 2024/25. The net loan balance outstanding as at 30 June 2023 will be \$24m and a projected balance of \$11.1m by 30 June 2033.
- The Community Wastewater Management Systems (CWMS) service charge 7.7% for 2023/24 and the future years ranging from 2% to 2.75%.
- The future years of the CWMS LTFP is forecasting a breakeven operating position, although a reserve is in place which should offset any unexpected costs. This draft CWMS LTFP does not currently make provision for the cost of Capital and/or Risk.
- Waste service charges and costs are expected to be increased for 2023/24 at 14% the future years ranging from 2% to 2.75% reflecting the expected cost of providing the service. Council staff will check for any changes to disposal cost changes and update the budget and services as/if needed.

Nuriootpa Centennial Park Authority Board Draft Budget and LTFP

The NCPA draft 2023/24 budget was endorsed at the Board meeting in April 2023.

These draft amendments have been incorporated into Council's consolidated draft AB&BP and LTFP and the changes are as follows:

- Operating income and expenditure amendments to reflect current trends, including future operating costs for TBP projects to start from the 2023/24 year
- Loans – repayments include:

2023/236

- Council loan as at 30 June 2023 - \$130k, is to be repaid in 2023/24.
- a LGFA fixed loan ending 2028/29
- Capital Expenditure - changes to renewal and upgrade program spending around cashflow requirements and holding sufficient funds for operations.

In line with Council process, NCPA are required to annually review their asset renewal/upgrade program to ensure any asset expenditure is warranted, checking service level requirements to accommodation capacity, usage and rates.

Summary and Conclusion and CEO Report

Council has reviewed its financial parameters for the LTFP, including the indexation used for forward projections on income and expenditure.

As noted in the Financial Considerations section of this report and the AB&BP, this financial analysis highlights that all KPI's are within the target ranges, the years 2023/24 to 2026/27 are forecast as a deficit position, with an accumulated return to surplus in 2030/31, and Council attains a financially sustainable position within the 10 year period of the LTFP.

With the inclusion of TBP grant funding and loan financing, Council has the capacity to undertake TBP asset construction, operational costs and other minor additional projects.

Consideration of other major works in future years will require a full review of the LTFP and as required, Due Diligence Reporting processes to check financial sustainability. The adoption of the Budget is due to be held in early July (date to be confirmed).

ATTACHMENTS OR OTHER SUPPORTING REFERENCESSupporting references

Annual Business Plan and Budget Policy

COMMUNITY PLAN / CORPORATE PLAN / LEGISLATIVE REQUIREMENTSCommunity Plan

How We Work - Good Governance



Natural Environment and Built Heritage



Community and Culture



Infrastructure



Health and Wellbeing



Business and Employment

2023/237Goal

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.

Strategies

- 1.1. Ensure land use planning and resource use protects the quality of the natural environment, the existing character of rural landscapes, historic significance and the high value of 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.

2023/238

- 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 place-making 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 trailed.
- 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 sustainable access to allied, primary and mental healthcare services and facilities.
- 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.

2023/239

- 11.3. Promote the Barossa as a place for business's 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.

Corporate Plan

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

Legislative Requirements

Local Government Act 1999

Local Government (Financial Management) Regulations 2011, Regulation 9(1)(b)

FINANCIAL, RESOURCE AND RISK MANAGEMENT CONSIDERATIONS

The adoption of the Budget is required between 1 June and 15 August. To meet this timeline, the adoption of the draft public consultation document preferably should start in May or early June at the latest.

The Consumer Price Index for Adelaide all groups is 7.9% and the Local Government Price Index is 6.4% as at March 2023.

Financial Indicators and Sustainability

Financial performance is managed using suitable financial indicators and targets, as follows:

- KPI1 - Operating Surplus - a cumulative surplus by year 10
- KPI2 – Operating Surplus Ratio, Target - range (2%) to 10%.– Note: outliers including the timing of Federal grant payments and other unplanned events can create one-off deficits results outside of the target range
- KPI - No. 3 Net financial liabilities (NFL) ratio is greater than zero but less than 100% of total operating revenue
- KPI - No. 4 Capital outlays on renewing/ replacing assets net of proceeds from sale of replaced assets is greater than 80% but less than 110% of Infrastructure Asset Management Plans over a rolling three year period.

Financial Indicators report for the draft LTFP expected results are:

- Operating Surplus a deficit for years 2023/24 to 2026/26; accumulative surplus by year 2027/28 The general rate increases for years for 2023/24 is 3.5% and for 2024/25 at 3.25% and the remaining years in the LTFP are 3% plus growth in assessments and service nos. to recover the revenue and return to an operating surplus in 2030/31.

2023/240

- Operating surplus ratios average 3 years. Council's forecast retrospective results range from (1.7%) to 3.4%; Annual ranges from (2.0%) to 4.4%.
- Net Financial Liabilities forecast is 61.5% in 2023/24 peaks at 69.1% or \$33.6m in 2024/25 and by year 2032/33 is projected to be at 18.9% or \$11.8m.
- Asset Renewal Funding Ratio target is being met over the ten year period, the average being 99.6% and within previously IAMP spend requirements. IAMP renewal spend information will be updated when the improvement plans are updated for future spend requirements. A selection of TBP builds will upgrade and replace a considerable amount of assets; these works will be identified and then re-assigned as appropriate to renewal works and therefore will improve this ratio.

Note: IAMP renewal spend information will be updated when the improvement plans are updated for future spend requirements. This KPI is assessed to ensure Council provides for replacement/renewal of existing assets as they wear out or are consumed. A substantial amount of 'Upgraded' asset work completed each year are partly renewing components of existing assets. For normal work cycles, components of 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, this could have a significant favourable impact on the indicator.

COMMUNITY ENGAGEMENT

The public consultation period will commence from 8 June 2023 and closes on 28 June 2023 at 5pm. Verbal submissions will be considered at a special Council meeting on 28 June 2023, held at 5.30pm, providing one hour for members of the public to ask questions and make submissions in relation to the AB&BP and annual review of the LTFP.

Submissions will also be accepted by the following methods:

- via Council's engagement platform at yoursay.barossa.sa.gov.au,
- via Facebook www.facebook.com/thebarossacouncil,
- via email barossa@barossa.sa.gov.au, or
- in writing.

Public submissions will be considered by Council after the consultation period has ended, at a Special Council meeting to be called soon after submissions close.

The LTFP is incorporated with the AB&BP to ensure the two Plans align. This enables the community to be involved in the short and long term planning of Council's Budget.

2023/241

2.1.3

GROWING REGIONS PROGRAM

23/22969

MOVED Cr Troup

That Council authorise:

- (1) The Chief Executive Officer to make an application for the Barossa Creative Industries Centre to the Growing Regions Program Round 1, and if unsuccessful, target Round 2 of the Growing Regions Program and during the budget and business plan consultation period update the Annual Business Plan and Budget and Long-Term Financial Plan to give effect to this decision.
- (2) A budget amendment to the 2022-23 budget of \$17,040 ex GST to The Big Project budget to support the costs of the applications development.

SECONDED Cr de Vries**AMENDMENT****MOVED** Cr Barrett

That Council endorse:

- (1) The Chief Executive Officer make an application for the Barossa Creative Industries Centre to the Growing Regions Program Round 1 and during the budget and business plan consultation period update the Annual Business Plan and Budget and Long-Term Financial Plan to give effect to this decision.
- (2) A budget amendment to the 2022-23 budget of \$17,040 ex GST to The Big Project budget to support the costs of the applications development.

SECONDED Cr Preece**The amendment was****CARRIED****The amendment became the motion and was****CARRIED 2022-26/171****PURPOSE**

To seek Council approval to prepare an Expression of Interest and if successful a Business Case for the Growing Regional Program (GRP) for the Barossa Creative Industries Centre (BCIC).

REPORT**Background**

Historically there has been a community and economic development fund for regional and rural Australia offered by the Commonwealth Government. The prior

2023/242

program was known as the Building Better Regions Fund (BBRF). This fund ceased soon after the current governance was elected. Council had an application pending the outcomes, of what is now, the final round of BBRF for the BCIC. No BBRF round 6 programs were funded as the program was cancelled.

The current Government has recently announced a new program called GRP and Council were briefed on the program at a recent workshop, the presentation information is at [Attachment 1](#). The presentation can be provided publicly now as the component that made the briefing confidential has been made public, that being the purchase of land at Lyndoch. The GRP has been significantly rewritten and the governance model updated to remove the Ministerial Panel, the Department will make the decision of the Expression of Interest processes and make final recommendations to the Minister.

Introduction

The information as provided at [Attachment 1](#) was developed shortly after the announcement of the new program and has since been verified and further clarifications made.

It is clear any project under the GRP guidelines must be formally approved under State planning laws for the purposes of development commencement; coupling a project that is approved with one under design and development will not comply with the program guidelines.

The above clarification leaves only one project which is shovel ready that meets the guidelines, the BCIC. The briefing notes at [Attachment 1](#) articulate why other types of projects will not be eligible for instance stormwater, roads or footpaths.

One further recent critical clarification of the GRP guidelines is that it is very geared and tailored to social and community infrastructure, social inclusion and first nations outcomes. Job development, whilst important, is not the determining factor, unlike the BBRF program.

Discussion

The BCIC is the only investment of its type in the whole of The Big Project compared to significant recreational and sporting investments, all required. The BCIC is an approved strategic arts culture and heritage investment achieving Council's strategy for community, economic and social development. It encases in our Community Plan, Corporate Plan, approved stage 1 priorities for The Big Project and the Local Economic Development Plan. The project is also a priority in the Regional Development Australia Regional Plan, links strongly to the current State and Federal Government strategies including (links provided later in this report):

- SA - Arts and Culture Tourism Strategy 2025
- Commonwealth – National Culture Policy - Revive

There is no need currently to develop a further strategy, business case information or basis for the development given its extensive links and vision. An arts and culture plan is planned to be developed in 2023-24, which will activate these strategies and other investments and programs of Council. It is clear to me that investing in another strategy when we don't have the infrastructure vision in place is not the logically strategic path. The BCIC is the hub of a critical and enabling piece of infrastructure for the vision. It is also critical we deal with the matter of the existing condition of the

2023/243

regional gallery building in any case, which amount to significant investment needs alone, yet carried out in isolation, will add very little additional value. These deficiencies include: air-conditioning, power upgrade needs, further lighting, structural and cosmetic needs.

At Attachment 2 is the current Business Case analysis, which demonstrates a return on investment 4.28, which means for each \$1 invested it returns \$4.28 to the community, this will have potentially increased since the prior analysis due to cost and passage of time and if the Expression of Interest is approved this analysis will need to be updated for the Business Case. At the time of undertaking all the Business Case analysis work, performed independently, the BCIC has the highest rate of return than any other project under the banner of The Big Project. It is also important to understand the Business Case analysis is significantly aligned to the requirements of the Commonwealth Treasury.

The GRP at the time of developing the current draft budget and business plan was not released, there were no foreseeable grant funding programs available and thus it was pushed out in the current draft until at least the 2027-28 financial year. This announcement has changed the basis of the current settlements rationale and it is recommended it be revisited. As outlined recently to Council in notes I provided to a Notice of Motion the decision to align the BCIC to the revised date was dependent on a suitable grant program being available.

"Creative Industries Centre now targeted to commence in 2027-28 financial year unless grant funding can be achieved earlier."

The strategy to proceed with an application now has many benefits for this project and the Lyndoch Recreation Precinct project. Whilst it is clear we cannot couple Lyndoch into the GRP Expression of Interest; the unique set of timing circumstances that now apply with the announcement of the GRP give the opportunity for an overall collective strategy that could be structured to achieve both projects and achieve Council's strategic funding requirements. This is achieved as follows:

- The BCIC is constructed at a current estimated cost of \$13.922M, with significant contingencies.
- The model for The Big Project is 40% third party funding and 60% Council funding and is very much a strategy geared to lever grants up as former programs like BBRF gave additional weighting to greater matched funding contributions. The GRP does not, so long as it is no more than 50% of the cost for the geographical location in which our Council sits, it meets the guidelines, no additional benefit or determinant is achieved by funding a greater percentage.
- The BCIC can also apply for future Open Spaces funding through the State Government for the external elements of the project Council has a strong track record of success with Open Space funding applications: Barossa Adventure Station; Stockwell Pump Track etc.
- With open spaces funding target of \$1M and GRP funding (of 50% of the cost) of \$6.961M that achieves a third-party funding ratio of 57.2%.
- A funding ratio of 57.2% from third party sources releases \$2.395M in Council's budget to support the Lyndoch development.

In analysing the Lyndoch development, the following applies:

2023/244

- Current funds set aside in the draft budget and business plan for the development is \$9.604M this is an increase in funding from the December 2022 report due to the second oval and new netball court needs but excludes the land purchase. It is likely with redesign this level of additional funding will be reduced as other works will no longer be required. The process of new design commences on 14 June 2023 when the Mayor, I and other senior staff meet with the park recreation stakeholders.
- Funding target from third parties on this build cost is \$3.842M
- Only \$500,000 has been sourced to date.
- Up to \$825,000 is likely to be available from the next round of Local Roads and Community Infrastructure Program, which Council has already resolved to support the application of this program to Lyndoch (if it is does so Lyndoch is also not eligible for GRF but as stated above Lyndoch will not be eligible as it is not yet approved for development through the formal planning assessment process and won't be by the application date).
- The Barossa District Sporting Club (AFL and Netball) has in principle committed future funding up to \$300,00 to the project.
- This makes a total forecast third part contribution of \$1.625M being \$2.217M short of the target.
- The third-party benefit from a successful GRP application for the BCIC and associated strategy as outlined in this report is \$2.395M.

In other words when the projects are put together the total investment is fully funded and achieves the 40% third party funding and 60% Council funding model. The following table sets out the above analysis.

	BCIC		Lyndoch	
	TBP Base Model	GRP Model	TBP Base Model	GRP Model
Construction Cost	13,922,000	13,922,000	9,604,000	9,604,000
Council Contribution %	60%	42.8%	60%	83.1%
Council Contribution \$	8,353,200	5,961,000	5,762,400	7,978,960
	BCIC + Lyndoch		Saving	
Total Council Funding	14,115,600	13,939,960	-175,640	

To ensure the sustainability of any decision to apply to the GRP Expression of Interest for the BCIC a full analysis of the Long-Term Financial Plan has been undertaken. The results of this analysis has been compared with that currently aligned to the draft Budget and Business Plan for the 2023-24 year settings approved and discussed by Council over the past 6 months.

The analysis provided at [Attachment 3](#). The key analysis settings are:

1. The BCIC build costs commence in 2024-25 and finish in 2026-27 (likely to mainly be final components in early 2026-27).
2. Project starts in May 2024 similar time to Lyndoch if successful.
3. Additional operating funding allocated to budget from 2026-27 to run the facility.

2023/245

4. Depreciation added at \$350,000 base from 2026-27 to recognise the utilisation of the asset.
5. Borrowings adjusted accordingly needing additional upfront borrowing and nothing in the outyears after 2026-27 financial year.
6. A small increase in rates in 2024-25 to 2026-27 financial years to assist with cash flow needs above the current draft budget and business plan estimates and offset later in the forward estimates resulting in a rating reduction over the 10 years of 0.25% in total. As time proceeds and we continue to work on savings and outcomes of market forces and inflation this will be altered, or additionally further borrowings could be made.

The key performance indicators over the 10- year analysis period for the altered GRF investment decision model compared to the current Budget and Business Plan for 2023-24 show:

- Operating surplus being \$946K less with a surplus position of \$4.88M, target is to be in surplus.
- Operating surplus ratio within the targets set and ranges from -1.73% (target is no lower than -2%) and 3.44% (target is not higher than 10%).
- Net financial liabilities (measuring what we owe against what is collected) are lower by \$2.616M and peak at \$35.743M in 2023-24.
- Net financial liabilities ratio is lower by 4.11% at year 10 and only 14.56% in total and peaks at 73.18% or 4.06% higher than the current forecast well within the target of 0% to 100%.
- Loan funding needed is \$300,000 more than current forecast.
- Loan balances are the same as that currently forecast at year 10, as the loans to be used will be cash advances and paid back in full during the forecast period, the \$11.136M is related to current fixed loans.
- The cash balance of Council is stronger from the financial year 2029-30 than currently forecast.

Further an update to The Big Project prudential report will be undertaken post the approval of the Budget and Business Plan for the 2023-24 year.

Assistance is needed due to workload and particularly Commonwealth funding – "program logic" expertise to give effect to the application. Council has worked extensively with Section 51 to write applications the principal of this company and staff has excellent understanding of the project. Having them assist staff to develop the EOI will be much more efficient than seeking other grant writer assistance who have no knowledge of the project. This will also allow project staff to concentrate on project rollout at Nuriootpa, Tanunda and Mt Pleasant whilst the Project Director, Team Leader Communications and Engagement and myself help write the application. A quote has been received and is at [Attachment 4](#). The cost with some contingency allowance is \$17,020. This will be funded through the general consultancy funds in The Big Project budget through an approved budget amendment.

Summary and Conclusion

The analysis and work undertaken support the sustainability of the strategy to proceed with the GRF application for the BCIC and it has two critical outcomes of being able to generate grants to deliver upon both the BCIC and Lyndoch developments within the bounds of The Big Project funding model.

2023/246

ATTACHMENTS OR OTHER SUPPORTING REFERENCES

Attachment 1	Growing Regions Program Preliminary Briefing 
Attachment 2	Business Case - Barossa Creative Industries Centre 
Attachment 3	Growing Regions Program - Long Term Financial Analysis 
Attachment 4	Section 51 Quote 

Supporting references[Arts and Cultural Tourism Strategy 2025 | Tourism SA](#)[A new National Cultural Policy | Office for the Arts](#)**COMMUNITY PLAN / CORPORATE PLAN / LEGISLATIVE REQUIREMENTS**Community Plan

Community and Culture



Infrastructure

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

Strategies

- 4.3. Embrace place-making principles when developing community infrastructure and regulate planning and development in public spaces and active recreation.
- 7.2. Ensure both current and future infrastructure needs are met in a proactive rather than reactive way.

Legislative Requirements

Section 123 of the Local Government Act

FINANCIAL, RESOURCE AND RISK MANAGEMENT CONSIDERATIONS

Outlined in the report. An updated full cost estimate for the BCIC was obtained by Officers in February 2023 in anticipation of future funding and Big Project financial modelling and prudential management reporting requirements.

Risk continues to be evident in cost growth, and the longer the builds take the greater this risk. There is reputational risk to Council inherent in not delivering the projects.

If the application is not successful there is a second round of funding in 18 months, however the benefit of releasing cash in the budget will be lost and that will potentially require Council to either fund additional costs at Lyndoch or the need to seek further third-party funding.

COMMUNITY ENGAGEMENT

2023/247

There has been extensive consultation and engagement on The Big Project, and it continues as projects are rolled out. Budgets will be consulted upon and if approved the current budget and business plan will allude to this application.

3. CONFIDENTIAL AGENDA

3.1 Office of the Mayor and CEO

3.1.1

EXPRESSION OF INTEREST - TOUR DOWN UNDER 2024 - FOLLOW UP FROM JANUARY 2024 **23/22510**

The matter of the agenda item being commercial information of a confidential nature (not being a trade secret) the disclosure of which-

- (i) could reasonably be expected to prejudice the commercial position of the person who supplied the information, or to confer a commercial advantage on a third party; and
- (ii) would, on balance, be contrary to the public interest; pursuant to Section 90(3)(d) 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 Council'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 a Council meeting is one means of satisfying this interest. The public will only be excluded from a Council 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 as the matter has been requested to be considered confidential due to the commercial sensitive nature of the event.

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.

MOVED Cr de Vries

That Council:

- (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, Director Development and Community Services, Director Infrastructure and Environmental Services, and the Minute Secretary, in order to consider in confidence a report relating to 3.1.1 Expression of Interest - Tour Down Under 2024 - Follow Up from January 2024 being information that must be considered in confidence pursuant to:

The Barossa Council 23/29161

*Minutes of Special Council Meeting
held on Wednesday 7 June 2023*

2023/248

Section 90(3)(d) of the Local Government Act 1999:

commercial information of a confidential nature (not being a trade secret) the disclosure of which-

- (i) could reasonably be expected to prejudice the commercial position of the person who supplied the information, or to confer a commercial advantage on a third party; and
- (ii) would, on balance, be contrary to the public interest; and

- (2) Accordingly, on this basis, Council 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 as the matter has been requested to be considered confidential due to the commercial sensitive nature of the event.

SECONDED Cr Hurn**CARRIED 2022-26/172**

The meeting moved into confidence at 7.44pm

Pursuant to Section 75 of the Local Government Act 1999, Cr Greatwich disclosed a material Conflict of Interest in the matter Item number 3.1.1 - Expression of Interest - Tour Down Under 2024 - Follow up From January 2024 as she is a Director of the SA Tourism Commission Board as Event SA is a subsidiary of the SA Tourism Commission Board and advised that she will leave meeting.

Cr Greatwich left the meeting at 7:45pm

MOVED Cr de Vries

That Council

- (1) Council resolution
- (2) Having considered this matter in confidence under Sections 90(2) and 90(3)(d) of the *Local Government Act 1999*, makes an order pursuant to Section 91(7), that the minutes, agenda report and attachments other than the minutes relating to this confidentiality order of the Confidential Council Meeting held on 16 May 2023 in relation to item 3.1.1 Tour Down Under 2024 be kept confidential and not available for public inspection until Lifting of the embargo by Events South Australia and authorise the Chief Executive Officer to review and revoke the order.

SECONDED Cr Troup**CARRIED CO2022-26/173**

Resumption of open council meeting at 7.53pm

Cr Greatwich returned to the at 7.53pm

The Barossa Council 23/29161

Minutes of Special Council Meeting
held on Wednesday 7 June 2023

2023/249

3.1.2**TALUNGA VILLAGE - MANAGEMENT ARRANGEMENTS****23/27381**

The matter of the agenda item being information the disclosure of which-

- (i) would divulge information provided on a confidential basis by or to a Minister of the Crown, or another public authority or official (not being an employee of the council, or a person engaged by the council); and
- (ii) would, on balance, be contrary to the public interest; pursuant to Section 90(3) (j) 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 Council'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 a Council meeting is one means of satisfying this interest. The public will only be excluded from a Council 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 information related to tenancy arrangements and personal details.

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.

Pursuant to Section 75 of the Local Government Act 1999, Cr Angas disclosed a material Conflict of Interest in the matter Item number 3.1.2 - Talunga Village - Management Arrangements as he is a Director of the Barossa Village Board of Management and advised that will leave meeting.

Cr Angas left the meeting at 7:53pm

MOVED Cr Hurn

That Council:

- (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, Director Development and Community Services, Director Infrastructure and Environment, and the Minute Secretary, in order to consider in confidence a report relating to 3.1.2 Talunga Village - Management Arrangements being information that must be considered in confidence pursuant to:

Section 90(3)(j) of the *Local Government Act 1999*:

The Barossa Council 23/29161

**Minutes of Special Council Meeting
held on Wednesday 7 June 2023**

2023/250

information the disclosure of which-

- (i) would divulge information provided on a confidential basis by or to a Minister of the Crown, or another public authority or official (not being an employee of the council, or a person engaged by the council); and
- (ii) would, on balance, be contrary to the public interest; and

- (2) Accordingly, on this basis, Council 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 information related to tenancy arrangements and personal details.

SECONDED Cr Preece**CARRIED 2022-26/174**

The meeting moved into confidence at 7.53pm

MOVED Cr de Vries

That Council:

- (1) Council resolution.
- (2) Council resolution
- (3) Council resolution
- (4) Having considered this matter in confidence under Sections 90(2) and 90(3)(j) of the *Local Government Act 1999*, makes an order pursuant to Section 91(7), that the minutes, agenda report and attachments other than the minutes relating to this confidentiality order of the Confidential Council Meeting held on 7 June 2023 in relation to item 3.1.2 Talunga Village - Management Arrangements be kept confidential and not available for public inspection until 6 June 2024 and authorise the Chief Executive Officer to review and revoke the order.

SECONDED Cr Schilling**CARRIED CO2022-26/175**

Resumption of open council meeting at 7.56pm

Cr Angas returned to the meeting at 7.56pm

4. NEXT MEETING

Tuesday 20 June 2023 at 5.30pm

5. CLOSURE

Mayor Lange declared the meeting closed at 7.56pm

2023/251

Confirmed at Council Meeting on 20 June 2023

Date:.....

Mayor:.....