



NOTICE OF MEETING

Notice is hereby given that the next ordinary meeting of an Audit and Risk Committee will be held on Thursday 20 June 2024 in the Peramangk Room (Committee Room), 43-51 Tanunda Road, Nuriootpa, commencing at 3:30pm.



Martin McCarthy
CHIEF EXECUTIVE OFFICER
AUDIT AND RISK COMMITTEE

A G E N D A

Welcome by the Chair

1. ATTENDANCE RECORD

1.1 Members Present

Apologies

Nil

Not Present

Nil

Leave of Absence

Nil

2. CONFIRMATION OF PREVIOUS MINUTES

2.1 Minutes of previous meetings – for confirmation:

2.1.1 Audit and Risk Committee meeting held on Thursday 28 March 2024 at 3:30pm

2.2 Matters arising from previous minutes

Nil

3. MATTERS FOR INFORMATION

3.1	Enterprise Risk and Safety Report - January to March 2024	3
3.2	Adopted 2023/24 Quarterly Budget Update as at 31 March 2024	15
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4. DEBATE REPORT

4.1	Draft Annual Budget and Business Plan 2024/2025 Incorporating the Long Term Financial Plan 2024/2025 - 2033/2034 - For Consultation	37
4.2	Review of Community Plan and Corporate Plan Update	114
4.3	Credit Card Statement Review	368

5. CONFIDENTIAL AGENDA

Nil

6. URGENT OTHER BUSINESS**7. NEXT MEETING**

Monday 30 September 2024 at 3:30pm

8. CLOSURE

MATTERS FOR INFORMATION

3.1 ENTERPRISE RISK AND SAFETY REPORT - JANUARY TO MARCH 2024

Author: Team Leader Risk and Safety
24/44543

The purpose of this report is to provide the Audit and Risk Committee with a regular update on the Risk and Safety performance of Council.

This report contains the following topics:

- Risk Management and WHS & Injury Management Plans
- Enterprise Risk Management and Risk Registers
- WHS Committees
- Workplace Emergency Management
- Community Emergency Management
- Business Continuity
- WHS Incident Reporting
- Internal and External Auditing
- Internal Financial Control (ControlTrack)

ATTACHMENTS

Attachment 1 Risk Management Report Quarter 3 - 2023-2024 [↓](#) 

SUPPORTING REFERENCES

Nil

Quarterly Risk Management Report – Quarter 3 - 2023/24

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.

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Risk Management and WHS & IM Plans

RESULTS/INTERPRETATION

Automated External Defibrillators Legislation

The Automated External Defibrillators (AED) (Public Access) Bill 2022 was introduced in September 2022 mandating the installation of defibrillators in public buildings, including Council buildings.

Council is waiting for further instruction from the Local Government Association (LGA) on drafting regulations that are reasonable to reduce the financial impact on local government where possible while meeting the intent to make AEDs more accessible.

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

Status: The Legislation was to be introduced by 1 January 2025, but this has moved to 1 January 2026 due to the impact the introduction will have nationally.

Tobacco and E-Cigarette Products (Smoking Bans) Amendment Regulations 2023

From 1 March 2024, new laws called the Tobacco and E-Cigarette Products (Smoking Bans) Amendment Regulations 2023 (under section 52(2) of the Tobacco and E-Cigarette Products Act 1997) ban smoking and vaping in a variety of public outdoor areas in South Australia.

The Government of South Australia has introduced these new regulations to protect the community from passive exposure to tobacco smoke and e-cigarette aerosol, and to increase the comfort and enjoyment for users visiting these public spaces. The new laws reflect the high level of public support for smoke-free and vape-free areas in South Australia and align with the community's expectations to safeguard people from second-hand smoke and e-cigarette aerosol, with a particular focus on those areas frequented by children and vulnerable people.

The new laws will create smoke-free and vape-free outdoor areas in all public areas:

- within early childhood services premises, and education and children's services facilities (including schools), and within 10 metres of their boundaries.
- at and within 10 metres of non-residential building entrances, such as entrances to shopping centres, government and commercial buildings.
- within public hospitals, public health facilities, private hospitals and residential aged care facilities, and within 10 metres of their boundaries.
- at outdoor swimming facilities.
- within major event venues declared under the Major Events Act 2013.
- at and within 10 metres of a sporting venue during an organised underage sporting event or training or practice session in preparation for an organised underage sporting event.

A 'public area' means an area or place that the public, or a section of the public, is entitled to use or that is open to, or used by, the public or a section of the public (whether access is unrestricted or subject to payment of money, membership of a body or otherwise).

These new laws are in addition to existing smoke-free and vape-free laws in:

- outdoor dining areas
- enclosed public places, workplaces and shared areas
- certain public transport areas

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- near playground equipment in a public area

Status:

To comply, Council needs to identify who is the occupier in relation to a prescribed facility, service, building, event, or public space. Occupiers may include owner, landlord or proprietor, a person in occupation or control of a place or area. The occupier is responsible for the installation of adequate signage to advise smoking and vaping is not permitted in the area.

Council owned facilities where signage will need to be considered:

- Enclosed public places, workplaces or shared areas
- Outdoor swimming facilities
- Venues that host organised under 18 years sporting events

For facilities that already have signage, reference must be made to vaping and therefore require an update.

Manager Corporate Services facilitated a meeting with the Directors, Manager Infrastructure and Engineering Services, Team Leader CGIS and Manager Development Services on the 27 March 2024 to review the new legislation and the impact on Council.

Code of Practice: Managing Psychosocial Hazards at Work

The model Code of Practice: Managing psychosocial hazards at work was implemented in December 2023.

Status: on 15 February 2024, a private online session with SafeWork SA was booked involving members of ELT and Work Health and Safety (WHS) Committee to find out more information. The Risk and Safety Team are booked to attend an online conference conducted by ReturntoWork SA and SafeWork SA on 16 April 2024 to find out how to practically review and apply the new code of practice.

Code of Practice: Sexual and Gender-based Harassment

The model Code of Practice Sexual and Gender-based Harassment has been approved by SafeWork SA. It is intended to be read and applied alongside the model Code of Practice: Managing psychosocial hazards at work.

Status: The Risk and Safety Team in collaboration with the Organisational Culture and People Team to review both new codes of practice in comparison to existing Council processes; identify compliance differences and potential wellbeing programs that could be implemented.

Emergency Evacuation Diagrams

The project to recreate the emergency evacuation diagrams has begun. This project will involve working with the Communications and Engagement Team, Facilities Team and Property Team to use the modified floor plans to create diagrams that provide emergency safety information.

Status: Completion due date is approximately December 2024.

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New Training System Investigation - ELMO

As mentioned in the previous report, the Risk and Safety Team have investigated the LGRS supported training system ELMO. The Team presented at the ELT meeting on 22 February 2024 in which ELT approved the implementation of the training system.

Status: working through the practical implementation of the system into Council's processes and development of the courses to deliver.

WHS & Injury Management Plan

Operating from October to September annually, the Rebate Action Plan (action plan) is generated by Council and approved by LGRS to identify and work through strategic WHS and Injury Management (IM) improvements.

The action plan was approved by ELT on 6 February 2024 and provisional approval was provided by LGRS on 6 March 2024.

Status: A meeting has been scheduled with Council's Local Government Risk Services (LGRS) Risk and Safety Advisor on 8 April 2024 to finalise and agree upon the actions.

Further details about the action plan can be found in 22/22740.

Enterprise Risk Management and Risk Registers

RESULTS/INTERPRETATION

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

Strategic Risk Register

The Strategic Risk Register will be subject to review during quarter 4.

During quarter 3 Council adopted newly created risk appetite statements which will guide the quarter 4 review. Please refer to the separate Information Report within Audit Committee Agenda of 20 June 2024 for a full update on the adopted risk appetite statements.

Status: In progress

Operational Risk Register

9 operational risk sessions have been conducted between January to March 2024; carrying out the next stage from the operational risk identification workshops held in May 2022.

In these sessions, teams have started to analyse each risk to identify:

- in what circumstances the risk could occur;
- the inherit, current and residual risk score ratings;
- the controls implemented and how adequate and effective they are to provide reasonable assurance; and

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- potential further treatments where controls are not designed to give reasonable mitigation and/or operate in a manner that is effective in terms of being consistent, complete, reliable and timely.

Status: In progress

Insurance - Local Government Risk Services

RESULTS/INTERPRETATION

LGRS provide 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.

Certificates of Currency

Council has certificates of currency for financial year 2023/2024 for LGA Mutual Liability Scheme (MLS), LGA Workers Compensation Scheme (WCS), LGA Asset Mutual Fund (AMF) and LG Income Protection Fund (IPF).

Member Renewals

In March 2024, Council undertook the annual LGRA Member Assessment on our insurance requirements in order to obtain 2024/2025 certificates of currency for MLS, WCS, AMF and IPF.

Claims History

The following table shows new insurance claims by type for 2023/2024:

Claim Type	22/23 Q1 & Q2	22/23 Q3	22/23 Q4	Total 2023/24	Total 22/23	Total 21/22	Total 20/21	Total 19/20
Liability (MLS)	6	7	0	13	6	8	12	12
Property (AMF)	9	1	0	10	3	6	11	2
Motor Vehicle (AMF)	4	5	0	9	9	22	16	14
Personal Injury (IPF)	4	2	0	6	3	1	3	3
Workers Compensation (WCS)	5	4	0	9	5	6	3	7
Total Claims	28	19	0	47	26	43	45	38

Note: IPF number has been updated for Q1 and Q2 from 0 to 4.

Further information for higher-than-normal statistics:

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- Liability (MLS) – main source of most of the seven claims are due to falling tree limbs or tree debris. When a report is made, the Arboriculture team will investigate the tree and determine if any mitigation work is required.
- Motor Vehicle (AMF) – Council had several kangaroo collisions, several windscreens damaged by road debris, and a grader damaged due to unsteady ground and hitting a tree.

New Asset Management System

The new asset management system has been implemented by the Infrastructure and Environmental Services Directorate and is currently undergoing testing and uploading of asset information. The Risk and Safety team will be able to better utilize this system with the 2024/2025 member renewal assessments to support correct valuation of assets.

WHS Committees

RESULTS/INTERPRETATION

WHS Committee:

The quarterly WHS Committee meeting was held on:

- 15 February 2024 – minutes can be provided (24/22719)

Infrastructure and Environmental Services (Depot) WHS Sub-Committee:

The quarterly WHS Sub-Committee meeting was held on:

- 30 January 2024 – minutes can be provided (24/3399)

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 quarterly EPC meeting was held on:

- 7 February 2024 – minutes can be provided (24/4085)

RESPONSE

The Workplace 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.

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Exercise History

The following table depicts the amount of completed exercises completed up to 31 March 2024:

Exercises	23/24 Q1 & Q2	23/24 Q3	23/24 Q4	23/24 YTD	22/23 YTD
Completed	10	3	0	13	10

Emergency Control Organisation Workshop

The Emergency Control Organisation (ECO) is appointed by the EPC to direct and control the implementation of the Workplace Emergency Management Plan 21/32494. Members of the ECO include Chief Wardens, Wardens, First Aid Officers and Communications Officers.

The ECO meets on a quarterly basis to:

- discuss important information including lessons learnt from conducted emergency exercises, the application of Councils emergency policies and processes; and proactive industry best practice ideas.
- Support staff to build awareness and confidence when occupying these roles.
- Provide a forum with the opportunity for consultation and ability for staff to learn from one another.

Refer to the last ECO Workshop conducted on the 12 March 2024 minutes 24/29498 for more information.

Community Emergency Management

RESULTS/INTERPRETATION

Zone Emergency Management Committee (ZEMC)

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

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.

Community Incident Response Arrangements

ELT have conducted a review of the Community Incident Response Arrangements 20/42995 which details Councils response should a community emergency occur. Several actions were initiated including an update of the document. Staff consultation will occur in the next quarter, with training for staff to subsequently transpire.

RESPONSE

No response required.

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Business Continuity

RESULTS/INTERPRETATION

Council's Risk and Safety Team have been working with Marsh Advisory to develop a scope of work for the review of Council's Business Continuity Arrangements.

Two bodies of work have been proposed as follows:

Business Continuity Management Services

- Facilitation and delivery of a Business Continuity Management refresher session
- Facilitation and delivery of a scenario exercise
- Development of a documented Debrief report

Business Impact Analysis Services

- Facilitation of Business Process Assessment and Business Impact Analysis sessions

Officers are currently assessing budget and resourcing capacity to undertake the full brief of works, with a phased approach anticipated to be rolled out from July 2024.

RESPONSE

No response required.

WHS Incident Reporting

RESULTS/INTERPRETATION

Workplace incident and injury reporting is captured electronically in Skytrust.

As at 31 March 2024, the following incidents have been recorded:

Incident Type	2023/24 Q1	2023/24 Q2	2023/24 Q3	2023/24 Q4	2023/24 YTD	22/23 YTD
Injury	11	5	10	0	26	21
Environment	2	0	1	0	3	3
Near Miss	9	7	10	0	26	32
Property	11	10	12	0	33	31
Community	2	0	1	0	3	7
Other	5	3	0	0	8	10
Total	40	25	34	0	99	104

Monthly Incident and Hazard Reporting is provided 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



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- 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.

Safety Inspections

RESULTS/INTERPRETATION

Council is committed to providing a safe working environment for staff. Workplace safety inspections are an essential tool used to mitigate risk through the examination and identification of safety hazards.

As at 31 March 2024, the following safety inspections have been completed:

	2023/24 Q1 & Q2	2023/24 Q3	2023/24 Q4	2023/24 YTD	2022/23 YTD
Completed	45	19	0	64	51

Further details around inspections can be found in 14/14684.

RESPONSE

No response required.

WHS Internal and External Audits

RESULTS/INTERPRETATION

Internal Audits

There were no internal audits conducted in Quarter 3.

For further information, refer to the Internal Audit Schedule (23/71904).

External Audits

On 27 March 2024, LGRS conducted a Workplace RTW Procedural Validation audit onsite at the Nuriootpa Office.

For background and clarity, the Local Government Association Workers Compensation Scheme (LGAWCS) centralised procedure validation program was developed in 2017 to meet the self-insured licence requirements for ReturntoWorkSA for the local government sector. As such, Council is to establish and/or utilise LGA's WHS and RTW framework and

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systems to meet the requirements; and will be audited on a yearly basis on a selected topic to ensure due diligence.

Audit results:

Conformance	Observation	Non-Conformance	Out of Scope Comments	Not Applicable
14	3	8	1	1

Refer to the Final Report 24/42545 for further information.

RESPONSE

The final report identifying the audit findings was provided to Council on 13 May 2024. The following is a summary of actions developed to mitigate the non-conformances and observations:

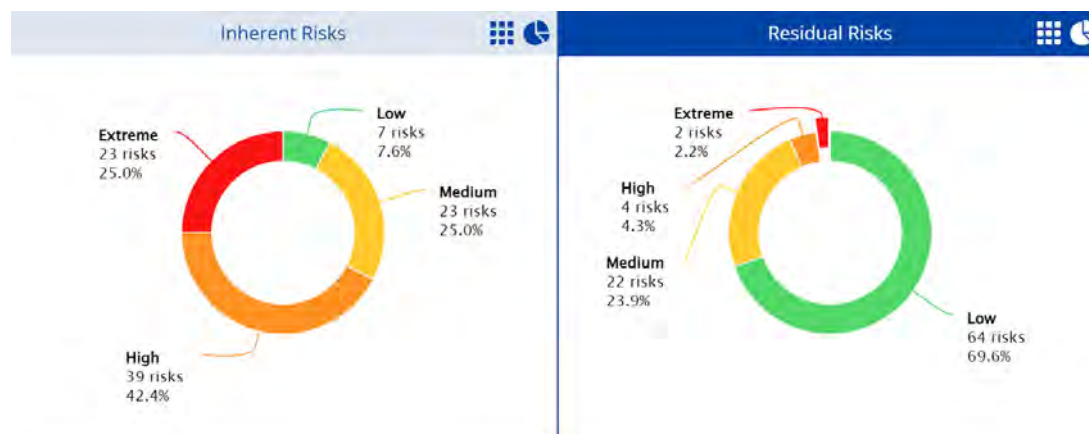
- Updating appropriate staff position descriptions involved in the RTW process.
- Ensuring appropriate staff have received the required LGAWCS RTW training.
- Reviewing the Workplace RTW Process 12/49656.
- Provide quarterly confidential injury reports to ELT.

Refer to 24/400200 for the full review of the Final Report and assigned actions.

Internal Financial Control (ControlTrack)

The next control assessment, review of the Extreme and High Risks will occur in Quarter 4 of the 2023/2024 financial year.

The current inherent and residual risks are detailed below.



MATTERS FOR INFORMATION

CONSENSUS AGENDA

3.2 ADOPTED 2023/24 QUARTERLY BUDGET UPDATE AS AT 31 MARCH 2024

Author: Senior Accountant
24/44598

The 2023/24 quarterly budget update as at 31 March 2024 was adopted by Council on 21 May 2024 and is available on Council's website.

RECOMMENDATION

That the report item 2023/24 Quarterly Budget Update as at 31 March 2024 be received and noted.

ATTACHMENTS

SUPPORTING REFERENCES
Local Government Act 1999



Annual Budget and Business Plan 2023/24

Budget Update - Quarterly

As at 31 March 2024

Budget Update Report

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Executive Summary

This report is a Budget Update as at 31 March 2024 for the 2023/24 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 2023/24 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 2023/24 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 \$10.5m. The updated budget includes not limited to: Bridges \$0.3m; Foot/bike paths \$0.5m; Resheeting and road shoulders – \$1.3m; Motor vehicles and plant and equipment \$1.0m; Sealing/resealing/reconstruction – \$3.8m; Stormwater – \$0.3m and Community Wastewater Management Systems (CWMS) \$2.7m.
- ❖ Office and Community Facilities inc. The Big Project (TBP) expenditure on project scoping, designs and works with this budget update at \$18.4m this update includes additional \$4.0m 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:
 - o Tanunda Oval Renovation - \$1.6m
 - o Barossa Rugby - \$4.1
 - o Barossa Culture Hub - \$250k
 - o Lyndoch Rec Park - \$5.0m
 - o Nuriootpa Soccer - \$1.7m
 - o Talunga Caravan Park Facilities, including cabins \$0.9m
 - o Tanunda Recreation Park –oval widening, junior sports field, playground and cricket nets \$1.7m
- ❖ 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 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

	Budget Adjustment 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	45,014	43,947	46,017	(40)	0	45,977
Less Expenses	8-11	(47,359)	(34,084)	(47,780)	(190)	0	(47,970)
Operating Surplus / (Deficit)		(2,345)	9,863	(1,763)	(230)	0	(1,993)
Less Net Outlays on Existing Assets							
Capital Expenditure on Renewal and Replacement of Existing Assets	12	(8,031)	0	(10,574)	60	323	(10,191)
add back Depreciation, Amortisation and Impairment	10	10,170	7,628	10,170	0	0	10,170
add back Proceeds from Sale of Replaced Assets	13	224		206	0	0	206
		2,363	7,628	(198)	60	323	185
Less Net Outlays on New and Upgraded Assets							
Capital Expenditure on New and Upgraded Assets	14	(14,822)	0	(16,708)	(3,839)	400	(20,147)
add back Amounts Received Specifically for New and Upgraded Assets	15	2,838	1,991	2,281	2,000	0	4,281
add back Proceeds from Sale of Surplus Assets	16	0	0	0	0	0	0
		(11,984)	1,991	(14,427)	(1,839)	400	(15,866)
Net Lending / (Borrowing) for Financial Year		(11,966)	19,482	(16,388)	(2,009)	723	(17,674)

Uniform Presentation of Finances

Funding Source for the movement in Net Lending / (Borrowing)	(\$'000)
Original Full year Budget Net Lending / (Borrowing)	(11,966)
Carried Forward Budget Adjustments – Report on Financial Results	(7,605)
Funds were held for these projects in cash and investments at 30 June 2023	
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 2023	1,504
Budget Adjustments - December (includes Sept correction). Funds required for these items will decrease Council's cash and investments	1,679
Carried Forward Budget Adjustments to 2024/25	0
Budget Adjustments - March Budget Update. Funds required for these items will increase Councils cash and investments	(2,009)
Carried Forward Budget Adjustments to 2024/25	723
Proposed Full-year Revised Budget - Net Lending / (Borrowing)	(17,674)

Key Performance Indicators (KPI)

Key Performance Indicators (KPI)		Original Budget 30 June 2024	Budget Update 31 Mar 2024
Operating Surplus / (Deficit) (\$'000)		(2,345)	(1,933)
Target	To achieve an operating breakeven position, or better, over any five-year period.		
Notes	Operating Deficit increased by \$230k as a result of an decrease of revenue of \$40k and an increase of net costs of \$190k. Due to the advance payment of Financial Assistance Grants totalling \$2.086M (received June 2023) the true underlying budget position for 2023-24 is \$153K surplus not \$1.933M deficit.		
Operating Surplus Ratio		(5.2%)	(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 (4.3%), this update projects an annual result of (4.3%). Using the last 2 years actuals 2022 at 6.4% and 2023 at 2.1% and this Budget update of (4.3%) the three year average is 1.3%, within the adopted target range of (2%) to 10%. Due to the advance payment of Financial Assistance Grants totalling \$2.086M 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)		29,744	24,755
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		66%	53.8%
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		122%	115%
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 2023 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 23/24 budget renewal spend is \$8,031k that calculates a budget Asset Renewal Funding Ratio (ARFR) of 122%.		

Department	Description	Income/Expenditure Account	Reason for Budget Adjustment	Type of Adjustment	2023/24 Adjustment Quarter 3
Operating Adjustments					
Health Services	Assessment and Advice - Health	Statutory Fines/Expiations	Council has been invoiced for remediation of 62 Carlisle Street Williamstown. Resident to be invoiced	Addition to income (negative amount)	(7,810)
Statutory Charges					(7,810)
Community Programs and Development	Mt Pleasant Xmas Parade Formerly Sec 41 DEP11 changed 21/7/16	Commercial Activities - Other	Shop surplus revenue stock adjustment	Transfer From - income (positive amount)	1,000
Barossa Visitor Centre	Barossa Visitor Centre - Participation Agreements	Other User Charges Income	Increase income for Participation Agreement	Addition to income (negative amount)	(2,000)
Nuriootpa Centennial Park	Nuriootpa Caravan Park	Caravan Park - Site Fees	Reduce Caravan Park Site Feen	Reduction to income (positive amount)	60,000
Nuriootpa Centennial Park	Nuriootpa Caravan Park	Caravan Park - Cabin Feen Fees	Reduce Caravan Park Cabin Fees	Reduction to income (positive amount)	90,000
User Charges					149,000
Grants, Subsidies and Contributions					0
Financial Services	Administer Council investments	Interest Earned (Banks)	Additional Income for higher than budgeted interest	Addition to income (negative amount)	(21,216)
Planning Services	Heritage Grant Fund	Contributions - Other	Grant Funding - Native Vegetation Council	Addition to income (negative amount)	(7,440)
Community Services	Barossa Council Wellbeing Funding	Contributions - Other	Grant Funding - Wellbeing SA	Addition to income (negative amount)	(30,000)
Barossa Bushgardens	Bushgardens - Reconciliation Day	Contributions - Other	Grant Funding received from Northern and Yorke Landscape Board	Addition to income (negative amount)	(10,500)
Barossa Bushgardens	Barossa Bushgardens - Community Environment Forum	Contributions - Other	Grant Funding obtained from Northern and Yorke Landscape Board	Addition to expenditure (positive amount)	(3,300)
Barossa Bushgardens	Barossa Bushgardens - Youth Environment Day	Contributions - Other	Grant Funding received from Northern and Yorke Landscape Board	Addition to income (negative amount)	(5,500)
Barossa Visitor Centre	Barossa Visitor Centre - Souvenir Sales	Commercial Activities - Other	Increase in income for Retail shop	Addition to income (negative amount)	(30,000)
Barossa Visitor Centre	Barossa Visitor Centre - Event Ticketing	Other Income - Misc.	Remove budget for event ticketing	Reduction to income (positive amount)	6,700
Barossa Visitor Centre	Barossa Visitor Centre - Event Ticketing	Other Income - Commissions	Remove Budget for event ticketing commission	Reduction to income (positive amount)	500
Barossa Bushgardens	Bushgardens: Barossa Co-op Funding	Donations - Other	Barossa Bushgardens - Co-Op Funding	Addition to income (negative amount)	(1,000)
Other Income					(101,756)
NET TOTAL - Operating Income Adjustments					39,434
Office of the Mayor and CEO	Office of the Mayor and CEO formerly Executive Services - Miscellaneous	Salaries (Staff Vacancies)	Remove vacancy salaries budget	Addition to expenditure (positive amount)	170,000
Community Services	Collaborative Officer	Salaries (Travel allowance)	Transfer Expenses	Transfer From - expenditure (negative amount)	(1,000)
Works Operating	Parks & Gardens Services	Wages (Normal Rate - Depot Staff)	Move budget from multiple lines to parks and gardens wages. Operations team has insourced these works since the beginning of this FY and will use the savings along with other savings on FTE to add an additional ME5. See additional ME5 FTE sheet. This will be a permanent change as agreed to with Jo Moen.	Transfer To - expenditure (Pos amount)	4,000
Works Operating	Parks & Gardens Services	Wages (Normal Rate - Depot Staff)	Move budget from multiple lines to parks and gardens wages. Operations team has insourced these works since the beginning of this FY and will use the savings along with other savings on FTE to add an additional ME5. See additional ME5 FTE sheet. This will be a permanent change as agreed to with Jo Moen.	Transfer To - expenditure (Pos amount)	4,000
Works Operating	Parks & Gardens Services	Wages (Normal Rate - Depot Staff)	Move budget from multiple lines to parks and gardens wages. Operations team has insourced these works since the beginning of this FY and will use the savings along with other savings on FTE to add an additional ME5. See additional ME5 FTE sheet. This will be a permanent change as agreed to with Jo Moen.	Transfer To - expenditure (Pos amount)	15,000
Works Operating	Parks & Gardens Services	Wages (Normal Rate - Depot Staff)	Move budget from multiple lines to parks and gardens wages. Operations team has insourced these works since the beginning of this FY and will use the savings along with other savings on FTE to add an additional ME5. See additional ME5 FTE sheet. This will be a permanent change as agreed to with Jo Moen.	Transfer To - expenditure (Pos amount)	27,408
Employee Costs					219,408

Department	Description	Income/Expenditure Account	Reason for Budget Adjustment	Type of Adjustment	2023/24 Adjustment Quarter 3
Operating Adjustments					
Offices and Community Facilities	Asbestos Checks - Buildings	Asbestos Checks/Maintenance Contractors	Transfer Expenses	Transfer From - expenditure (negative amount)	(1,000)
Offices and Community Facilities	Hall - Lyndoch	Asbestos Checks/Maintenance Contractors	Transfer Expenses	Transfer To - expenditure (Pos amount)	1,000
Office of the Mayor and CEO	Regional Development - Miscellaneous	Consultants - Other	Transfer Funds - Support for Concordia Investigations	Transfer From - expenditure (negative amount)	(50,000)
Building Services	Assessment and Advice - Building	Consultants - Bldg Surveyor	Development Services	Transfer To - expenditure (Pos amount)	2,500
Office of the Mayor and CEO	Office of the Mayor and CEO formerly Executive Services - Miscellaneous	Consultants - Other	Transfer Budget - Business Continuity Plan	Transfer From - expenditure (negative amount)	(10,000)
Corporate Services	Risk Management was Risk dept-changed 20/9/21	Consultants - Other	Transfer Budget - Business Continuity Plan	Transfer To - expenditure (Pos amount)	10,000
Offices and Community Facilities	Barossa Aquatic & Fitness Centre 'The Rex'	Contract Management Fees	Move budget from multiple lines to parks and gardens wages. Operations team has insourced these works since the beginning of this FY and will use the savings along with other savings on FTE to add an additional ME5. See additional ME5 FTE sheet. This will be a permanent change as agreed to with Jo Moen.	Transfer From - expenditure (negative amount)	(15,000)
Planning Services	Assessment and Advice- Planning	Contractors - Relief Staff	Engagement of Engineer - Stockwell Dam application	Addition to expenditure (positive amount)	5,000
Environmental Services	Land, Water and Biodiversity formerly Support Altona Landcare site	Contractors - Other Services	Transfer of budget from 399-864 to 399-654	Transfer From - expenditure (negative amount)	3,528
Environmental Services	Land, Water and Biodiversity formerly Support Altona Landcare site	Contractors - Other Services	Transfer of budget from 399-864 to 399-654	Transfer To - expenditure (Pos amount)	(3,528)
Health Services	Pest Control formerly Pest Control - Miscellaneous	Contractors - Pest Control Services	European Wasps - increase in activity	Addition to expenditure (positive amount)	3,000
Planning Services	Assessment and Advice- Planning	Contractors - Relief Staff	Development Services	Transfer From - income (positive amount)	2,500
Library Services	Library: History and Heritage (formerly Comm Information Directory)	Contractors - Other Services	Heritage photograph project	Addition to expenditure (positive amount)	7,200
Community Services	Barossa Council Wellbeing Funding	Contractors - Other Services	Grant Funding - Wellbeing SA	Addition to expenditure (positive amount)	15,000
Planning Services	Assessment and Advice- Planning	Contractors - Heritage Advisor	Development Services	Transfer To - expenditure (Pos amount)	2,500
Planning Services	Assessment and Advice- Planning	Contractors - Relief Staff	Development Services	Transfer To - expenditure (Pos amount)	7,500
Health Services	Assessment and Advice - Health	Contractors - Other Services	Remediation of private residence	Addition to expenditure (positive amount)	7,810
Offices and Community Facilities	Community Building - Repair	Contractors - Fire Equipment Servicing	Transfer Expenses	Transfer From - expenditure (negative amount)	(9,561)
Offices and Community Facilities	Rec Park - Tanunda	Contractors - Fire Equipment Servicing	Transfer Expenses	Transfer To - expenditure (Pos amount)	793
Offices and Community Facilities	Rec Park - Stockwell	Contractors - Fire Equipment Servicing	Transfer Expenses	Transfer To - expenditure (Pos amount)	395
Offices and Community Facilities	Barossa Aquatic & Fitness Centre 'The Rex'	Contractors - Fire Equipment Servicing	Transfer Expenses	Transfer To - expenditure (Pos amount)	8,038
Offices and Community Facilities	Rec Park - Williamstown	Contractors - Fire Equipment Servicing	Transfer Expenses	Transfer To - expenditure (Pos amount)	335
Offices and Community Facilities	Community Assets & Facilities	Contractors - Other Services	Transfer Expenses	Transfer From - expenditure (negative amount)	(12,890)
Offices and Community Facilities	Williamstown Swimming Pool	Contractors - Other Services	Transfer Expenses	Transfer To - expenditure (Pos amount)	7,762
Offices and Community Facilities	Barossa Aquatic & Fitness Centre 'The Rex'	Contractors - Fire Equipment Servicing	Transfer Expenses	Transfer To - expenditure (Pos amount)	5,128
Offices and Community Facilities	Community Building - Repair	Contractors - Bldg Maintenance Services	Transfer Expenses	Transfer From - expenditure (negative amount)	(16,300)
Offices and Community Facilities	Williamstown Swimming Pool	Contractors - Other Services	Transfer Expenses	Transfer To - expenditure (Pos amount)	7,762
Offices and Community Facilities	Rec Park - Talunga (Mt Pleasant)	Contractors - Bldg Maintenance Services	Transfer Expenses	Transfer To - expenditure (Pos amount)	6,060
Offices and Community Facilities	Hall - Rowland Flat	Contractors - Other Services	Transfer Expenses	Transfer To - expenditure (Pos amount)	1,265

Department	Description	Income/Expenditure Account	Reason for Budget Adjustment	Type of Adjustment	2023/24 Adjustment Quarter 3
Operating Adjustments					
Offices and Community Facilities	Hall - Rowland Flat	Contractors - Bldg Maintenance Services	Transfer Expenses	Transfer To - expenditure (Pos amount)	600
Offices and Community Facilities	Barossa Aquatic & Fitness Centre 'The Rex'	Contractors - Fire Equipment Servicing	Transfer Expenses	Transfer To - expenditure (Pos amount)	613
Works Ovals and Open Space	Ovals & Open Space-RecreationParks (PR)	Contractors - Works Contract Labour Staff	Transfer Expenses	Transfer To - expenditure (Pos amount)	3,616
Offices and Community Facilities	Rec Park - Curdnatta (Sandy Creek)	Contractors - Other Services	Transfer Expenses	Transfer To - expenditure (Pos amount)	900
Offices and Community Facilities	Rec Park - Curdnatta (Sandy Creek)	Contractors - Other Services	Transfer Expenses	Transfer To - expenditure (Pos amount)	1,000
Offices and Community Facilities	Rec Park - Curdnatta (Sandy Creek)	Contractors - Cleaning Services	Transfer Expenses	Transfer To - expenditure (Pos amount)	2,440
Offices and Community Facilities	Rec Park - Curdnatta (Sandy Creek)	Contractors - Airconditioning Services	Transfer Expenses	Transfer To - expenditure (Pos amount)	250
Offices and Community Facilities	Rec Park - Curdnatta (Sandy Creek)	Contractors - Tagging & Testing	Transfer Expenses	Transfer To - expenditure (Pos amount)	80
Offices and Community Facilities	Rec Park - Curdnatta (Sandy Creek)	Contractors - Pest Control Services	Transfer Expenses	Transfer To - expenditure (Pos amount)	198
Works Operating	Footpaths/Kerbing - Repair/Maintenance	Contractors - Other Services	Transfer from footpath kerbing budget to exhausted sealed roads budget for quoted works required to be completed.	Transfer From - expenditure (negative amount)	(30,000)
Works Operating	Sealed Roads - Repair/Maintenance	Contractors - Other Services	Transfer from footpath kerbing budget to exhausted sealed roads budget for quoted works required to be completed.	Transfer To - expenditure (Pos amount)	30,000
Works Operating	Bike Path - Repair/Maintenance	Contractors - Other Services	Transfer to balance out overspent budget line	Transfer From - expenditure (negative amount)	(15,000)
Works Operating	Spray Weeds/plants	Contractors - Other Services	Transfer to balance out overspent budget line	Transfer To - expenditure (Pos amount)	15,000
Works Operating	Maintenance- Misc Land/Struct/Equip/Fence	Contractors - Other Services	Transfer to balance out budget lines	Transfer From - expenditure (negative amount)	(3,710)
Works Operating	Maintenance- Misc Land/Struct/Equip/Fence	Contractors - Bldg Maintenance Services	Transfer to balance out budget lines	Transfer To - expenditure (Pos amount)	3,710
Works Ovals and Open Space	Ovals & Open Space-RecreationParks (PR)	Contractors - Other Services	Transfer budget from ovals and rec parks contractors line to balance out parks and gardens budget	Transfer From - expenditure (negative amount)	(31,000)
Works Operating	Parks & Gardens Services	Contractors - Other Services	Transfer budget from ovals and rec parks contractors line to balance out parks and gardens budget	Transfer To - expenditure (Pos amount)	18,400
Works Operating	Staff Training - Works	Contractors - Other Services	Transfer to balance out budget lines	Transfer From - expenditure (negative amount)	(9,110)
Offices and Community Facilities	Hall - Union Chapel	Contractors - Lawn Mowing/Grass slashing	Move budget from multiple lines to parks and gardens wages. Operations team has insourced these works since the beginning of this FY and will use the savings along with other savings on FTE to add an additional ME5. See additional ME5 FTE sheet. This will be a permanent change as agreed to with Jo Moen.	Transfer From - expenditure (negative amount)	(4,000)
Offices and Community Facilities	Hall - Rowland Flat	Contractors - Lawn Mowing/Grass slashing	Move budget from multiple lines to parks and gardens wages. Operations team has insourced these works since the beginning of this FY and will use the savings along with other savings on FTE to add an additional ME5. See additional ME5 FTE sheet. This will be a permanent change as agreed to with Jo Moen.	Transfer From - expenditure (negative amount)	(4,000)
Works Ovals and Open Space	Ovals & Open Space-RecreationParks (PR)	Contractors - Works Contract Labour Staff	Move budget from multiple lines to parks and gardens wages. Operations team has insourced these works since the beginning of this FY and will use the savings along with other savings on FTE to add an additional ME5. See additional ME5 FTE sheet. This will be a permanent change as agreed to with Jo Moen.	Transfer From - expenditure (negative amount)	(27,408)
Works Operating	Staff Training - Works	Contractors - Other Services	Request for new budget to fund training for staff under the new workzone traffic management certificate requirements.	Addition to expenditure (positive amount)	8,000
Works Operating	Maintenance- Misc Land/Struct/Equip/Fence	Contractors - Other Services	Request for additional budget for install of fence along the batter behind the Angaston Rec Park club rooms. As approved to go ahead by Martin.	Addition to expenditure (positive amount)	15,000
Works Operating	Spray Weeds/plants	Contractors - Other Services	Request for an additional \$25k. \$15k of this is to balance out budget due to the wet summer resulting in additional spraying requirements. The additional \$10k will be used to apply a pre emergent on all main street areas prior to the new FY to prevent weed growth. This up front cost will remove the need for a service of these areas for 6 months which will prevent the need for extra chemical.	Addition to expenditure (positive amount)	25,000

Department	Description	Income/Expenditure Account	Reason for Budget Adjustment	Type of Adjustment	2023/24 Adjustment Quarter 3
Operating Adjustments					
Works Operating	Machine/Vehicle/Equip - Other	Contractors - Other Services	Increase plant servicing budget to \$460k to reflect actual spending as we are currently tracking to this amount. This is in line with recent FY actual spendings.	Addition to expenditure (positive amount)	165,000
Works Ovals and Open Space	Ovals & Open Space-RecreationParks (PR)	Contractors - Works Contract Labour Staff	Additional budget requested to cover costs of maintaining the new Tandunda Playground and gardens installed as part of The Big Project	Addition to expenditure (positive amount)	7,410
Works Ovals and Open Space	Ovals & Open Space-RecreationParks (PR)	Contractors - Works Contract Labour Staff	Additional budget request to cover the cost of labour required for the maintenance of the Angaston and Tanunda junior ovals. No budget was ever allocated to operations for maintenance after these oval were installed	Addition to expenditure (positive amount)	3,333
Library Services	Library: Programs and Experience	Direct Purchases - Other	Programs budget, add to direct purchases	Addition to expenditure (positive amount)	600
Library Services	Library DVDs & CDs changed from Library DVDs & Videos & Cassettes 13/8/15	Direct Purchases - Other	Collections reduction	Reduction to expenditure (negative amount)	(2,560)
Library Services	Library: Collections and Access	Direct Purchases - Other	Magazine unit - Lyndoch Library	Addition to expenditure (positive amount)	2,560
Planning Services	Heritage Grant Fund	Direct Purchases - Other	Grant Funding - Native Vegetation Council	Addition to expenditure (positive amount)	7,440
Community Services	Barossa Council Wellbeing Funding	Direct Purchases - Other	Grant Funding - Wellbeing SA	Addition to expenditure (positive amount)	15,000
Community Services	Collaborative Officer	Direct Purchases - Other	Transfer Expenses	Transfer To - expenditure (Pos amount)	1,000
Works Operating	Parks & Gardens Services	Direct Purchases - Other	Transfer Expenses	Transfer To - expenditure (Pos amount)	568
Works Operating	Parks & Gardens Services	Direct Purchases - Other	Transfer budget from ovals and rec parks contractors line to balance out parks and gardens budget	Transfer To - expenditure (Pos amount)	12,600
Works Operating	Personal Safety equipment - Provide	Direct Purchases - Safety Equip or Clothing	Request additional \$5k to reflect actual spending and in line with additional staff numbers	Addition to expenditure (positive amount)	5,000
Works Operating	Machine/Vehicle/Equip - Other	Direct Purchases - Vehicle/Machine Parts	Increase plant direct purchases budget by \$20k to reflect actual spending as we are currently tracking to this amount. This is in line with recent FY actual spendings.	Addition to expenditure (positive amount)	20,000
Works Operating	Parks & Gardens Services	Direct Purchases - Other	Additional budget required for materials for maintenance of the new Tanunda rec park playground. No	Addition to expenditure (positive amount)	1,783
Works Ovals and Open Space	Ovals & Open Space-RecreationParks (PR)	Direct Purchases - Other	Additional budget request to cover the cost of chemical purchases and irrigation for the Angaston junior oval. No budget was ever allocated to operations for maintenance after the oval was installed	Addition to expenditure (positive amount)	7,972
Planning Services	Assessment and Advice- Planning	Staff Training - Seminar/Conference Fees	The Huddle Training - Development and Community Services	Addition to expenditure (positive amount)	15,444
Health Services	Assessment and Advice - Health	Staff Training - Accommodation Expenses	Health Services Training Budget	Transfer From - expenditure (negative amount)	(500)
Health Services	Assessment and Advice - Health	Staff Training - Seminar/Conference Fees	Health Services Training Budget	Transfer To - expenditure (Pos amount)	500
Health Services	Assessment and Advice - Health	Staff Training - Travel Expenses	Increase of Health Training Budget	Transfer From - expenditure (negative amount)	(500)
Health Services	Assessment and Advice - Health	Staff Training - Seminar/Conference Fees	Increase of Health Training Budget	Transfer To - expenditure (Pos amount)	500
Works Operating	Staff Training - Works	Staff Training - Seminar/Conference Fees	Transfer to balance out budget lines	Transfer To - expenditure (Pos amount)	9,110
Compliance Services	Compliance, Monitoring & Enforcement-Development	Legal Fees	Transfer from Compliance Legals to increase Planning Consultant expenses	Transfer To - expenditure (Pos amount)	(2,500)
Compliance Services	Compliance, Monitoring & Enforcement-Development	Legal Fees	Transfer from Compliance Legals to increase Heritage Consultant expenses	Transfer From - expenditure (negative amount)	(2,500)
Building Services	Assesment and Advice - Building	Legal Fees	Transfer from Building Legals to increase Planning Contractor expenses	Transfer From - expenditure (negative amount)	(7,500)
Building Services	Assesment and Advice - Building	Legal Fees	Transfer from Building Legals to inrease Building Consultant expenses	Transfer From - expenditure (negative amount)	(2,500)

Department	Description	Income/Expenditure Account	Reason for Budget Adjustment	Type of Adjustment	2023/24 Adjustment Quarter 3
Operating Adjustments					
Library Services	Library: Programs and Experience	Contractors - Other	Programs budget, add to contactors	Addition to expenditure (positive amount)	400
Office of the Mayor and CEO	Office of the Mayor and CEO formerly Executive Services - Miscellaneous	Donations - Sundry	As approved by council at confidential meeting of 17/10/2023	Addition to expenditure (positive amount)	17,395
Barossa Visitor Centre	Barossa Visitor Centre - Souvenir Sales	Direct Purchases - Other	Increase in purchases for retail shop	Addition to expenditure (positive amount)	20,000
Barossa Visitor Centre	Barossa Visitor Centre - Administration	Direct Purchases - Stationery	No budget for stationary	Addition to expenditure (positive amount)	300
Barossa Bushgardens	Bushgardens:Nursery Expenditure	Direct Purchases - Weed/Pest Chemicals	Reallocate 725	Transfer From - expenditure (negative amount)	(1,500)
Barossa Bushgardens	Bushgardens:Nursery Expenditure	Direct Purchases - Plants/Shrubs	Reallocate 725	Transfer To - expenditure (Positive amount)	1,500
Barossa Bushgardens	Bushgardens:Nursery Expenditure	Direct Purchases - Weed/Pest Chemicals	Reallocate 725	Transfer From - expenditure (negative amount)	(1,500)
Barossa Bushgardens	Bushgardens:Nursery Expenditure	Direct Purchases - Other	Reallocate 725	Transfer To - expenditure (Positive amount)	1,500
Barossa Bushgardens	Bushgardens - Reconciliation Day	Direct Purchases - Other	Barossa Bushgardens Grant Funding - Reconciliation Day 2024	Addition to expenditure (positive amount)	10,500
Barossa Bushgardens	Barossa Bushgardens - Community Environment Forum	Direct Purchases - Other	Grant Funding - BBG Community Environment Forum	Addition to expenditure (positive amount)	3,300
Barossa Bushgardens	Barossa Bushgardens - Youth Environment Day	Direct Purchases - Other	Grant Funding - BBG Youth Environment Day	Addition to expenditure (positive amount)	5,500
Office of the Mayor and CEO	Q100 - Concordia Township Development	Contributions - Other	Funds for eco dev projects not yet committed - trans to support concordia investigations (transport, stromwater, commuity infrastructure).	Transfer To - expenditure (Pos amount)	50,000
Barossa Visitor Centre	Barossa Visitor Centre - Administration	Staff Training - Seminar/Conference Fees	Staff member participating in Rise Up emerging leaders - unbudgeted	Addition to expenditure (positive amount)	2,000
Barossa Visitor Centre	Barossa Visitor Centre - Administration	Telephone	Telephone budget tracking under	Reduction to expenditure (negative amount)	(350)
Barossa Visitor Centre	Barossa Visitor Centre - Administration	Staff Training - Accommodation Expenses	Not required this year	Reduction to expenditure (negative amount)	(1,250)
Barossa Visitor Centre	Barossa Visitor Centre - Administration	Other Misc. Expenses - Sundry	shelving for Mount pleasant Library/VIO	Addition to expenditure (positive amount)	800
Barossa Visitor Centre	Barossa Visitor Centre - Administration	Entertainment Expenses	no longer able to spend for volunteer recognition	Reduction to expenditure (negative amount)	(300)
Barossa Visitor Centre	Barossa Visitor Centre - Administration	Bank Charges	error when setting up budget	Addition to expenditure (positive amount)	4,500
Nuriootpa Centennial Park	Nuriootpa Caravan Park	Contractors - Other Services	Increased Maint of Soccer Pitch	Addition to expenditure (positive amount)	15,000
Materials, Contract and Other Expenses					Note 9
Depreciation, Amortisation and Impairment					Note 10
Financial Services	Debenture Loan Repayments (Interest)	Cash Advance Interest - LGFA	Reduced Borrowings - lower than expected interest	Reduction to expenditure (negative amount)	(401,561)
Finance Costs					Note 11
NET TOTAL - Operating Expense Adjustments					(401,561)
NET TOTAL - Operating Adjustments					190,278
					229,712

Department	Asset	Description	Income/Expenditure Account	Reason for Budget Adjustment	Type of Adjustment	2023/24 Adjustment Quarter 3	Favourable/ Unfavourable
Capital Expenditure on Renewal and Replacement of existing assets							
Works Administration	Office Vehicle - Manager Community Services	Capital Exp-Admin Vehicles	Capital Exp Equip - Materials	C/Fwd MCS Vehicle Budget to 24/25	Carried forward expenditure (Negative amount)	(35,000)	Favourable
Works Administration	Office Vehicle- Works Project Officer	Capital Exp-Admin Vehicles	Capital Exp Equip - Materials	C/fwd CPO Vehicle Budget to 24/25	Carried forward expenditure (Negative amount)	(38,000)	Favourable
Works Administration	Office Vehicle - Manager Organisational Culture and People	Capital Exp-Admin Vehicles	Capital Exp Equip - Materials	C/fwd MOC&P Vehicle Budget to 24/25	Carried forward expenditure (Negative amount)	(35,000)	Favourable
Works Administration	Office Vehicle - Manager Health Services	Capital Exp-Admin Vehicles	Capital Exp Equip - Materials	C/fwd MHS Vehicle Budget to 24/25	Carried forward expenditure (Negative amount)	(35,000)	Favourable
Works Capital	TRUCK, Arboriculture Tower Truck	Capital Exp-Depot Vehicles	Capital Exp Equip - Materials	Increase for purchase of carried forward EWP Truck	Addition to expenditure (positive amount)	48,700	Unfavourable
Works Capital	Melrose Street, Mt Pleasant	Capital Exp-Road Resheeting	Capital Expenditure Structures - Contrac	Carried forward expenditure (positive amount)	Carried forward expenditure (Negative amount)	(180,000)	Favourable
Offices and Community Facilities	Misc Building Renewal	Capital Exp-Misc Community Properties	Capital Expenditure Bldgs - Contractors	Transfer Capital Budget	Transfer From - expenditure (negative amount)	(284,057)	Favourable
Offices and Community Facilities	Williamstown Hall Flooring	Capital Exp - Williamstown Hall	Capital Expenditure Bldgs - Contractors	Full resurface of hall flooring to maintain assets. Also prep for commemoration August 2024	Transfer To - expenditure (Positive amount)	49,715	Unfavourable
Sec 41 Committees - Gallery	Gallery Gutter Works	Capital Exp - Barossa Regional Gallery	Capital Expenditure Structures - Contrac	Require repairs to areas of guttering as identified through routine maintenance and in Building Condition Audit	Transfer To - expenditure (Positive amount)	18,500	Unfavourable
Works Capital	Samuel Road Stand Alone Solar	Capital Exp-Streetscaping	Capital Expenditure Structures - Contrac	Required system to provide safe work environment for staff.	Transfer To - expenditure (Positive amount)	7,000	Unfavourable
Offices and Community Facilities	Mt Pleasant Farmers Market Kitchen	Capital Exp-Offices	Capital Expenditure Structures - Contrac	replacement kitchen for Farmers Market catering kitchen	Transfer To - expenditure (Positive amount)	175,000	Unfavourable
Nuriootpa Centennial Park	NCPA- Amenities facilities	Nuriootpa Centennial Park	Capital Expenditure Structures - Contrac	Nuriootpa Centennial Park	NCPA- Amenities facilities	(120,000)	Favourable
Nuriootpa Centennial Park	Replace Electric Buggy (prev in budget as Street Sweeper)	Nuriootpa Centennial Park	Capital Exp Equip - Materials	Nuriootpa Centennial Park	Replace Electric Buggy (prev in budget as Street Sweeper)	25,000	Unfavourable
Nuriootpa Centennial Park	Contribution to new Oval Shed / BG (prior commitment)	Nuriootpa Centennial Park	Capital Exp Equip - Materials	Nuriootpa Centennial Park	Contribution to new Oval Shed / BG (prior commitment)	20,000	Unfavourable
Capital Expenditure on Renewal and Replacement of Existing Assets					Note 12	(383,142)	

Department	Asset	Description	Income/Expenditure Account	Reason for Budget Adjustment	Type of Adjustment	2023/24 Adjustment Quarter 3	Favourable / Unfavourable
Capital Expenditure on New and Upgraded assets							
Information Technology	Switching Technology	Capital Exp-Computer Equipment	Capital Exp Equip - Materials	System Infrastructure Hardware Increase	Addition to expenditure (positive amount)	20,000	Unfavourable
Information Technology	Website Development Project	Capital Exp-Computer Equipment	Capital Exp Equip - Materials	Consolidation of Web and Intranet Funds	Transfer From - expenditure (negative amount)	(20,000)	Favourable
Information Technology	Intranet	Capital Exp-Computer Equipment	Capital Exp Equip - Materials	Consolidation of Web and Intranet Funds	Transfer To - expenditure (Positive amount)	20,000	Unfavourable
Information Technology	ICT Software/Hardware	Capital Exp-Computer Equipment	Capital Exp Equip - Materials	ICT Improvement Project Funds - Expense Type Balancing	Transfer From - expenditure (negative amount)	(40,000)	Favourable
Information Technology	ICT Software/Hardware	Capital Exp-Computer Equipment	Capital Exp Structures - Contractors	ICT Improvement Project Funds - Expense Type Balancing	Transfer To - expenditure (Positive amount)	40,000	Unfavourable
Information Technology	ICT Software/Hardware	Capital Exp-Computer Equipment	Capital Exp Equip - Materials	Technology One Improvement Project Funds Transfer from General ICT Allocation	Transfer From - expenditure (negative amount)	(189,860)	Favourable
Information Technology	TechOne System	Capital Exp-Computer Equipment	Capital Exp Structures - Contractors	Technology One Improvement Project Funds Transfer from General ICT Allocation	Transfer To - expenditure (Positive amount)	189,860	Unfavourable
Information Technology	Finance Budgeting Software	Capital Exp-Computer Equipment	Capital Exp Equip - Materials	Transfer of Tech 1 EB Software Funds to Core Tech 1 Project	Transfer From - expenditure (negative amount)	(40,653)	Favourable
Information Technology	TechOne System	Capital Exp-Computer Equipment	Capital Exp Structures - Contractors	Transfer of Tech 1 EB Software Funds to Core Tech 1 Project	Transfer To - expenditure (Positive amount)	40,653	Unfavourable
Works Capital	Lyndoch Recreation Park – Ovals and Recreation Spaces	Capital Exp-Lyndoch Rec Park	Capital Exp Land - Other	Lyndoch Rec Park Development	Addition to expenditure (positive amount)	3,750,000	Unfavourable
Works Capital	Lyndoch Recreation Park Change/Club Rooms	Capital Exp-Lyndoch Rec Park	Donations - Sundry	Legal Costs for Lyndoch Development	Addition to expenditure (positive amount)	35,000	Unfavourable
Works Capital	ROAD DRAIN, BAIRD STREET, NURI/OOTPA	Capital Exp-Bridges	Capital Expenditure Structures - Contrac	Carry Forward and align budget to spend	Carried forward expenditure (Negative amount)	(400,000)	Favourable
Offices and Community Facilities	REX - Replacement kinder gym equipment	Capital Exp-The Rex	Capital Expenditure Equip - Materials	Required to replace matts damaged in recent leaking roof	Transfer To - expenditure (Positive amount)	13,800	Unfavourable
Offices and Community Facilities	REX - Replacement kinder gym equipment	Capital Exp-The Rex	Capital Expenditure Equip - Materials	Replacement of inflatable obstacle course used for out of school care programs. Can recoup cost within 12 months of use.	Transfer To - expenditure (Positive amount)	6,600	Unfavourable
Offices and Community Facilities	Bushgardens Office	Capital Exp-Offices	Capital Expenditure Structures - Contrac	extension of internal office space for staff	Transfer To - expenditure (Positive amount)	13,442	Unfavourable
Capital Expenditure on New and Upgraded Assets					Note 14	3,438,842	Unfavourable
Amounts received specifically for New and Upgraded Assets/Profit and loss for asset disposal							
Works Ovals and Open Space	Lyndoch Rec Park Development	Lyndoch Rec Park Development	Capital Grant Other	State Government contribution.	Addition to income (negative amount)	(2,000,000)	Favourable
Amounts Received Specifically for New and Upgraded Assets					Note 15	(2,000,000)	
Asset Sales adjustments							
Asset Disposal and Fair Value Adjustments					Note 16	0	
NET TOTAL - Asset New/Upgrade Adjustments						1,438,842	
NET TOTAL - Capital Adjustments						Note: for reconciliation purposes the report includes Approved Carried Forwards	1,055,700

Statement of Comprehensive Income

for the year ending 30 June 2024

	Budget Adjustment 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 (\$'000)	Proposed Full Year Revised Budget (\$'000)
Income							
Rates	1	37,892	37,919	37,892			37,892
Statutory Charges	2	828	660	830	8		838
User Charges	3	3,837	2,608	4,076	(150)		3,926
Grants, Subsidies and Contributions	4	1,471	1,665	1,848			1,848
Investment Income	5	152	177	175			175
Reimbursements	6	62	53	62			62
Other Income	7	772	865	1,134	102		1,236
Net Gain – Joint Ventures and Associations		0		0			0
Total Revenues		45,014	43,947	46,017	(40)	0	45,977
Expenses							
Employee Costs	8	17,478	13,108	17,605	219		17,824
Materials, Contracts and Other Expenses	9	18,426	12,977	18,720	373		19,093
Depreciation, Amortisation and Impairment	10	10,170	7,628	10,170			10,170
Finance Costs	11	1,285	371	1,285	(402)		883
Net Loss – Joint Ventures and Associations		0		0			0
Total Expenses		47,359	34,084	47,780	190	0	47,970
Operating Surplus / (Deficit)		(2,345)	9,863	(1,763)	(230)	0	(1,993)
Physical Resources Received Free of Charge		0		1,371			1,371
Asset Disposal and Fair Value	16	(854)		(854)			(854)
Amounts Received Specifically for New or Upgraded Assets	15	2,838	1,991	2,281	2,000		4,281
Net Surplus / (Deficit)		(361)	11,854	1,035	1,770	0	2,805
Changes in revaluation surplus - infrastructure, property, plant and equipment		0	0	7,565	0	0	7,565
Infrastructure, property, plant and equipment Impairment (Expense)/Recoupments offset to Asset Revaluation Reserve		0	0	0	0	0	0
Total Other Comprehensive Income		0	0	7,565	0	0	7,565
Total Comprehensive Income		(361)	11,854	8,600	1,770	0	10,370

Description	2023/24 Budget	Actuals as at 31 March	Full Year Revised Budget in Last Update	Budget Adjustments Quarter 3	Carry forward to 2024/25	Proposed Full Year Revised Budget
CORPORATE AND COMMUNITY SERVICES	11,453,582	10,401,359	15,153,187	3,879,197	0	19,032,384
Community Services - Community Transport	65,000	94,344	99,000	—	—	99,000
Community Transport Vehicles	65,000	94,344	99,000	—	—	99,000
Library Services	90,470	5,953	90,470	0	0	90,470
Library Books	90,470	5,953	90,470	—	—	90,470
Barossa Regional Gallery	0	0	0	0	0	0
Barossa Regional Gallery Air Conditioning	0	—	—	—	—	0
Corporate Services and Business Innovation	518,000	118,858	667,404	(189,860)	0	477,544
ICT Software/Hardware - (part carried forward)	518,000	118,858	667,404	(189,860)	—	477,544
Offices and Community Facilities	10,780,112	10,182,204	14,296,313	4,069,057	0	18,365,370
The Big Project - Salary, design and preparation	200,000	194,025	332,568	—	—	332,568
Soccer Development Contribution (\$200k consolidated)	200,000	—	200,000	—	—	200,000
Aquatic Swimming Pool, Kokoda Road - Swimming Championships	42,000	42,568	42,000	—	—	42,000
Talunga Pak Light Replacement	200,000	5,441	200,000	—	—	200,000
Tanunda Oval Renovation	1,190,000	1,429,732	1,590,000	—	—	1,590,000
Angas Recreation Park Cricket Nets and Ancillary Works	0	420	—	—	—	—
Angas Recreation Park Clubrooms Canopy	0	1,079	—	—	—	—
Angas Recreation Park Multi Functional Clubrooms	0	1,605	—	—	—	—
Angas Recreation Park Tennis/Netball Courts	0	1,124	—	—	—	—
Barossa Culture Hub - The Big Project	250,000	45,742	250,000	—	—	250,000
Barossa Rugby Park - The Big Project (Infrastructure Projects Grant Programs) (part carried forward)	2,444,473	3,632,353	4,057,022	—	—	4,057,022
Irrigation Equipment Tanunda Rec Park	0	448	—	—	—	—
Library & Branch Office, Mount Pleasant	0	5,670	10,150	—	—	10,150
Library & Branch Office, Nuriootpa	0	—	44,550	—	—	44,550
Lyndoch Land purchase	0	1,554,048	1,549,716	—	—	1,549,716
Nuriootpa Office Minor Building Improvements	0	1,125	—	—	—	—
Nuriootpa Soldiers Memorial Hall	0	29,027	—	—	—	—
Lyndoch Rec Park Change/Clubrooms	3,841,504	192,815	1,250,000	35,000	—	1,285,000
Lyndoch Recreation Park - Ovals and Recreation Spaces	0	—	—	3,750,000	—	3,750,000
Nuriootpa Soccer Clubrooms (carried forward)	1,300,000	437,396	1,541,579	—	—	1,541,579
Nuriootpa Soccer Civil Infrastructure	0	8,847	153,223	—	—	153,223
Nuriootpa Soccer Infrastructure Pitches	0	8,936	—	—	—	—
Tanunda Soldiers Memorial Hall	0	11,380	—	—	—	—
Rex Water Heaters	165,150	20,206	340,000	—	—	340,000
Rex - Gym Equipment	0	—	—	20,400	—	20,400
Rex Aquatic Fitness building	0	132	—	—	—	—
Stockwell Park Civil Works/Signage/Landscaping	0	635	—	—	—	—
Talunga Caravan Park Facilities (carried forward)	0	1,152,463	938,234	—	—	938,234
Tanunda Recreation Park Junior Sports Field (part carried forward - Infrastructure Projects Grant Programs)	0	24,310	—	—	—	—
Tanunda Recreation Park - Oval Widening	0	8,582	(0)	—	—	(0)
Tanunda Recreation Park Playground (Open Space and Places for People Grant Funding) (carried forward)	0	8,354	—	—	—	—
Tanunda Recreation Park Cricket Nets (Infrastructure Projects Grant Programs)	0	27,167	—	—	—	—
Tanunda Rec Park Change/Club Rooms	946,985	1,307,996	1,659,056	—	—	1,659,056
Tanunda Recreation Park - Electrical Capacity Upgrade Retention (carried forward)	0	—	(0)	—	—	(0)
New Public Toilet - Tanunda Recreational Park	0	—	63,000	—	—	63,000
Williamstown Hall Floor Resurfacing	0	17,300	49,715	49,715	—	99,430
Samuel Road Stand Alone Solar	0	—	7,000	7,000	—	14,000
Audio Visual System Council Chamber	0	379	—	—	—	—
Volunteer Centre - Barossa Bushgardens Office	0	—	—	13,442	—	13,442
SWIMMING POOL, WILLIAMSTOWN QVJ PARK	0	10,909	—	—	—	—
Catering Shed, Talunga Rec Park (Mt Pleasant Farmers Market Kitchen)	0	—	—	175,000	—	175,000
Barossa Gallery Gutter Works	0	—	18,500	18,500	—	37,000
EXECUTIVE SERVICES	0	81,072	127,955	0	0	127,955
Asset Management System	0	81,072	127,955	—	—	127,955

Description	2023/24 Budget	Actuals as at 31 March	Full Year Revised Budget in Last Update	Budget Adjustments Quarter 3	Carry forward to 2024/25	Proposed Full Year Revised Budget
NURIOOTPA CENTENNIAL PARK AUTHORITY	200,000	44,980	519,770	134,860	—	654,630
Finance Budgeting Software (carried forward)	0	—	40,653	(40,653)	—	—
Intranet	0	—	84,160	20,000	—	104,160
Mobile Phone Fleet	0	40,379	50,000	—	—	50,000
Pathway System	0	2,776	84,957	—	—	84,957
IT System Infrastructure Hardware	0	—	40,000	20,000	—	60,000
TechOne System	0	496	—	230,513	—	230,513
Website Development Project	0	—	20,000	(20,000)	—	—
NCPA - Adventure Playground	0	1,328	—	—	—	—
NCPA - Amenities Facilities - 'C' Block amenities upgrade	180,000	—	180,000	(120,000)	—	60,000
Replace Electric Buggy (prev in budget as Street Sweeper)	0	—	—	25,000	—	25,000
Contribution to new Oval Shed / BG (prior commitment)	0	—	—	20,000	—	20,000
NCPA - Internal Road works	20,000	—	20,000	—	—	20,000
WORKS AND ENGINEERING	11,199,564	5,482,116	11,481,734	(235,357)	(723,000)	10,523,377
Bridges	503,500	69,615	253,500	—	—	253,500
Lyndoch Valley road, Lyndoch Footbridge Replacement	150,000	68,360	150,000	—	—	150,000
Moss Smith Bridge - Design Only	103,500	506	103,500	—	—	103,500
Footbridge, King Street North	0	126	—	—	—	—
Mangler Hill Road Angaston Safety Guardrails	0	100	—	—	—	—
Moculta Road Bridge - Design only	0	397	—	—	—	—
Smyth Road Tanunda Bridge (part carried forward)	250,000	126	—	—	—	—
Buildings	330,000	259,865	460,869	(284,057)	—	176,812
Community Buildings and Office/ Depot Works	330,000	239,642	439,861	(284,057)	—	155,804
Access and inclusion works - Nuriootpa Oval	0	186	—	—	—	—
Nuriootpa Office - LED Lighting Replacement	0	4,150	0	—	—	0
Tanunda and Williamstown Depots Upgrade	0	1,526	—	—	—	—
The Rex Barossa Aquatic and Fitness Centre - LED Lighting Replacement	0	6,250	21,007	—	—	21,007
15/16 Rex Air Cooling	0	8,111	—	—	—	—
Footpaths/Kerbs	490,641	295,271	490,641	0	0	490,641
Northern Side Kalimna Road	100,000	100,015	100,000	—	—	100,000
Atze Park upgrade	0	6,285	—	—	—	—
College Street, Tanunda, footpath upgrade (NI)	0	213	—	—	—	—
Barossa Trail extension to Gawler	0	2,153	—	—	—	—
Barossa Trail Shared Path - renewal	0	420	—	—	—	—
Footpath Renewal Budget - Salaries	390,641	186,186	390,641	—	—	390,641
Motor Vehicles, Plant and Equipment	775,000	437,636	1,119,917	48,700	(143,000)	1,025,617
General Inspector, Office and Other Vehicles (part carried forward)	325,000	38,366	319,650	—	(143,000)	176,650
Motor Vehicles Renewal - including Depot Utes	400,000	53,519	400,000	—	—	400,000
Backhoe	0	4,827	—	—	—	—
Depot 8x5 Tip Trailer 1	0	1,476	—	—	—	—
Depot 8x5 Tip Trailer 2	0	728	—	—	—	—
Depot 8x5 Tip Trailer 3	0	1,482	—	—	—	—
Excavator	0	(7,497)	—	—	—	—
Loader Volvo	0	(89,527)	—	—	—	—
Minor Plant	50,000	27,861	50,000	—	—	50,000
Motor Vehicles Renewal	0	68,982	60,267	—	—	60,267
Mower 1 – Oval Reel Mower	0	8,137	—	—	—	—
Mower 2 – Front deck open space mower	0	19,395	—	—	—	—
Mower 3 – Front deck open space mower	0	8,062	—	—	—	—
Mower 4 – Small zero turn mower	0	1,347	—	—	—	—
Mower Trailer 1	0	2,877	—	—	—	—
Mower Trailer 2	0	356	—	—	—	—
Mower Trailer 3	0	1,562	—	—	—	—
Plant and Equipment	0	313,750	290,000	48,700	—	338,700
Motor Vehicle, Plant & Equipment	0	(23,162)	—	—	—	—
Plant Trailer	0	3,570	—	—	—	—
Turf Ute 1	0	1,432	—	—	—	—
Turf Ute 2	0	3,326	—	—	—	—
Turf Ute 3	0	1,955	—	—	—	—
Works Tractor	0	746	—	—	—	—
Bushgardens Quad Bike	0	430	—	—	—	—
Floodwall Trailer S373THZ	0	99	—	—	—	—
Works Ute 3	0	5,052	—	—	—	—
Works Gardener 4.5T Truck	0	(4,494)	—	—	—	—
TRAFFIC LIGHTS, SOLAR POWERED	0	198	—	—	—	—
4.5 Tonne Truck	0	(7,221)	—	—	—	—
Parks and Gardens	161,784	17,653	161,784	0	0	161,784
Recreation assets- including internal roads	59,384	—	59,384	—	—	59,384
Krieg Park BMX Track	0	15,000	—	—	—	—
Playground Equipment Renewal	30,000	256	30,000	—	—	30,000
BETHANY RESERVE, BETHANY RD, BETHANY	0	509	—	—	—	—
Playground	72,400	—	72,400	—	—	72,400
Tanunda Recreation Park Oval Renewal	0	1,888	—	—	—	—
Road Resheeting	1,064,848	1,119,277	1,296,582	0	0	1,296,582
Resheeting Budget Contingency	1,064,848	808,058	1,064,848	—	—	1,064,848
E Lorkes Road Springton	0	5,483	—	—	—	—
Resheet Program	0	271,019	231,734	—	—	231,734
Seven Steps Road Flaxman Valley	0	886	—	—	—	—
Middleton Road Cockatoo Valley	0	(883)	—	—	—	—
Road Reseal Program Budget (Spray and Asphalt)	0	26,181	—	—	—	—
R Rogers Road, Eden Valley	0	8,533	—	—	—	—
Barossa Visitor Centre Carpark Upgrade	0	—	—	—	—	—

Description	2023/24 Budget	Actuals as at 31 March	Full Year Revised Budget in Last Update	Budget Adjustments Quarter 3	Carry forward to 2024/25	Proposed Full Year Revised Budget
Road Sealing	120,000	187,315	175,000	—	—	175,000
File Street sealing- design	30,000	1,044	30,000	—	—	30,000
Road Seal - Basedow Road Tanunda	0	121	—	—	—	—
Gawler Recreation Park	0	852	—	—	—	—
Road Seal, Valley Road, Angaston	0	156	—	—	—	—
MacDonnell Street (Basedow Road to Bushman Street) Tanunda	0	51	—	—	—	—
Short Row Angaston	0	886	—	—	—	—
South Terrace Angaston	0	443	—	—	—	—
Springton Road Williamstown	0	443	—	—	—	—
Staehr Street Nuriootpa	0	443	—	—	—	—
Tolley Road Nuriootpa	0	443	—	—	—	—
Goldfields Rd, Cockatoo Valley	0	1,231	—	—	—	—
Moculta Road Moculta	0	178,807	25,000	—	—	25,000
Research Road, Tanunda	0	754	—	—	—	—
Yaldara Drive, Lyndoch	0	1,641	—	—	—	—
Signage track system in townships	90,000	—	120,000	—	—	120,000
Road Construction, Resealing	3,953,801	2,305,227	3,975,124	0	(180,000)	3,795,124
Craneford Road, Flaxman Valley	410,000	143,045	410,000	—	—	410,000
Julius Street, Tanunda Reconstruction (part carried forward)	520,000	458,348	541,323	—	—	541,323
Keyneton Road Moculta	220,000	75,745	220,000	—	—	220,000
Road Pavements (formed)	0	430,896	—	—	—	—
Meadow Road, Kalbeeba	120,000	104,032	120,000	—	—	120,000
Road Reseal Program Budget (Spray and Asphalt)	1,763,801	1,079,121	1,763,801	—	—	1,763,801
Melrose Street Mt Pleasant	920,000	14,040	920,000	—	(180,000)	740,000
Road Shoulders	127,082	2,806	127,082	0	0	127,082
Road Shoulders Program	127,082	2,806	127,082	—	—	127,082
Stormwater	945,153	291,841	693,480	—	(400,000)	293,480
Baird Street, drainage upgrade	500,000	53,400	500,000	—	(400,000)	100,000
Calton Road to Hameister Court Drainage, Kalbeeba	368,740	839	839	—	—	839
Project Management Salaries	76,413	149,593	76,413	—	—	76,413
Elizabeth Street Tanunda - Road Drain	0	45,417	54,400	—	—	54,400
Kerb and Gutter Upgrades - critical K&G works to be completed as part of road re-seal programme	0	326	—	—	—	—
Maria Street Tanunda Drainage Swale	0	40,759	61,828	—	—	61,828
Murray Street, Nuriootpa	0	254	—	—	—	—
Old Talunga Park - Tennis Court / Men's Shed drainage	0	118	—	—	—	—
Yettie Road Williamstown	0	1,134	—	—	—	—
Community Wastewater Management System (CWMS)	2,727,755	495,611	2,727,755	0	0	2,727,755
Lyndoch Bevalaqua pump Station Emergency Storage	0	3,450	—	—	—	—
Stockwell Recreation Park - CWMS Irrigation	0	10,654	—	—	—	—
CWMS Pipeline Radio Link Upgrade/Control Change (carried forward)	92,100	—	92,100	—	—	92,100
Nuriootpa Waste Water Treatment Plant - upgrades/improvements	1,600,000	223,696	1,600,000	—	—	1,600,000
Springton WWTP upgrade and renewal	300,000	—	300,000	—	—	300,000
Lyndoch Raising Main/ Pump Replacement	200,000	101,428	200,000	—	—	200,000
Vehicle Replacements Coordinator	42,000	—	42,000	—	—	42,000
Williamstown Lagoon and Infrastructure (carried forward)	350,000	—	350,000	—	—	350,000
Vehicle New Operators Technical Support	58,055	55,339	58,055	—	—	58,055
Streetscaping	85,600	101,045	85,600	—	—	85,600
Streetscaping - townships- unallocated	85,600	76,786	85,600	—	—	85,600
Streetscaping Budget Renew/ Replace	0	171	—	—	—	—
Mt Pleasant Main Street	0	21,896	—	—	—	—
Murray Street Angaston Streetscaping	0	2,191	—	—	—	—
Grand Total (Notes 12 and 14)	22,853,146	16,009,527	27,282,646	3,778,700	(723,000)	30,338,346

Grants, Contributions and Asset Sales 2023/24						
Description	2023/24 Budget	Actuals as at 31 March	Full Year Revised Budget in Last Update	Budget Adjustments Quarter 3	Carry forward to 2024/25	Proposed Full Year Revised Budget
CORPORATE AND COMMUNITY SERVICES	2,380,381	1,220,240	1,823,000	2,000,000	—	3,823,000
Lyndoch Recreation Park Change/Clubrooms (carried forward)	890,381	—	—	—	—	—
Lyndoch Recreation Park - LRCIP R4	565,000	—	565,000	—	—	565,000
Lyndoch Recreation Park - Sport and Rec Grant	500,000	498,336	500,000	—	—	500,000
Lyndoch Rec Park Development state Gov Contribution	0	—	—	2,000,000	—	2,000,000
Angas Recreation Park Junior Oval	—	313,261	313,000	—	—	313,000
Talunga Caravan Park - Cabins and Amenities Buildings	—	408,643	—	—	—	—
Tanunda Recreation Park - Club contribution to changerooms	300,000	—	300,000	—	—	300,000
Tanunda Recreation Park Public Toilet	—	—	20,000	—	—	20,000
Barossa Culture Hub - Creative Industries Centre	125,000	—	125,000	—	—	125,000
DEVELOPMENT AND ENVIRONMENTAL SERVICES	—	—	—	—	—	—
Drought Communities Funding - Bushgardens Nursery Stormwater/Irrigation Infrastructure	—	—	—	—	—	—
NURIOOTPA CENTENNIAL PARK AUTHORITY	15,000	—	15,000	—	—	15,000
Soccer Club contribution towards Soccer TBP	15,000	—	15,000	—	—	15,000
INFRASTRUCTURE AND ENVIRONMENTAL SERVICES	665,236	423,299	648,736	—	—	648,736
LRCIP R4 Roads Only Funding	250,000	—	250,000	—	—	250,000
CWMS Developer Contributions	50,000	423,299	50,000	—	—	50,000
Open Space Developer Contributions	142,736	—	142,736	—	—	142,736
Vehicle and Equipment Trade-in Sales - Motor Vehicles and Plant	222,500	—	206,000	—	—	206,000
Grand Total (Notes 13 and 15)	3,060,617	1,643,539	2,486,736	2,000,000	—	4,486,736

MATTERS FOR INFORMATION

3.3 RISK APPETITE STATEMENTS

Author: Director Corporate Services and Business Innovation
24/44688

At its meeting of 21 May 2024, Council adopted newly developed Risk Appetite Statements. Risk appetites have been developed against each of Council's risk categories using achievement of Council's long term objectives as a focusing lens providing a framework for making risk-informed decisions.

Risk management is integral to Council operations and strategic decision-making. Establishing a clear risk appetite is essential to ensure that all levels of the organisation can confidently assess and manage risks in alignment with Council's expectations. These statements have been developed in consultation with the Local Government Association, Executive Leadership Team and Elected Members reflecting a commitment to responsible governance.

Risk appetite is an articulation of an organisation's willingness to accept risk and is an integral part of any risk management capability because it operates at strategic and operational levels. In order to influence strategies and objectives it should be considered and reviewed during Strategic Planning.

Council has articulated its appetite for risk through the use of qualitative risk appetite statements that are based on its nominated risk categories. Council has chosen to identify its risks within five risk categories, and has a primary risk appetite for each category, with secondary appetite statements where considered necessary.

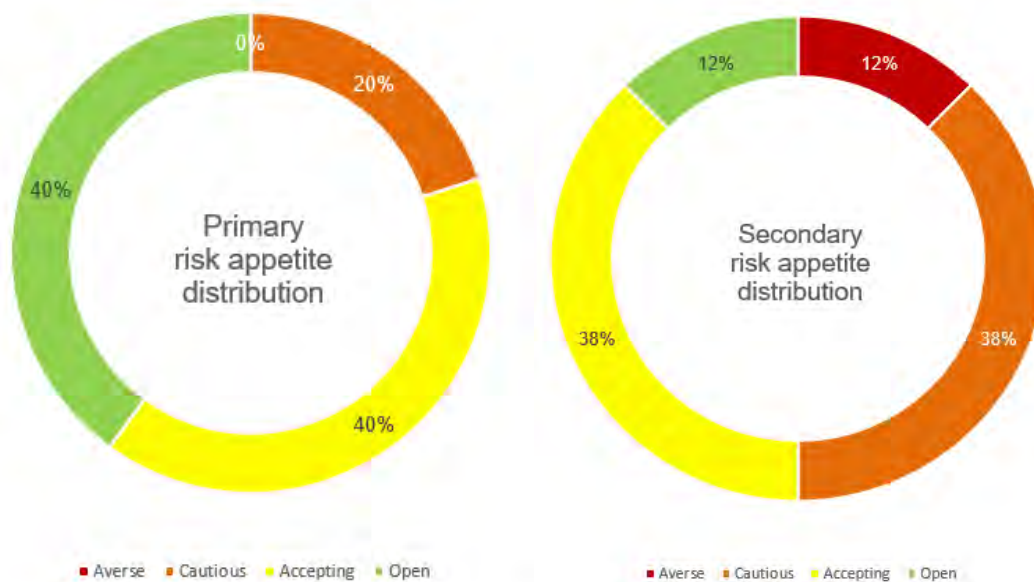
Risk appetite levels were determined for each risk category through a workshop exercise involving Council's Executive Leadership Team and Elected Members using an ordinal scale of four risk appetite levels: averse, cautious, accepting and open. In this order, the risk appetite levels provide an indication of an increasing willingness to take on or retain risk.

Averse	Cautious	Accepting	Open
• Well established & effective controls in place • Very little appetite for decisions or activities that may increase level of risk	• Controls are in place or being developed • Activities closely monitored • Preference for safer options with little opportunity for adverse exposure	• There is an acceptance of the existing level of risk and all options that improve performance will be considered where reasonable protections can be implemented	• Activities are new, innovative & challenge existing practice • Willing to take risk to achieve improved outcomes • Risk is monitored & responded to as appropriate

Council has a primary risk appetite position that is reasonably accepting of risk, with four (4) of the five (5) risk categories having a primary risk appetite of accept or open, which represents 80% of all categories. The remaining risk category is in the cautious level. The secondary risk appetite levels are a little more conservative with 50% of the secondary risk appetites split between averse (12%)/cautious (38%) and accepting (38%)/open (12%).

The distribution of primary and secondary risk appetites is indicative of a reasonably accepting overall appetite towards taking risk, whilst recognising that in some instances, less risk-taking will be necessary to deliver consistent and reliable outcomes for Council and the community.

The distributions of primary and secondary levels of Risk Appetite for Council are illustrated in the charts below.



Risk Appetite Statements

The tables below contain the Risk Appetite Statements for each of Council's risk categories. These statements are qualitative in nature and designed to provide an indication of Council's general position when deciding to take or retain risk in pursuit of its objectives.

Note that achievement of objectives will often be subject to consideration of more than one risk appetite, (e.g. environmental health programs may require consideration of public health, service delivery and legal and compliance risk appetites.)

SERVICE DELIVERY

Refers to the delivery of services to the community, which includes the systems and physical assets that enable provision of these services, including structures (such as roads, buildings and facilities) as well as IT infrastructure, plant, vehicles & other equipment

	Level	Risk Appetite Statement
	Open	Council strives to innovate, ensure continuous improvement principles are embedded and pursue reasonable reform of service delivery to achieve improved service standards and levels. Council is therefore <i>open</i> to risks arising from pursuit of these objectives where there are long term benefits for Council or the community, (e.g. trialling innovative designs, materials, etc.). ▲ Where legislative requirements or standards exist, Council will <i>accept</i> risk only where appropriate controls are in place and effective. ▼ Council will take a more <i>cautious</i> approach to delivery of critical services and infrastructure (e.g. internal IT services and systems, community wastewater and road infrastructure) and will ensure that effective measures are in place to minimise disruption to those services.

SUSTAINABILITY & ENVIRONMENT

Relates to measures to preserve, protect and minimise impact on the natural environment, including sacred and indigenous lands, flora, fauna, heritage, water, waste, hazardous materials and pollution.

	Level	Risk Appetite Statement
	Open	Council promotes service provision that appropriately manages its environment. Councils' general appetite is <i>open</i> in relation to innovation and alternatives in its approach to managing sustainability and environment. The Council prioritises environmentally friendly practices and strives to protect and preserve the natural resources within its jurisdiction. ▼ Council is <i>adverse</i> to any activities that could have significant or long-term negative impacts on the environment (such as the North Para River system) or lands and sites of indigenous, sacred or significant European heritage. ▲ Council <i>accepts</i> that there may be some risk associated with opportunities to develop sustainable solutions and will explore these options in the interests on long-term sustainability as long as efforts to offset any environmental harm are in place.

FINANCIAL

Refers to planning and control of Council's budget to align with the sustainable achievement of the desired outcomes articulated in its Community Plan		
	Level	Risk Appetite Statement
	Cautious	Council will align financial resources to its articulated vision and strategies and strive for ongoing financial sustainability. As such, Council takes a <i>cautious</i> approach to financial risks, considering the current maturity of the organisation and aims to avoid any actions that could have a negative impact on its long-term financial sustainability.
		▲ Council will take a less conservative approach and is prepared to <i>accept</i> risks where there is a high level of confidence in financial projections and evidence to support a business case. Likewise, Council is also willing to explore opportunities to invest to help support innovation where potential benefits are likely to be realised.

PEOPLE		
Relates to recruitment, retention, wellbeing and safety of employees and volunteers and engagement and management of contractors as well as the wellbeing and safety of the community		
	Level	Risk Appetite Statement
	Accepting	Council acknowledges the difficulty in engaging the right people to ensure that our desired outcomes are achieved. Council strives to ensure that contemporary people systems are implemented and <i>accept</i> some degree of risk in order to support the vision and strategies and promote innovation, continuous improvement, accountability and safety.
		▲ Council will, however, be <i>open</i> where there is a dividend to the community and staff that doesn't have a negative impact on the safety and wellbeing of people or the organisation's culture, (e.g. encouraging innovation/ new ideas, improving wellbeing, outsourcing and providing flexible/remote working arrangements etc.) ▼ In consideration of Council's commitment to the safety and wellbeing of its workers (employees, volunteers and contractors) and community, Council will take a more <i>cautious</i> approach and not put the health, safety or wellbeing of any person at risk and will work within regulatory boundaries. (Note that this also extends to provision of essential services.)

ATTACHMENTS

Nil

SUPPORTING REFERENCES

Nil

DEBATE REPORTDEBATE AGENDA

4.1 DRAFT ANNUAL BUDGET AND BUSINESS PLAN 2024/2025 INCORPORATING
THE LONG TERM FINANCIAL PLAN 2024/2025 - 2033/2034 - FOR
CONSULTATION

Author: Director Corporate Services and Business Innovation
24/44596

PURPOSE

Council, at a Special Meeting held 14 May 2024, endorsed the draft Annual Budget and Business Plan 2024/25 incorporating the Long-Term Financial Plan (LTFP) 2024/25 to 2033/34 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 2024/25, incorporating the annual review of the Long Term Financial Plan 2024/25 to 2033/34.

REPORTDiscussion

The Annual Budget and Business Plan (AB&BP) 2024/25 incorporates the Long Term Financial Plan (LTFP) 2024/25 to 2033/34 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 and considered all operating, capital, new initiative, valuation, rating assessment and long-term financial parameters and determined its draft settings.

As noted in the Financial Considerations section of this report and the ABP&B, this financial analysis highlights the KPI results and forecast position based upon the assumptions therein.

ATTACHMENTS OR OTHER SUPPORTING REFERENCES

- Attachment 1 Annual Business Plan and Budget 2024-2025 - V1-1- Council Meeting of 21 May 2024 [↓](#) 
- Attachment 2 Minutes of Special Council Meeting - 14 May 2024 [↓](#) 

Supporting references

Nil

COMMUNITY PLAN / CORPORATE PLAN / LEGISLATIVE REQUIREMENTS

Community Plan

Corporate Plan

- BS12 Property and Rates - 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.
- BS13 Strategic/Legislative Planning and Reporting - Provision of organisational performance report (outcomes), activity report (outputs), a range of statutory reporting (e.g. public health, tax, superannuation), financial reporting. Transparency and accountability regarding Council activity and expenditure provided

Advocacy Plan

Nil

Legislative Requirements

Local Government Act 1999

FINANCIAL, RESOURCE AND RISK MANAGEMENT CONSIDERATIONS

The adoption of the Budget is required between 1 June and 15 August.

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 that can create one-off deficit 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 2024/25 to 2025/26 returning to surplus in 2027/28 and a 10-year position of a surplus of \$10.062m.
- Operating surplus ratios average over 3 years. Council's forecast retrospective results range from (2.5%) to 3.2%.
- Net Financial Liabilities forecast is 88.6% in 2024/25 and peaks at 91.7% in 2025/26 and by year 2033/34 is projected to be at 16.8%.
- Asset Renewal Funding Ratio target is being met over the 10-year period, the average being 108.6%.

There are no additional or abnormal risk considerations or additional resource requirements for the preparation, implementation, and management of the budget, business plan and other related activities.

COMMUNITY ENGAGEMENT

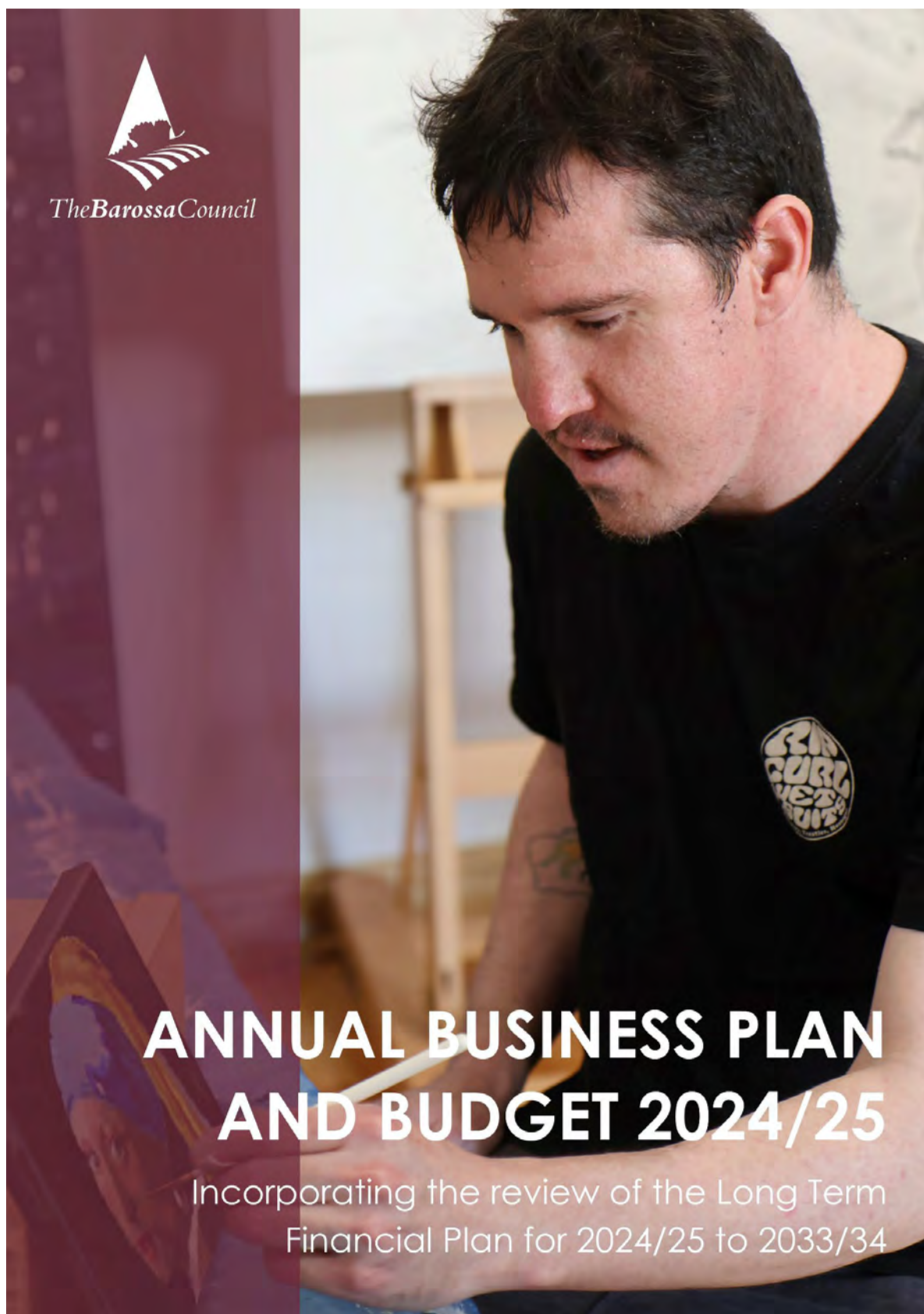
The public consultation period commenced from 15 May 2024 and closed on 7 June 2024 at 5pm. Verbal submissions were considered at a meeting on 6 June 2024, held at 5.30pm, and provided one hour for members of the public to ask questions and make submissions in relation to the AB&BP and annual review of the LTFP.

Submissions were also 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 the ordinary Council Meeting on Tuesday 18 June 2024.

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



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The Barossa Council acknowledges the Ngadjuri, Peramangk and Kaurna 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 2024/25 budget proposes a CPI equivalent, net 4.3% 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, currently forecast at a further 1.0% increase in general rates.



Highlights within our 2024/25 budget include:

- Transport, stormwater, and footpath infrastructure investment of \$7.956m consisting of:
 - \$1.836m for maintenance of road, bridge, footpath, kerbing assets and road vegetation and tree management.
 - \$3.308m for renewal and upgrading of roads being road resheeting and resealing of existing assets.
 - Sealing of Fife Street Angaston for \$399k.
 - \$750k per year for four years, which will be applied this year to continuing Keyneton Road sealing.
 - \$985k for stormwater projects, primarily completion of stage 2 of Baird Street drainage in Nuriootpa.
 - A further increase to footpath renewals of \$191k, bringing next year's budget to \$589k, and increase to the footpath budget for the next 10 years of \$2.192m to address a backlog of works on the existing network.
 - Streetscaping projects \$89k.
- \$23.5173m 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 (the figures reflect the 2024/25 costs, not the total project costs) are:
 - o Completion of the Nuriootpa Centennial Park soccer infrastructure investment.
 - o Lyndoch Recreational Park precinct construction.
 - o Initiate work on the Barossa Culture Hub - Creative Industries Centre.
 - o Commence planning for the next phase of investments including Williamstown oval repurposing, Stockwell second oval and equestrian investment at Talunga Park (for future funding opportunities).
- \$2.2m in 2024/25 for Common Wastewater Management System upgrades, mainly Nuriootpa service expansion, to cater for population growth, and an estimated \$3.63m over the next 5 years to upgrade the capacity of the wastewater treatment system across the network.
- Additional fencing at Tanunda Recreation Park playground \$15k, and \$105k for playground renewal in the district.
- 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.
- Subject to funding support, funding to assist lighting upgrades at Nuriootpa Centennial Park main oval.
- Increasing funding to building renewal to \$450k next year and an increase in the next 10 years of \$3.108m. This year funds will be applied to renewal of balance tanks, wall panelling and pool decking at The Rex, Old Union Chapel flooring, Kegel Club rebuild and the commencement of a long-term plan to renew our public toilets, with Nuriootpa Tolley Reserve, Victoria Creek Williamstown and Bethany Reserve being this year's priorities.
- In recognition of challenges for our rural businesses, an effective rate freeze for rural ratepayers for 1 year.

The Annual Business Plan and Budget 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 Thursday 6 June 2024 at 5.30pm for 1 hour, and/or written submissions from Wednesday 15 May to Friday 7 June 2024 5pm 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 Business Plan and Budget 2024/25 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	14 May 2024

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.

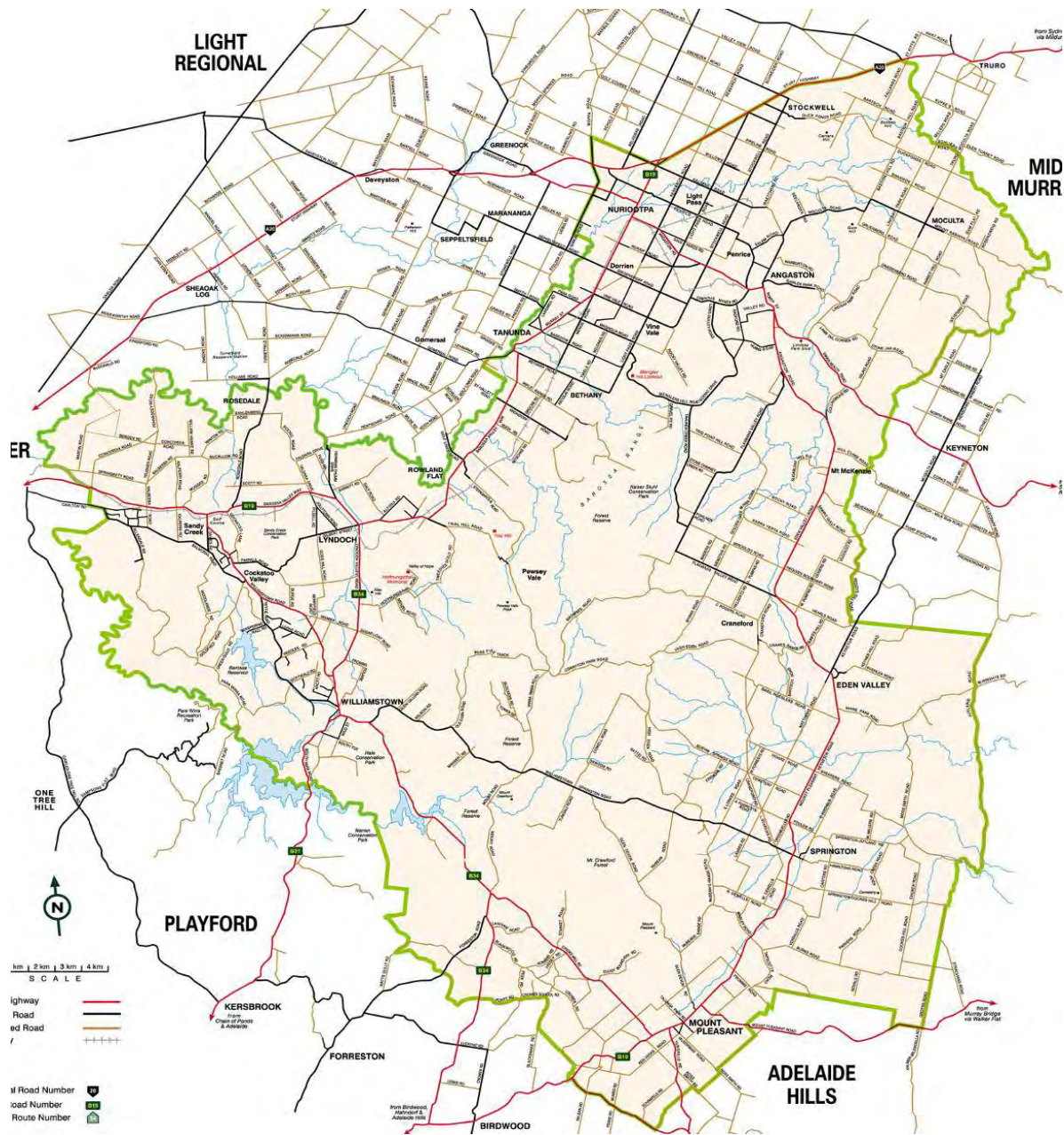
Distance of Principal Office from Adelaide CBD	70 km
Area of Council.....	893.5 km ²
Number of Rateable Assessments	13,356
Number of Non-Rateable Assessments.....	551

OUR TOWNSHIPS

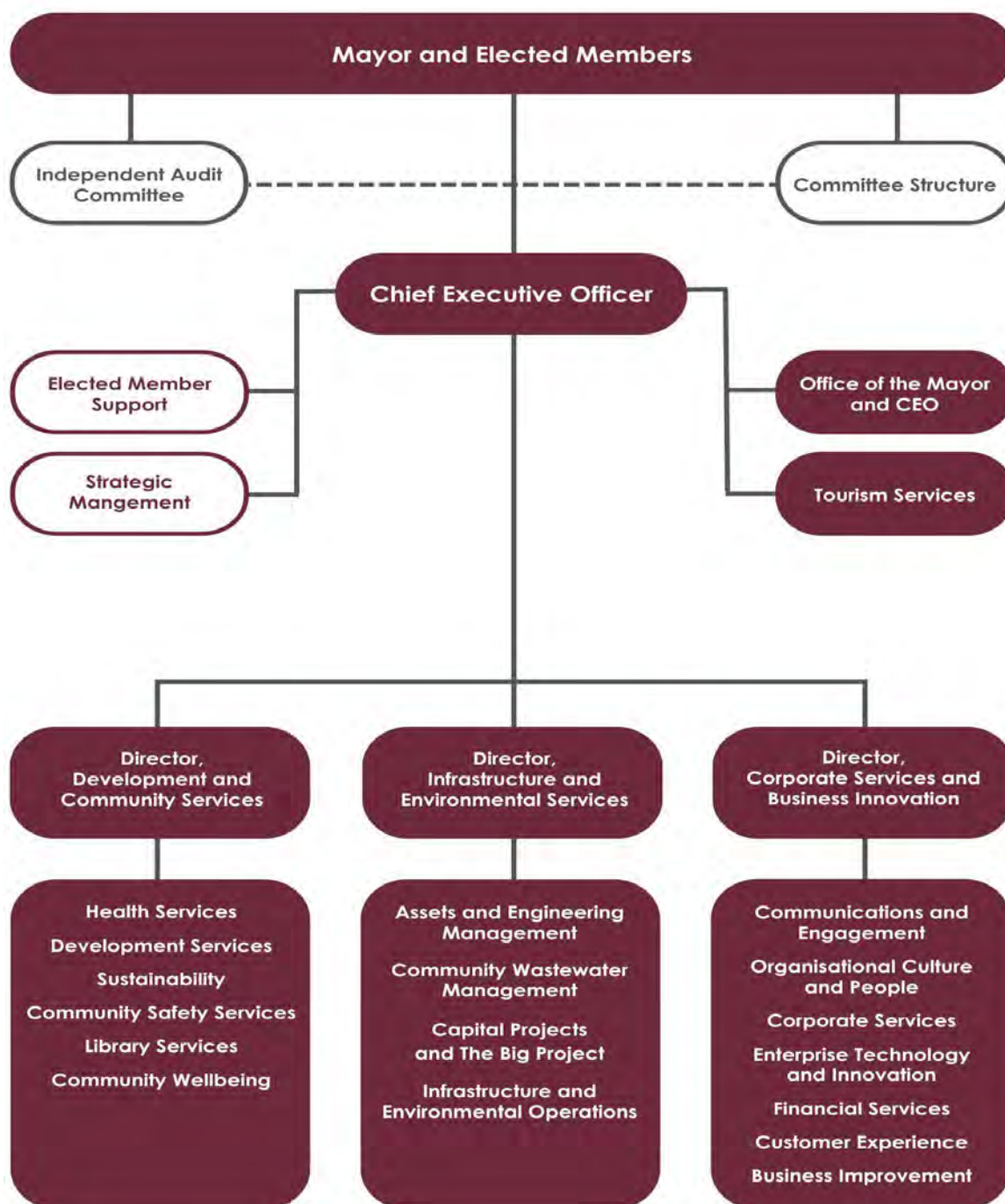
Altona, Angaston, Barossa Goldfields, Bethany, Cockatoo Valley, Concordia, Craneford, Cromer, Dorrien, Eden Valley, Flaxman Valley, Kalbeeba, Krondorf, Light Pass, Lyndoch, Moculta, Mount Crawford, Mount McKenzie, Mount Pleasant, Nuriootpa, Penrice, Pewsey Vale, Rosedale, Rowland Flat, Sandy Creek, Springton,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



COUNCIL AREA MAP



ORGANISATIONAL STRUCTURE



2023/24 BUDGET AT A GLANCE

Net Rate Revenue	\$39.8m
Other Operating Revenue	\$9.6m
Operating Expenditure	\$50.2m

Capital Income	\$5.7m
Capital Expenditure (assumes 100% delivery achieved)	\$34.2m
Net Borrowing	\$17.1m

The **Annual Business Plan and Budget** 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 \$443m of net 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.

2024/25 GENERAL RATE AND SERVICE CHARGES

General Rate (Excl. Growth 1.00%)	Net Revenue Increase	4.3%
Refuse, Recycling and Green Organics	Service Charge Increase	\$11.80
CWMS	Service Charge Increase	\$12.00

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 4.8% (December 2023) and the general Consumer Price Index for Adelaide all groups is 4.3% as at March 2024.
- Operating costs have been estimated from current known escalation costs, trends in costs associated with service delivery and contractual commitments.

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 \$34.2m (including carried forward works from previous year), noting some projects are subject to successful grant applications. The program includes \$5.1m for transport assets renewal and upgrading (resealing and resheeting of roads, replacement footpaths, kerbing) including additional \$2.1m over 10 years for footpath renewal, drainage and bridge works \$1.0m, and Community Wastewater Management Systems (CWMS) \$2.2m. Expenditure of \$15m for the Lyndoch Redevelopment, \$7.7m for the Creative Industries Centre (subject to grant funding), \$860k for completion of the Soccer Clubrooms, and \$641k in general building renewal.

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 is currently under review and will be completed during 2024.

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 Business Plan and Budget outlines the annual program that delivers upon the Community and Corporate Plan and their strategies as outlined in the following tables.

Council activity for 2024/25 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	5.1	Support the development of activities that celebrate the history, art and culture of the Barossa and its people.	Leader Facilitator/Partner

celebrates our local identities, diversities, cultures and histories including our Aboriginal heritage.	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 and facilities that encourage everybody to participate in the community.	10.1	Children and young people are supported to feel safe and to engage, thrive and feel empowered within the community.	Leader Advocator
	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 Business Plan and Budget

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

Provides 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 Business Plan and Budget;

Monthly Financial Reports

Regularly tracks the finances of Council;

Annual Report

Describe the performance of Council on objectives set in the Annual Business Plan and Budget, 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, 2 ovals, soccer pitch 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 2024/25 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.

NORTHERN AND YORKE LOCAL GOVERNMENT ASSOCIATION

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 \$13,395 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 \$58,327 is included for the operational and maintenance subscription. Council has a share in the Net Assets of \$2,239k as at 30 June 2023.

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.

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 Big Project Strategic Planning and Management of Community Buildings and Recreational Facilities, Project Management, Grant Management, Community Engagement, Contractor Management.

2024/25 KEY ACTIVITIES

The following key activities represent strategic actions in Council's Corporate Plan that are set as specific works during the 2024-25 financial year or are ongoing and are above normal business as usual operations and delivery of associated service levels. Council's Community Plan provides a plan of core works, strategic actions and informs this Annual Business Plan and Budget.

The Council's Corporate Plan provides extensive detail on the services provided and the levels of service provided, and can be located at www.barossa.sa.gov.au

Key Strategic Action	Service Area
Commence implementation of agreed structure and service review outcomes from 2023-24.	CS2 – Art and Culture
Complete the review of the statutory review of asset management plans	CS3 – Assets
Undertake a review of Caravan Park service levels, policy settings and service delivery model – carried over from 2023-2024 financial year.	CS4 – Caravan Parks
Undertake review of land availability and determine future land needs.	CS5 – Cemeteries
Commence agreed implementation of outcomes of an adopted Community Wellbeing Plan.	CS6 – Community
Implement an adopted the Customer Surveying Strategy actions	CS9 – Customers
Commence implementation of agreed outcomes from review of Economic Development services including tourism and event services undertaken in 2023-24 – phase 1	CS10 – Economic Development CS21 – Tourism
Commence implementation of adopted Council Event Management Framework.	CS11 – Events
Review the requirements for an electronic bookings management system and provide recommendation for future improvements – carried forward from 2023-24	CS12 – Facilities and Community Land
Commence 18-month review of community land management plans, registers and undertaken engagement needs	CS12 – Facilities and Community Land
Commence implementation of agreed Growth and Infrastructure Investment Strategy actions	CS15 – Land Use and Development
Continue to plan and 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.	CS15 – Land Use and Development
Commence implementation of the outcomes of the Strategic Directions Review of the Barossa Character District Overlay Code Amendment	CS15 – Land Use and Development
Undertake review of stage 2 of the Library Review outcomes for consideration by the Executive Leadership Team and Council	CS16 – Libraries
Commence implementation of high yield actions arising from the agreed Carbon Management Plan	CS17 – Natural Resources
Continue to partner with industry to achieve a long term sustainable water supply and security to the Barossa.	CS17 – Natural Resources
Continue to provide Social Inclusion training for all staff across the Organisation and coordinate a 'Whole of Organisation' approach to social inclusion	CS19 – Social Inclusion
Continue to develop ongoing relationships with Ngadjuri, Peramangk and Kaurna Nations and potential pathways for reconciliation and recognition	CS19 – Social Inclusion
Undertake review of the Disability Access and Inclusion Plan to align with the new State level plan	CS19 – Social Inclusion
Undertake structural review of Volunteer Service model and delivery service.	CS22 – Volunteers
Analyse, negotiate and execute a new waste management contract renew or commence market approach	CS23 – Waste Management
Continue to implement system, infrastructure, training and other needs to protect Council system and data through implementation of the Cyber Security plan and highlighted investments for 2024-25.	BS1 – Business Technology
Modernise TechnologyOne through implementation of HR and Budgeting Systems	BS2 – Continuous Improvement
Complete Elector Representation Review	BS4 – Council and Committees
Implement Enterprise Budgeting module in TechnologyOne	BS6 – Finance
Complete a review of the Office of the Mayor and CEO function, structure, service delivery model (carried forward from 2023-24)	BS7 – Governance
Complete automation of policy and process review systems and processes	BS9 – Information
Implement outcomes of 2023-24 review of Contractor and Contract Register requirements and identify new software solution for electronic contract and contractor management	BS11 - Procurement
Develop rolling Strategic Forward procurement plan for key areas of spend	BS11 - Procurement
Implement and embed amendments approved by Council from the review of the Community Plan from 2023-24	BS13 – Strategic / Legislative Planning and Reporting
Continue to plan for, collaborate and advocate on matters related to the Concordia growth area development aligned with the State program and Council project plan.	BS13 – Strategic / Legislative Planning and Reporting

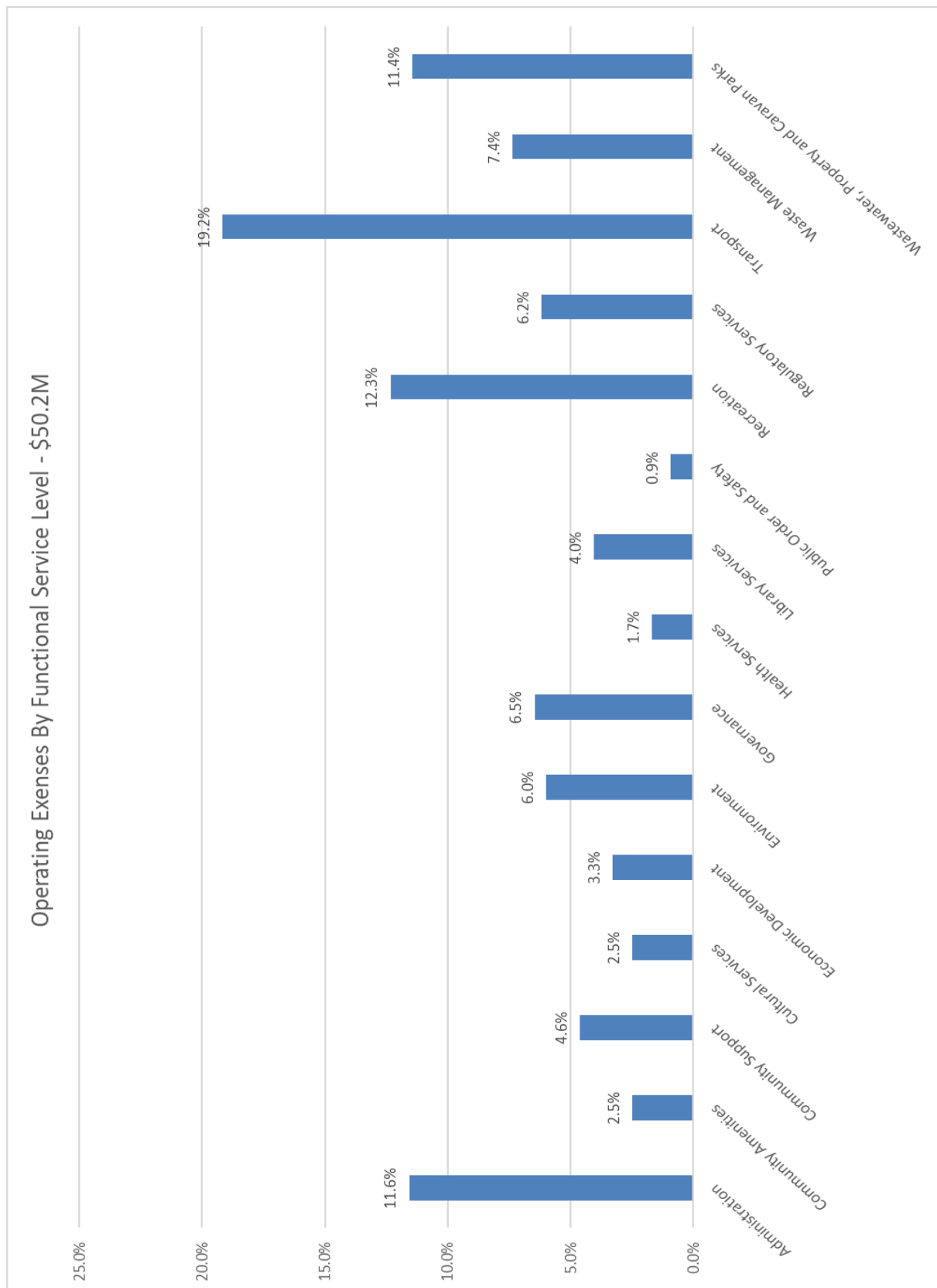
2024/25 OPERATING EXPENDITURE

In support of service provision for 2024/25

The following graph shows operating expenditure for the 2024/25 year by the following functions in support of the provision of the services outlined. (Estimated Full Cost Attribution has been applied to the draft budget. This is an allocation of internal services to external services and does not affect the overall net result).

FUNCTIONS

Administration (includes interest payable on loans), Business Undertakings, Community Amenities, Community Support, Cultural Services, Economic Development, Governance, Environment, Health Services, Library Services, Public Order and Safety, Recreation, Regulatory Services, Transport, Waste Management



2024/25 CAPITAL INVESTMENT

In support of service provision for 2024/25

Capital Program 2024/25	
Description	2024/25 Budget
<i>(Items noted as 'Carried Forward' are items transferred from 2023/24 Budget)</i>	
Development and Community Services	80,919
Library books	80,919
Infrastructure and Environmental Services	33,170,555
Building Renewal	480,000
Asset renewal The Rex	100,000
Old Union Chapel – main hall flooring renewal	35,000
Kegel Club – Tanunda Recreation Park – Clubrooms rebuild	172,000
Public Toilet renewal program – year 1 of multiyear program	143,000
Office Fitout Renewal	30,000
Footpath Renewal	589,590
Bilyara Road Tanunda – Elizabeth Street to Park Street	10,000
Fifth Street Nuriootpa – First Street to Old Kapunda Road	16,000
Hospital Road Mt Pleasant – Phillips Street to Giles Thorpe Crescent	14,000
Lyndoch Valley Road Lyndoch – 130m before railway line to footbridge	10,000
Margaret Street Williamstown – Queen Street to end	25,000
Mill Street Tanunda – Edwards Street to MacDonnell Street and Murray Street to Edward Street	27,000
Mount Crawford Road Williamstown– Wild Street to Charles Street	14,000
North Street Angaston – Dean Street to Schilling Street	28,000
Park Street Angaston – Christian Street to Dean Street	16,000
Park Street Tanunda – Langmeil Road to Bilyara Road	16,000
Penrice Road Nuriootpa – Murray Street to end bitumen and concrete	45,000
Penrice Road Angaston – Breakneck Hill Road to Murray Street	20,000
Second Street Nuriootpa – Gawler Street to First Street	26,000
Tolley Reserve Nuriootpa – Within Reserve	39,000
Cross Street Angaston – Tyne Street to Middle Street and Middle Street to Moculta Road	28,000
Dean Street Angaston – Schilling Street to end of bitumen	8,000
Bethany Road Bethany - In front of Church	16,000
Gilbert Street Lyndoch – Foster Street to Kleinig Street	12,000
Truro Road Moculta – Sarah Street to Jane Street	19,000
Queen Street Williamstown – Margaret Street to 42 Queen Street	100,000

Project Management	100,590
The Big Project, Recreation, Sport and Open Spaces	23,843,882
Lyndoch Recreation Precinct Redevelopment and Expansion	15,000,000
Creative Industries Centre (grant approval pending)	7,657,100
Nuriootpa Soccer Development – Completion of Clubrooms (carried forward)	859,411
Tanunda Recreational Park Playground – Fencing	15,000
Project Management	312,371
Motor Vehicles, Plant and Equipment	818,775
General Inspector, Office and Other Vehicles (part carried forward)	335,775
Minor Plant – Depots	50,000
Security System Updates	25,000
Loader Replacement	408,000
Parks and Gardens	104,900
Playgrounds New and Upgrade	74,900
Playground Equipment Renewal	30,000
Road Resheeting	1,600,776
Trial Hill Pewsey Vale – 2.60 kms	147,408
Jutland Road Eden Valley – 1.80 kms	117,752
Allendale Road Kalbeena– 1.90 kms	121,454
Bastion Hill Road Moculta – 1.19 kms	87,035
Berryfield Road Lyndoch – 1.66 kms	75,550
High Eden Road Flaxman Valley – 2.12 kms	145,438
Kalbeeba Road Kalbeeba – 0.35 kms	22,534
Keyneton Road Keyneton – 0.37 kms	25,743
Koch Road Krondorf – 0.92 kms	58,663
Rifle Range Tanunda – 1.07 kms	67,881
Rosedale Scenic Rodedale – 2.76 kms	154,420
Mount Road mt Crawford – 2.81 kms	171,723
Wirra Wirra Road Pewsey Vale – 1.89 kms	135,000
Cromer Road Cromer – 2.50 kms	163,544
Blackwood Road Cromer – 1.63 kms	106,631
Road Resealing	1,585,028
Light Pass Road Angaston - Siegersdorf Road Surface change to Spray Sealed 38m South	111,090
Light Pass Road Angaston - Surface change to Siegersdorf Road	
Siegersdorf Road Angaston - Surface change to Light Pass Road	
Siegersdorf Road Angaston - Light Pass Road to Surface change Spray Sealed 40m E	
Baird Street Nuriootpa - Macarthur Street to Flinders Street	125,877
Baird Street Nuriootpa - Flinders Street to Francis Street West	

Baird Street Nuriootpa - Francis Street West to Old Kapunda Road	
Lange Street Nuriootpa - Centenary Avenue to Welland Road	48,979
Acacia Street Tanunda - 64m from Krieg Street- Carob Street	61,060
Acacia Street Tanunda - Carob Street to 16m from end	
Acacia Street Tanunda - 74m from Carob Street to end (West)	
Ash Street Tanunda – end to Pioneer Avenue	67,299
Ash Street Tanunda - Pioneer Avenue to Hobbs Street	
Bethany Road Tanunda- 580m from Barossa Valley Way to Biscay Road (subject to grant application)	700,000
Bethany Road Tanunda - Biscay Road to Menge Road (subject to grant application)	
Basedow Road Tanunda - Murray Street to MacDonnell Street	110,855
Basedow Road Tanunda - MacDonnell Street to Railway Line	
Carob Street Tanunda - Braunack Avenue to Acacia Street	29,186
Falkenberg Street Tanunda- Barossa Valley Way to end	16,160
Magnolia Road Tanunda - Menge Road to Surface change	137,610
Magnolia Street Tanunda - railway line to Kerryn Drive	
Magnolia Street Tanunda - Kerryn Drive to Surface change	
Magnolia Street Tanunda - Surface change to Menge Road	
Menge Road Tanunda - Surface change to -Magnolia Road	
Menge Road Tanunda - Magnolia Street to Surface change-Spray sealed	
Menge Road Tanunda - Surface change to Spray sealed to Start-Rural 80k Zone (to water course only)	
Pioneer Avenue Tanunda Ash Street to Walden Street	64,734
Project Management	112,178
Road Construction / Reconstruction	1,148,500
Fife Street Angaston – from gravel to two coat sealed surface	398,500
Keyneton Road Keyneton – year 2 – from gravel to two coat sealed surface	750,000
Kerbing Upgrades	122,500
Elizabeth Street Tanunda – Left 195m	15,000
Gilbert Street – Lyndoch – Left 129m	10,500
Gilbert Street – Lyndoch – Right 157m	12,000
Kleinig Street- Lyndoch – Left 55m	6,000
Magnolia Street Tanunda – Left 158m	12,500
Melrose Street Mount Pleasant - Right 245m	21,500
Murray Street Angaston – Right 106m	9,000
Murray Street Tanunda – Right 253m	25,500
Gramp Avenue Angaston – Left 118m	10,500
Stormwater	984,825
Baird Street, drainage upgrade – stage 2	500,000

Calton Road to Hameister Court Drainage Kalbeeba (carried forward)	367,901
Project Management	116,924
Streetscaping	88,500
Streetscaping - unallocated	88,500
Community Wastewater Management System (CWMS)	2,203,279
Gravity Mains Asset Management	60,000
Gooden Drive Pump Station Upgrade	320,000
Gooden Drive Pump Station Rising Main	320,000
Lagoon and Infrastructure Tanunda	65,840
Pump Station and Infrastructure	83,480
Water reuse infrastructure	42,300
Lyndoch Waste Water Treatment Plant Pumps	16,400
Lyndoch Waste Water Treatment Plant – Upgrade	50,000
Springton Waste Water Treatment Plant	240,000
Nuriootpa Treatment Plant Stage 1 - completion	900,000
Operation Emergency IP and Manhole Repairs/Replacement	30,000
Operation Emergency Drain Repairs	20,000
Operation Construction of New Inspection Points	12,000
Project Management	43,259
Corporate Services and Business Innovation	300,000
Continuous Improvement and Reform Program - ICT Software/Hardware	300,000
Nuriootpa Centennial Park Authority	200,733
Nuriootpa Main Oval Lighting Upgrade (awaiting confirmation from NCPA)	175,733
Vehicle Change Over	25,000

Disclaimer: Capital items are a target program and subject to variation, alterations and additions to this list may occur throughout the year. Items noted as 'Carried Forward' are items transferred from the 2023/24 budget.

2024/25 GRANTS, CONTRIBUTIONS AND ASSET SALES

Grants, Contributions and Asset Sales 2024/25	
Description	2024/25 Budget
The Big Project	5,769,625
Lyndoch Recreation Park Precinct Redevelopment and Expansion – Barossa Districts Contribution	300,000
Local Community Infrastructure Program (carried forward)	891,075
Lyndoch Recreation Park Precinct Redevelopment and Expansion – Sport and Recreation Grant (carried forward)	500,000
Creative Industries Centre – Growing Regions Fund Program and State Open Spaces Fund (awaiting outcome)	4,078,550
Nuriootpa Centennial Park Authority	20,000
Soccer Club contribution	20,000
Infrastructure and Environmental Services	303,888
Vehicle and Equipment Trade-in Sales - Motor Vehicles and Plant	303,888
Bethany Road Reseal	400,000
Grand total	6,493,513

2024/25 OPERATING BUDGET

Council is budgeting expenditure of \$71.7m in 2024/25 on the delivery of services, programs, maintenance of assets (not including depreciation), replacement, new and upgraded assets and loan servicing. Estimated full cost attribution has 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 2024/25 Budget provides for operating revenue increase from the 2023/24 second quarter Budget Update of \$46.0m to \$49.4m. Recurrent revenue streams of Council are:

\$m	%	Type	Description
39.840	80.58%	General Rates and Service Charges	General rates on properties as well as service rates (i.e. sewerage and refuse/recycling rates).
3.991	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 .
3.987	8.06%	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.
0.799	1.62%	Investment, Reimbursements and Other Income	Interest received on Council's internal cash reserves and deposits, Reimbursements for work undertaken and Other Income.
0.825	1.67%	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.
49.442	100%	Total	

OPERATING EXPENDITURE

The 2024/25 Budget provides for operating expenditure to increase from the 2023/24 second quarter Budget Update of \$47.8m to \$50.2m. 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
18.826	37.52%	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.
18.382	36.63%	Employee Costs	All labour related expenses such as wages and salaries, and on-costs such as allowances, leave entitlements and employer superannuation.
10.816	21.56%	Depreciation	Annual consumption of Council's fixed assets (e.g. infrastructure, equipment, buildings, etc) over their useful lives.
2.155	4.29%	Finance Costs	Costs of financing Council's activities through borrowings.
50.179	100%	Total	

Council plans to raise a net sum of \$32.254m from general rates in 2024/25 (which includes projected growth of 1.0% but excludes service charges and the State Government 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 and growth investments 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 not including fixed charges for 2024/25 is 4.3% per annum. The growth in assessment numbers from last year is currently at 0.83%. The SA Local Government Price Index is 4.8% (December 2023) and the general Consumer Price Index Adelaide all Groups is 4.3% as at March 2024.

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 as at 6 April 2024 was \$8,149,113,522, an increase of 11.19% over last year, this includes growth in assessments of 0.83% (to date). The table includes valuation movements within Local Government Categories, eg. vacant land to residential for house builds.

Local Govt. Category	Total Valuation Movement
Residential	11.87%
Commercial	10.59%
Industry – Light	14.73%
Industry – Other	3.26%
Primary Production	9.11%
Vacant Land	31.34%
Other	20.40%

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 which are on page 36.

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 \$420 to \$438 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. The Board has increased the amount payable by 5.9%.

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. Council is budgeting to recover:

1. \$3.440m for the service rates and charge for providing community wastewater management systems.
2. \$3.196m for the service charges for providing refuse, recycling and green waste services.

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 (excluding the fixed charge) which constitutes the principal place of residence of a principal ratepayer where the increase in general rates levied upon a property exceeds the 2023/24 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 other 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 treats such enquiries confidentially.

PAYING 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 \$386 to \$398. The Non-Residential CWMS service rate for each of the townships reduces from \$0.001004 per dollar of the property valuation to \$0.000920, a reduction of 8.4%. An annual charge for vacant allotments has been increased to \$120 for all other vacant allotments where a CWMS connection fee has been paid but no wastewater is being discharged. Total capital expenditure for CWMS is \$2.203m.

WASTE SERVICES

Overall, the refuse, recycling and green organics collection service charge has been increased from last year at \$271 to \$282.80. The 140L Refuse Bin has increased from last year at \$130 to \$137.50. Recycling has increased from last year at \$70 to \$71.70 and Green Organics increased from \$71 to \$73.60. The refuse collection service rate for 240L bins, available to commercial premises to upsize to 240L, has increased from last year at \$169 to \$178. The service charges are based on cost increases for collection and disposal.

IMPACT ON RATEPAYERS

The Annual Business Plan and Budget for 2024/25 for general rate revenue, not including the Fixed Charge, has been increased by 4.3%. Growth from new assessments is forecast to be 1.0% and 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.

Further information is provided in the following tables.

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				
	2023/24 (as adopted)	2024/25 (estimated)	Change	Comments
General Rates Revenue				
General Rates (existing properties)	\$31,340,427	\$32,682,557 (a)	4.3%	Based on current estimates of valuations and growth.
General Rates (new properties)		\$313,404 (b)	1.0%	
General Rates (GROSS)	\$31,340,427	\$32,995,961 (c)		
Less: Mandatory Rebates	(\$545,000)	(\$568,435) (d)		
General Rates (NET)	\$30,795,427	\$32,427,526 (e)	5.3%	
(e)=(c)+(d)				
Other Rates (inc. service charges)				
Regional Landscape Levy	\$821,926	\$850,122 (f)	The Regional Landscape Levy is a State tax, it is not retained by council and they have increased the charge by 5.9%.	
Waste collection	\$3,020,318	\$3,196,362 (g)	Increased costs of contract and disposal and general operations.	
CWMS	\$3,323,951	\$3,440,289 (h)	Increased costs of general costs and general operations	
	\$37,961,622	\$39,914,299		
Less: Discretionary Rebates	(\$160,000)	(\$166,880) (i)		
Expected Total Rates Revenue	\$36,979,696	\$38,897,297 (j)	5.2%	Excluding the Regional Landscape Levy and minus Mandatory & Discretionary Rebates
(m)=(e)+(g)+(h)+(i)				

Estimated growth in number of rateable properties

Number of rateable properties	13,356	13,489 (k)	1.0%	
	<i>Actual</i>	<i>Estimate</i>		
'Grow th' is defined in the regulations as where new properties have been created which has added rateable properties to council's ratepayer base. Growth can also increase the need and expenditure related to infrastructure, services and programs which support these properties and residents.				Based on growth rate reaching 1%

Estimated average General Rates per rateable property

Average per rateable property	\$2,347	\$2,446 (l)	4.2%	Based on growth rate reaching 1%

Estimated average rates and service charges for resident receiving all services

Average per rateable property	\$2,883	\$3,001	4.1%	
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 total General Rates paid by all rateable properties will equal the amount adopted in the budget.				

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 which are foregone via Mandatory Rebates are redistributed across the ratepayer base (ie. all other ratepayers are subsidising the rates contribution for those properties who receive the rebate).
(e) Presented as required by the <i>Local Government (Financial Management) Regulations 2011</i> 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 will not necessarily change by this figure).
(f) Councils are required under the <i>Landscape South Australia Act 2019</i> 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 who have responsibility for the management of the State's
(h) Community Wastewater Management Systems
(i) A council may grant a rebate of rates or service charges in a number of circumstances. The rates which are foregone via Discretionary Rebates are redistributed across the ratepayer base (ie. all other ratepayers are subsidising the rates contribution for those properties who
(j) Expected Total Rates Revenue excludes other charges such as penalties for late payment and legal and other costs recovered.
(k) 'Grow th' as defined in the <i>Local Government (Financial Management) Regulations 2011</i> reg 6(2)

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 *(based on current property growth information)

	Total expected revenue			No. of rateable properties		Average per rateable property			Cents in the \$
	2023/24	2024/25	Change	2023/24	2024/25	2023/24	2024/25	Change	2024/25
Land Use (General Rates - GROSS)									
Residential	\$13,494,646	\$14,326,401	6.2%	9752	9755	\$1,384	\$1,469	(p)	\$85
Commercial - Shop	\$727,987	\$762,381	4.7%	256	252	\$2,844	\$3,025	(p)	\$182
Commercial - Office	\$146,803	\$160,706	9.5%	71	73	\$2,068	\$2,201	(p)	\$134
Commercial - Other	\$1,326,158	\$1,414,339	6.6%	356	354	\$3,725	\$3,995	(p)	\$270
Industry - Light	\$95,232	\$104,403	9.6%	43	44	\$2,215	\$2,373	(p)	\$158
Industry - Other	\$3,942,854	\$4,219,052	7.0%	90	91	\$43,809	\$46,363	(p)	\$2,554
Primary Production	\$5,222,112	\$5,149,487	-1.4%	2174	2159	\$2,402	\$2,385	(p)	-\$17
Vacant Land	\$634,323	\$833,127	31.3%	466	518	\$1,361	\$1,608	(p)	\$247
Other	\$370,112	\$383,239	3.5%	148	143	\$2,501	\$2,680	(p)	\$179
Total Land Use	\$25,960,227	\$27,353,136	5.4%	13,356	13,389	\$1,944	\$2,043	(p)	\$99

The above information is general rates only for each Land Use. Note: a rate notice also includes the fixed charge, Landscape Levy and w here relevant service charges. Service charges include Waste Services for Refuse, Recycling and Green Organics and Community Wasterwater Management Systems (CWMS).

Fixed Charge

	Total expected revenue			Charge		
	2023/24	2024/25	Change	2023/24	2024/25	Change
Fixed Charge	\$5,380,620	\$5,544,068	3.0%	\$420	\$438	(q)

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 w hich predominantly affect the amenity of use of the land, such as drainage w orks, 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, including any fixed charge or minimum rate (if applicable) but excluding any separate rates, *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 Business Plan and Budget;
- 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 Business Plan and Budget**;
- 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 Business Plan and Budget.
- 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 second Budget Update for the year, adopted by Council at the February 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 2024/25 is forecast as a deficit of \$742k. The cumulative ten year period operating surplus is forecast at \$11.310m surplus, for more information refer to LTFP section within this plan. The Federal Government paid \$2.086m from the 2024/25 financial assistance grants early on 29 June 2023, therefore impacting the operating result for the 2023/24 financial year forecast; this indicator shows an adjusted underlying budget position.

Year	2021/22 Actual \$'000	2022/23 Actual \$'000	2023/24 Forecast Q2+ \$'000	2024/25 Budget \$'000
Result	2,749	949	(1,764)	(737)
Underlying Result			Adjusted for early financial grant payments made in 2022/2023 321	
Status				
Underlying Status			Adjusted Indicator 	

Key Performance Indicator 2 Operating Surplus/(Deficit) Ratio

Expresses the projected Operating Surplus/(Deficit) result as a percentage of Operating Revenue. Council has set a target to achieve an operating surplus ratio of between -2% to 10%. The forecast is ratio within the target range at (1.2%). When removing the prepayment of grants as explained above for the 2023/24 financial year the ratio is 0.7 well within the indicator range.

Year	2021/22 Actual	2022/23 Actual	2023/24 Forecast Q2+	2024/25 Budget
Result	6.4%	2.1%	(3.8%)	(1.5%)
Underlying Result			Adjusted for early financial grant payments made in 2022/2023 0.7%	
Status				
Underlying Status			Adjusted Indicator 	

Key Performance Indicator 3-1: Net Financial Liabilities (\$'000)

Council has set a target that Council's level of net financial liabilities is no greater than its annual operating revenue and not less than zero the target is met.

Year	2021/22 Actual \$'000	2022/23 Actual \$'000	2023/24 Forecast Q2+ \$'000	2024/25 Budget \$'000
Result	1,773	9,238	25,268	43,567
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 the target is met.

Year	2021/22 Actual	2022/23 Actual	2023/24 Forecast Q2+	2024/25 Budget
Result	4%	20%	55%	89%
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 is 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. The target is exceeded.

Year	2021/22 Actual	2022/23 Actual	2023/24 Forecast Q2+	2024/25 Budget
Result	89%	108%	161%	133%
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 determined within statutory timeframes	90%
Theme 2 – Community & Culture		
Library Visits	The number of library visits and participation within the Barossa Council Area	5 visits per capita
Mutual Liability Claims	Number of successful Mutual Liability Claims against Council	3 or less per annum
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		
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%
Operational Expenditure Against Budget	Actual Operating Expenditure as a % of Budgeted Operating Expenditure	100%
Capital Expenditure Against Budget	Actual Capital Expenditure as a percentage of Budgeted Capital Expenditure	90%



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

	2023-24 Original Budget (\$'000)	2023-24 Revised Budget* (\$'000)	2024-25 Draft Budget (\$'000)
Income			
Rates	37,892	37,892	39,840
Statutory Charges	828	830	825
User Charges	3,837	4,076	3,991
Grants, Subsidies and Contributions	1,471	2,139	3,987
Investment Income	152	175	150
Reimbursements	62	62	67
Other Income	772	843	582
Net Gain – Joint Ventures and Associates	0	0	0
TOTAL REVENUES	45,014	46,017	49,442
Expenses			
Employee Costs	17,478	17,572	18,382
Materials, Contracts and Other Expenses	18,426	18,733	18,826
Depreciation, Amortisation and Impairment	10,170	10,170	10,816
Finance Costs	1,285	1,286	2,155
Net Loss – Joint Ventures and Associations	0	0	0
TOTAL EXPENSES	47,359	47,761	50,179
Operating Surplus / (Deficit)	(2,345)	(1,744)	(737)
Asset Disposal & Fair Value Adjustments	(854)	(854)	(809)
Amounts Received Specifically for New or Upgraded Assets	2,838	1,391	5,740
Physical Resources Received Free of Charge	0	1,371	2,267
Net Surplus / (Deficit)	(361)	164	6,461
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	(361)	164	6,461
* Revised Budget is the Second Budget Update for the year, adopted by Council at the February 2024 meeting and material financial information received since that time has been included.			

STATEMENT OF FINANCIAL POSITION

For the year ending 30 June 2024

	2023-24 Original Budget (\$'000)	2023-24 Revised Budget* (\$'000)	2024-25 Draft Budget (\$'000)
Assets			
Current Assets			
Cash and Cash Equivalents	902	29	37
Trade and Other Receivables	2,703	2,951	2,956
Other Financial Assets	0	0	0
Inventories	391	245	245
Subtotal	3,996	3,225	3,238
Non-Current Assets Held for Sale	0	0	0
Total Current Assets	3,996	3,225	3,238
Non-current Assets			
Financial Assets	1,212	1,114	1,003
Equity Accounted Investments in Council	2,281	2,263	2,263
Infrastructure, Property, Plant and Equipment	439,067	439,537	483,233
Other Non-Current Assets	0	0	0
Total Non-current Assets	442,560	442,914	486,499
Total Assets	446,556	446,139	489,737
Liabilities			
Current Liabilities			
Trade and Other payables	5,429	5,074	5,077
Borrowings	22,644	18,230	35,479
Provisions	3,035	3,001	3,011
Total Current Liabilities	31,108	26,305	43,567
Non-Current Liabilities			
Borrowings	2,380	2,375	2,555
Provisions	1,073	682	682
Total Non-current Liabilities	3,453	3,057	3,237
Total Liabilities	34,561	29,362	46,804
Net Assets	411,995	416,777	442,933
Equity			
Accumulated Surplus	105,899	106,547	112,314
Asset Revaluation Reserve	293,089	296,016	317,847
Other Reserves	13,007	14,214	12,772
Total Equity	411,995	416,777	442,933
* Revised Budget is the Second Budget Update for the year, adopted by Council at the February 2024 meeting and material financial information received since that time has been included.			

STATEMENT OF CHANGES IN EQUITY

As at 30 June 2024

	Accumulated Surplus	Asset Revaluation Reserve	Other Reserves	Total Equity
	(\$'000)	(\$'000)	(\$'000)	(\$'000)
Balance at end of previous reporting period 30 June 2023 (Original Budget 2022/23)	105,899	293,089	13,007	411,995
Restated opening balance (Revised Budget)	104,411	296,016	14,214	414,641
Net Surplus / (Deficit) for year	(737)			(737)
Other Comprehensive Income	7,198	0	0	7,198
Gain on revaluation of infrastructure, property, plant	0	21,831	0	21,831
Transfer to accumulated surplus on sale of infrastructure, property, plant and equipment	0	0	0	0
Transfer between reserves	1,442	0	(1,442)	0
Balance at the End of Period	112,314	317,847	12,772	442,933
* Revised Budget is the Second Budget Update for the year, adopted by Council at the February 2024 meeting and material financial information received since that time has been included.				

STATEMENT OF CASH FLOWS

As at 30 June 2024

		2023-24	2023-24	2024-25
		Original Budget	Revised Budget*	Draft Budget
		(\$'000)	(\$'000)	(\$'000)
Cash Flows from Operating Activities				
Receipts				
Operating Receipts		44,861	45,841	49,291
Investment Receipts		152	175	150
Payments				
Operating payments to Suppliers and Employees		(35,899)	(36,300)	(37,198)
LandFill rehabilitation expense		(362)	0	0
Finance Payments		(1,286)	(1,286)	(2,156)
Net Cash Provided by (or Used in) Operating Activities		7,466	8,430	10,087
Cash Flows from Investing Activities				
Receipts				
Amounts Specifically for New or Upgraded Assets		2,796	1,391	5,740
Sale of Replaced Assets		224	206	331
Repayments of Loans by Community Groups		101	101	106
Payments				
Expenditure on Renewal / Replacement of Assets		(8,031)	(10,574)	(10,369)
Expenditure on New / Upgraded Assets		(14,822)	(15,516)	(22,870)
Loans made to Community Groups		0	0	0
Net Cash Provided by (or Used in) Investing Activities		(19,732)	(24,392)	(27,062)
Cash Flows from Financing Activities				
Receipts				
Loans Received		14,000	12,400	20,600
Lease		0	0	0
Proceeds from Bonds and Deposits		0	0	0
Proceeds from Internal Borrowings		600	600	0
Payments				
Repayments of Borrowings		(977)	(977)	(3,603)
Repayment Lease Liabilities		(49)	(49)	(14)
Repayment of Bonds and Deposits		0	0	0
Repayment of Internal Borrowings		(600)	(600)	0
Net Cash Provided by (or Used in) Financing Activities		12,974	11,374	16,983
Net Increase / (Decrease) in Cash Held		708	(4,588)	8
Cash and Cash Equivalents at Beginning of Period		194	4,618	29
Cash and Cash Equivalents at End of Period		902	29	37

UNIFORM PRESENTATION OF FINANCES

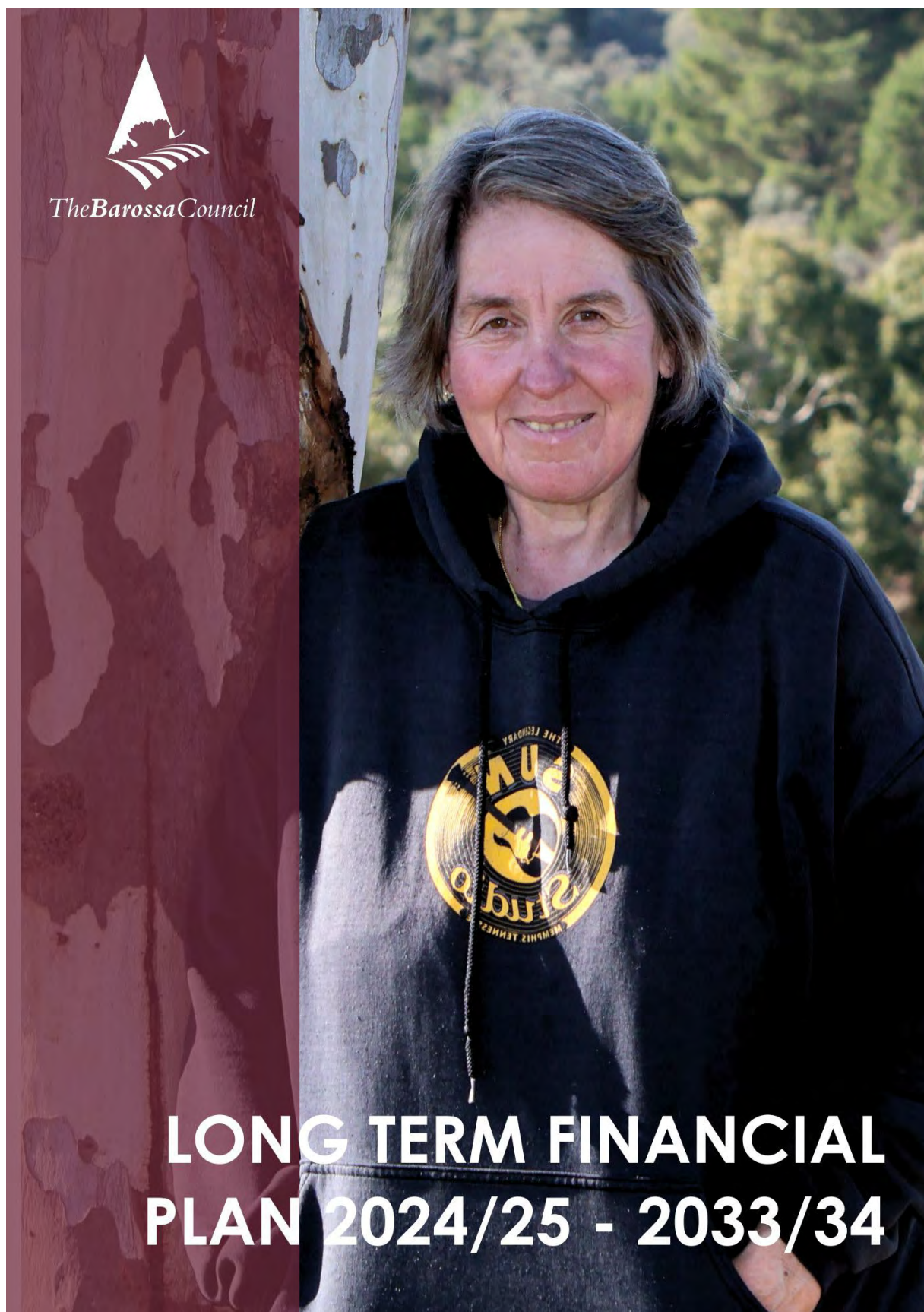
For the year ending 30 June 2024

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.

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.				
		2023-24	2023-24	2024-25
		Original Budget	Revised Budget*	Draft Budget
		(\$'000)	(\$'000)	(\$'000)
Income		45,014	46,017	49,442
Less Expenses		(47,359)	(47,761)	(50,179)
Operating Surplus / (Deficit)		(2,345)	(1,744)	(737)
Less Net Outlays on Existing Assets				
Capital Expenditure on Renewal and Replacement of Existing Assets		(8,031)	(10,574)	(10,369)
Less Depreciation, Amortisation and Impairment		10,170	10,170	10,816
Less Proceeds from Sale of Replaced Assets		224	206	331
		2,363	(198)	778
Less Net Outlays on New and Upgraded Assets				
Capital Expenditure on New and Upgraded Assets		(14,822)	(15,516)	(22,870)
Less Amounts Received Specifically for New and Upgraded Assets		2,796	1,391	5,740
Less Proceeds from Sale of Surplus Assets		0	0	0
		(12,026)	(14,125)	(17,130)
Net Lending / (Borrowing) for Financial Year		(12,008)	(16,067)	(17,089)
* Revised Budget is the Second Budget Update for the year, adopted by Council at the February 2024 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 Business Plan and Budget 2024/25.

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 (LTFP) have been prepared to measure and check financial sustainability for Council and its component operations.
- 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.
- The LTFP does not include the Concordia development, this is currently being modelled and is estimated to be available when adopting the 2024/25 financial year budget and associated LTFP update.
- 92% of the capital program is achieved and the remainder of 8% is carried forwards as works in progress or not commenced. The cash flow estimates align to the 92% capital program spend; historically this is the upper performance outcome.

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 recalculation of budgets based on current expenditure trends, contractual arrangements and estimates for inflation and other cost growth.

- 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, asset condition and replacement cost of all assets and components is an ongoing task refining the data.
- The LTFP assumes that the Federal Government budget will continue to supplement South Australia road funding application through Supplementary Road Funding and reflect revenue of \$268K in the year 2024/25 and indexed into future years.
- The Roads to Recovery (RTR) grant funded program will continue in 2024/25. The Federal Government budget has announced an increase in the roads to recover payment estimated to be \$111K; funding is being used to increase footpath replacement.
- 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.
- Provisions have been estimated for the forward years of salary growth due to increased population and support costs for growth infrastructure that is being built.

CAPITAL

- Asset Renewal and/or Replacement expenditure is provided for on various buildings, recreation, transport, stormwater, bridge, CWMS and plant & equipment assets at \$99.1m, providing for future needs.
- The current Infrastructure and Asset Management Plans are currently being reviewed and the above estimates meet the current required renewal and replacement program from the asset information.
- Infrastructure programs for new and upgraded roads, recreation and open space, bike path, bridges, carparks, footpath program, stormwater and the continuous improvement program at \$43.1m.

LOAN PRINCIPAL AND INTEREST REPAYMENTS

- Council's loan debt is predicted to peak at \$41.75m in 2025/26. The net loan balance outstanding as at 30 June 2024 and a projected balance of \$5.75m by 30 June 2034.
- Financing cost will increase over 2024/25 and 2025/26 from the current interest cover percentage of 2.7% to 4.4% of revenue in support of growth infrastructure development and return to 0.3% by 30 June 2034.

FINANCIAL SUSTAINABILITY PERFORMANCE CHIEF EXECUTIVE OFFICER REPORT

- KPI 1: Operating Surplus. A deficit for two years being 2024/25 to 2025/26; accumulative surplus by year 2033/34 of \$10.062m. The general rate increases for years for 2024/25 to 2026/27 at 4.3%, 3.25% for 2027/28 and 2028/29 and 2.5% for 2029/30 and the remaining years in the LTFP. Growth for the future is estimated at 1% excluding the Concordia development.
- KPI 2: Operating surplus ratios average 3 years. Council's forecast retrospective results range from (2.5%) to 3.6%; Annual surplus ratios ranges from (2.1%) to 4.0%.
- KPI 3: Net Financial Liabilities. The forecast is 88.6% in 2024/25 and peaks at 91.7% in 2025/26 and by year 2033/34 is projected to be at 16.8%.
- KPI 4: Asset Renewal Funding Ratio. The target is being met over the ten-year period, the average being 108.6%.
- 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 is undertake to ensure a positive cash position is maintained.

It should be noted that one indicator for rolling 3-year retrospective average for the operating surplus ratio is in deficit at (2.5%), a minor variation to the indicator target of no lower than (2%) for the 2025/26 financial year. This result is influenced by the prepayment of financial grants that would have been paid in 2023/24 financial but were paid in the 2022/23 financial year. With the adjusted forecast position for this indicator had the grants been paid in the normal year being (1.0%) and therefore within the target range. The target ranges for all other indicators for all years attains a financially sustainable position over the 10-year period of the LTFP. Council has the capacity to undertake growth 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 recreation and sporting facilities, roads, footpaths and stormwater drainage comprising a major proportion of Council's balance sheet, it is important that Council implements 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.

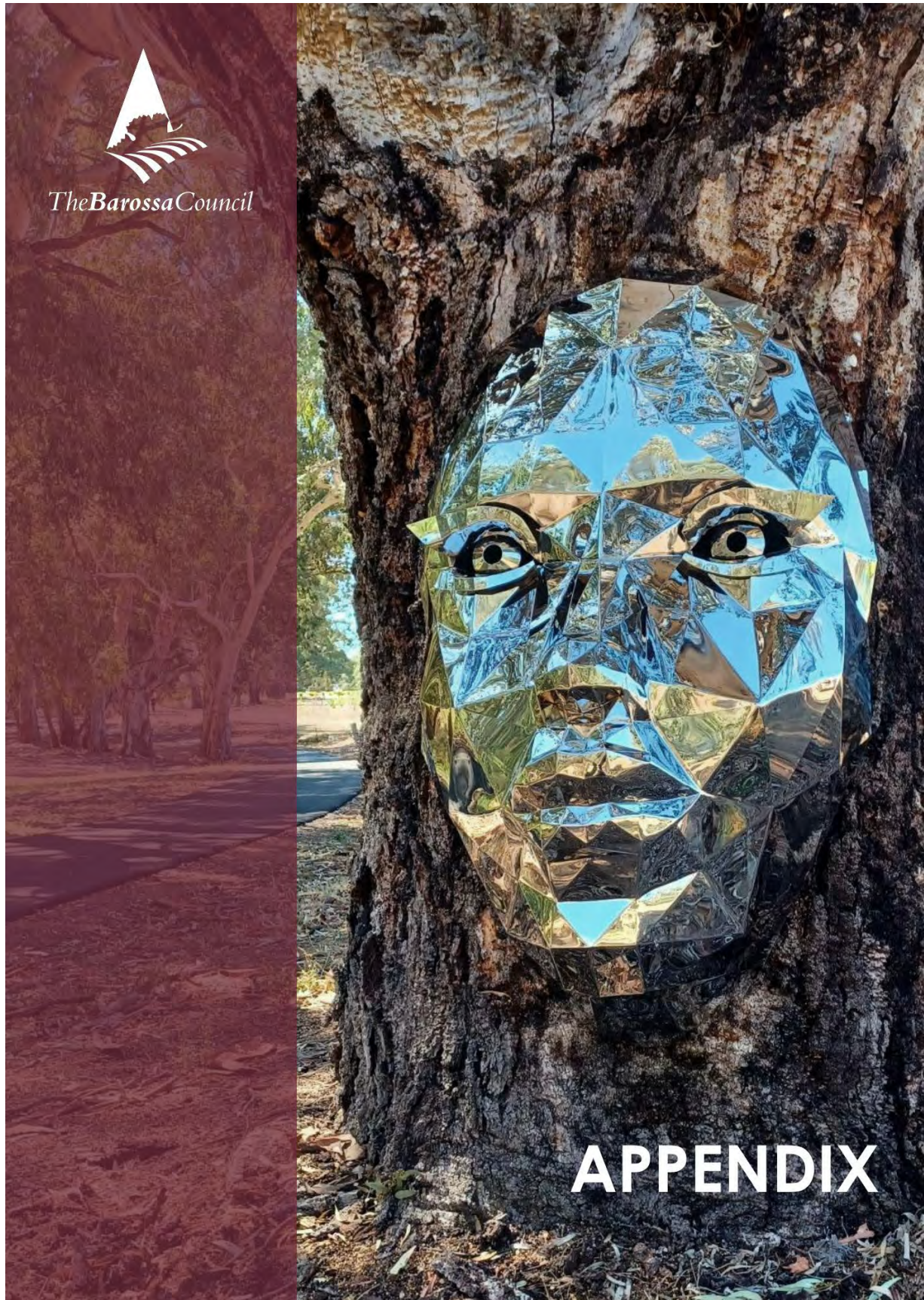
To assist in keeping rates affordable, Council is limiting general rates income to an increase per annum to provide required service levels to the community over the life of this Plan. The general rate increases for years for 2024/25 to 2026/27 is 4.3%, 2027/28 and 2028/29 is 3.25% and the remainder of the LTFP is 2.5%. Council is estimating growth will be 1% per annum. Selected services areas use services charges and service rates to recover the cost, including - Waste services for Refuse, Recycling and Green Organic with 2024/25 at 3.75% and future years range from 2.5% to 3.75%; and CWMS with 2024/25 and all future years at 2.5%.

Council is planning to spend an average of \$14.26m per annum (including indexation and The Big Project) on capital projects and an average of \$44.12m 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.



APPENDIX 1: KEY PERFORMANCE INDICATORS AND FINANCIAL PARAMETERS 2024/25 TO 2033/34

Consolidated Results: Key Performance Indicators and Financial Parameters		2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34
Draft Bud - next years draft; LTFF = Long Term Financial Plan		Budget	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 %
Key Performance Indicators (KPI's) - Summary		Adopted target									
KPI 1 - Operating Surplus cumulative forward 10 year period	Surplus year 10	(737)	(1,837)	(1,711)	(1,075)	331	2,146	3,723	5,722	7,982	10,062
KPI 2 - Operating Surplus Ratio - Rolling 3 year - retrospective average	(2%) to 10%	(1.2%)	(2.5%)	(1.1%)	(0.3%)	1.3%	2.2%	2.6%	2.9%	3.0%	3.2%
KPI 2 - Operating Surplus Ratio - Rolling 5 year - retrospective average	(2%) to 10%	1.8%	0.2%	(1.1%)	(1.2%)	0.0%	0.9%	1.9%	2.4%	2.9%	3.0%
KPI 2 - Operating Surplus Ratio - Annual		(1.5%)	(2.1%)	0.2%	1.1%	2.4%	3.0%	2.5%	3.1%	3.4%	3.0%
KPI 3 - Net Financial Liabilities ratio	0-100%	88.6%	91.7%	82.0%	70.6%	59.9%	49.2%	39.4%	32.3%	24.5%	16.8%
KPI 4 - Asset Renewal Funding Ratio - Annual	80% to 110%	132.6%	131.8%	107.8%	97.2%	97.0%	101.7%	105.1%	104.5%	104.6%	103.8%
Financial parameters - Indexation											
RATE REVENUE INCREASES											
General - Rate Revenue Net Increase (excl growth)			4.30%	4.30%	3.25%	3.25%	2.50%	2.50%	2.50%	2.50%	2.50%
Growth -Development - General rates			1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
CWMS - Service Charge & Rates Increase (+ growth 0.5-1.5%)			2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Refuse, Recycling and Green Organic Services Charge Net Increase (excl growth)			3.75%	3.75%	3.75%	2.75%	2.50%	2.50%	2.50%	2.50%	2.50%
OPERATING REVENUE											
Operating Grants			2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
Statutory Charges			3.0%	3.0%	3.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
User Charges			3.0%	3.0%	3.0%	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%
Reimbursements			3.0%	3.0%	3.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
Other Revenue			3.0%	3.0%	3.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
OPERATING EXPENDITURE											
Service Cost Natural Growth			0.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%
Employee Costs			2.6%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
Contracts, Materials & Other			3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%
Energy Costs			3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
Water Costs			3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
Debtenture & Cash Advance Loan interest rate			5.5%	5.0%	5.0%	4.5%	4.5%	4.0%	4.0%	4.0%	4.0%
Insurance			4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%
Asset Revaluation Increments											
Land Assets			11.5%	11.5%	11.5%	11.5%	11.5%	11.5%	11.5%	11.5%	11.5%
Building Assets			0.0%	7.0%	0.0%	0.0%	7.0%	0.0%	0.0%	7.0%	0.0%
Recreation Assets			0.0%	7.0%	0.0%	0.0%	7.0%	0.0%	0.0%	7.0%	0.0%
Infrastructure Assets			0.0%	0.0%	7.0%	0.0%	0.0%	7.0%	0.0%	0.0%	7.0%
CWMS			0.0%	7.0%	0.0%	0.0%	7.0%	0.0%	0.0%	7.0%	0.0%
Stormwater Assets			7.0%	0.0%	0.0%	7.0%	0.0%	0.0%	7.0%	0.0%	0.0%
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%
Office fleet vehicles			3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%

Included in Budget Estimates

APPENDIX 2: LONG TERM PLAN FINANCIAL STATEMENTS 2024/25 TO 2033/34

A2-1 Consolidated Results: Budgeted Statement of Comprehensive Income	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34
	Budget	LTFP	LTFP	LTFP	LTFP	LTFP	LTFP	LTFP	LTFP	LTFP
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
REVENUES										
Rates	39,840	41,855	43,973	45,824	47,716	49,387	51,115	52,904	54,756	56,672
Statutory Charges	825	849	873	899	917	935	954	973	992	1,012
User Charges	3,991	4,109	4,231	4,357	4,475	4,596	4,721	4,849	4,981	5,116
Grants, subsidies and contributions	3,987	4,168	4,352	4,538	4,629	4,723	4,819	4,918	5,019	5,123
Investment Income	150	154	157	161	165	169	173	177	182	186
Reimbursements	67	52	47	41	36	31	26	21	16	6
Other Income	582	600	618	636	649	662	675	689	702	716
Net Gain - Joint Venture	0	0	0	0	0	0	0	0	0	0
TOTAL INCOME	49,442	51,787	54,251	56,456	58,587	60,503	62,483	64,531	66,648	68,831
EXPENSES										
Employee Costs	18,382	19,073	19,608	20,282	20,978	21,699	22,445	23,217	24,016	24,842
Materials, Contracts & Other expenses	18,826	19,958	20,591	21,168	22,067	22,902	23,968	24,782	25,751	26,679
Depreciation, Amortisation & Impairment	10,816	11,681	11,999	12,666	12,810	12,997	13,731	13,922	14,195	14,996
Finance Costs	2,155	2,175	1,927	1,704	1,326	1,090	762	611	426	234
Net Gain - Joint Venture	0	0	0	0	0	0	0	0	0	0
TOTAL EXPENSES	50,179	52,887	54,125	55,820	57,181	58,688	60,906	62,532	64,388	66,751
OPERATING SURPLUS / (DEFICIT)	(737)	(1,100)	126	636	1,406	1,815	1,577	1,999	2,260	2,080
Asset disposal & fair value adjustments	(809)	(659)	(769)	(959)	(1,045)	(1,151)	(1,186)	(1,250)	(1,306)	(1,370)
Amounts specifically for new or upgraded assets	5,740	3,327	70	70	70	343	711	70	70	70
Physical Resources received free of charge	2,267	2,491	2,598	2,705	2,814	2,900	3,029	3,162	3,282	3,445
Operating result from discontinued operations										
NET SURPLUS / (DEFICIT)	6,461	4,059	2,025	2,452	3,245	3,907	4,131	3,981	4,306	4,225
Transfer to Equity Statement / Adjustment	-	-	-	-	-	-	-	-	-	-
Other Comprehensive Income	-	-	-	-	-	-	-	-	-	-
Changes in revaluation surplus - infrastructure, property, plant & equipment	-	-	-	-	-	-	-	-	-	-
Total Other Comprehensive Income	-	-	-	-	-	-	-	-	-	-
TOTAL COMPREHENSIVE INCOME	6,461	4,059	2,025	2,452	3,245	3,907	4,131	3,981	4,306	4,225

Annual Business Plan and Budget 2024/25

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APPENDIX 2: LONG TERM PLAN FINANCIAL STATEMENTS 2024/25 TO 2033/34 (CONTINUED)

A2-2 Consolidated Results: Budgeted Statement of Financial Position	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34
	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	37	60	98	123	121	125	161	178	183	216
Trade & other receivables	2,956	2,962	2,957	2,941	2,940	2,938	2,943	2,929	2,845	2,845
Other financial assets	0	0	0	0	0	0	0	0	0	0
Inventories	245	245	245	245	245	245	245	245	245	245
	3,238	3,267	3,300	3,309	3,306	3,308	3,349	3,352	3,273	3,306
Non-Current Assets held for Sale	-	-	-	-	-	-	-	-	-	-
Total Current Assets	3,238	3,267	3,300	3,309	3,306	3,308	3,349	3,352	3,273	3,306
Non-Current Assets										
Financial Assets	1,003	887	776	680	586	493	395	311	311	311
Equity accounted investments in Council businesses	2,263	2,263	2,263	2,263	2,263	2,263	2,263	2,263	2,263	2,263
Infrastructure, Property, Plant & Equipment	483,233	503,465	521,249	541,499	557,423	579,248	604,424	626,971	655,110	685,650
Other Non-Current Assets	0	0	0	0	0	0	0	0	0	0
Total Non-Current Assets	486,499	506,615	524,288	544,442	560,272	582,004	607,082	629,545	657,684	688,224
TOTAL ASSETS	489,737	509,882	527,588	547,751	563,578	585,312	610,431	632,897	660,957	691,530
LIABILITIES										
Current Liabilities										
Trade & Other Payables	5,077	5,081	5,084	5,088	5,092	5,096	5,100	5,104	5,108	5,112
Borrowings	35,479	39,873	37,386	33,225	28,845	23,706	18,628	14,924	10,371	5,668
Provisions	3,011	3,016	3,022	3,028	3,034	3,041	3,048	3,054	3,062	3,085
Total Current Liabilities	43,567	47,970	45,492	41,341	36,971	31,843	26,776	23,082	18,541	13,865
Non-Current Liabilities										
Borrowings (External)	2,555	1,875	1,385	890	506	335	277	215	150	81
Provisions	682	682	682	682	682	682	682	682	682	682
Total Non-Current Liabilities	3,237	2,557	2,067	1,572	1,188	1,017	959	897	832	763
TOTAL LIABILITIES	46,804	50,527	47,559	42,913	38,159	32,860	27,735	23,979	19,373	14,628
NET ASSETS	442,933	459,355	480,029	504,838	525,419	552,452	582,696	608,918	641,584	676,902
EQUITY										
Accumulated Surplus	112,314	115,112	115,987	117,960	120,890	124,492	128,374	132,289	136,436	140,422
Asset Revaluation Reserve	317,847	331,191	350,256	372,306	389,214	411,981	437,634	459,382	487,394	518,062
Other Reserves	12,772	13,052	13,786	14,572	15,315	15,979	16,688	17,247	17,754	18,418
TOTAL EQUITY	442,933	459,355	480,029	504,838	525,419	552,452	582,696	608,918	641,584	676,902

APPENDIX 2: LONG TERM PLAN FINANCIAL STATEMENTS 2024/25 TO 2033/34 (CONTINUED)

A2-3 Consolidated Results: Budgeted Statement of Cash Flows	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34
	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	49,291	51,633	54,094	56,294	58,422	60,334	62,310	64,354	66,466	68,646
Investment receipts	150	154	157	161	165	169	173	177	182	186
Payments:										
Operating payments to suppliers & employees	(37,198)	(39,022)	(40,190)	(41,440)	(43,035)	(44,592)	(46,403)	(47,989)	(49,756)	(51,510)
Finance payments	(2,156)	(2,175)	(1,927)	(1,704)	(1,326)	(1,090)	(762)	(611)	(426)	(234)
Net cash provided by (or used in) Operating Activities	10,087	10,590	12,134	13,311	14,226	14,821	15,318	15,931	16,466	17,088
CASH FLOW FROM INVESTING ACTIVITIES										
Receipts:										
Amounts specifically for new or upgraded assets	5,740	3,327	70	70	70	343	711	70	70	70
Sale of replaced assets	331	520	381	392	523	414	426	438	450	463
Repayment of loans by community groups	106	111	117	111	95	94	93	98	84	0
Payments:										
Expenditure on renewal/replacement of assets	(10,369)	(9,206)	(7,714)	(8,633)	(9,679)	(9,880)	(10,601)	(10,737)	(11,107)	(11,533)
Expenditure on new/upgraded assets	(22,870)	(9,047)	(1,989)	(585)	(481)	(482)	(780)	(2,020)	(1,343)	(1,287)
Net cash provided by (or used in) Investment Activities	(27,062)	(14,295)	(9,135)	(8,645)	(9,472)	(9,511)	(10,151)	(12,151)	(11,846)	(12,287)
CASH FLOWS FROM FINANCING ACTIVITIES										
Receipts:										
Proceeds from borrowings	20,600	4,415	0	0	0	0	0	0	0	0
Payments:										
Repayment of borrowings	(3,603)	(678)	(2,963)	(4,642)	(4,757)	(5,305)	(5,134)	(3,762)	(4,615)	(4,768)
Repayment of Lease	(14)	(7)	0	0	0	0	0	0	0	0
Net cash provided by (or used in) Financing Activities	16,983	3,730	(2,963)	(4,642)	(4,757)	(5,305)	(5,134)	(3,762)	(4,615)	(4,768)
Net Increase/(Decrease) in Cash held	8	25	36	24	(3)	5	33	18	5	33
Cash at beginning of period	29	37	60	98	123	121	125	161	178	183
CASH AT END OF PERIOD	37	60	98	123	121	125	161	178	183	216

APPENDIX 2: LONG TERM PLAN FINANCIAL STATEMENTS 2024/25 TO 2033/34 (CONTINUED)

A2-4 Consolidated Results: Budgeted Uniform Presentation of Finances	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34
	Budget	LTFP	LTFP	LTFP	LTFP	LTFP	LTFP	LTFP	LTFP	LTFP
	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000
Operating Revenues	49,442	51,787	54,251	56,456	58,587	60,503	62,483	64,531	66,648	68,831
less Operating Expenses	(50,179)	(52,887)	(54,125)	(55,820)	(57,181)	(58,688)	(60,906)	(62,532)	(64,388)	(66,751)
Operating Surplus / (Deficit)	(737)	(1,100)	126	636	1,406	1,815	1,577	1,999	2,260	2,080
less Net outlays on existing Assets										
Capital expenditure on renewal and replacement of existing assets	(10,369)	(9,206)	(7,714)	(8,633)	(9,679)	(9,880)	(10,601)	(10,737)	(11,107)	(11,533)
less Depreciation, Amortisation and Impairment	10,816	11,681	11,999	12,666	12,810	12,997	13,731	13,922	14,195	14,996
less Proceeds from Sale of Replaced Assets	331	520	381	392	523	414	426	438	450	463
	778	2,995	4,666	4,425	3,654	3,531	3,556	3,623	3,538	3,926
less Net outlays on New and Upgraded Assets										
Capital expenditure on New and Upgraded Assets	(22,870)	(9,047)	(1,989)	(585)	(481)	(482)	(780)	(2,020)	(1,343)	(1,287)
less Amounts received specifically for New and Upgraded Assets	5,740	3,327	70	70	70	343	711	70	70	70
less Proceeds from Sale of Surplus Assets	0	0	0	0	0	0	0	0	0	0
	(17,130)	(5,720)	(1,919)	(515)	(411)	(139)	(69)	(1,950)	(1,273)	(1,217)
Net Lending / (Borrowing) for Financial Year	(17,089)	(3,825)	2,873	4,546	4,649	5,207	5,064	3,672	4,525	4,789

APPENDIX 3: CAPITAL EXPENDITURE 2024/25 TO 2033/34

A3 Consolidated Results: Budgeted Capital Expenditure											
	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	
	Budget	LTFP	LTFP	LTFP	LTFP	LTFP	LTFP	LTFP	LTFP	LTFP	
	\$' 000	\$' 000	\$' 000	\$' 000	\$' 000	\$' 000	\$' 000	\$' 000	\$' 000	\$' 000	\$' 000
Renewal/Replacement Capital summary: Non-Discretionary											
Land	0	0	0	0	0	0	0	0	0	0	0
Buildings	4,314	2,681	960	1,170	1,180	1,190	1,691	1,360	1,371	1,381	
Recreation	55	120	329	425	439	453	467	482	498	514	
Transport - Roads & Footpaths	4,245	3,888	4,425	5,091	5,761	5,954	6,154	6,361	6,576	7,038	
Stormwater, Bridges & Floodplain	0	312	321	331	341	351	362	373	384	395	
CWMS	782	773	488	606	691	800	809	959	1,065	962	
Equipment - Plant & Vehicles	798	1,180	906	932	1,199	987	1,015	1,044	1,074	1,104	
Other Assets	156	151	154	157	160	163	166	169	172	176	
	10,350	9,105	7,583	8,712	9,771	9,898	10,664	10,748	11,140	11,570	
New/Upgrade Capital summary: Discretionary											
Land	0	0	0	0	0	0	0	0	0	0	0
Buildings (includes TBP program)	9,844	5,135	187	0	0	0	341	0	0	0	0
Recreation (includes TBP program)	10,441	1,681	295	187	189	192	196	1,802	202	205	
Transport - Roads & Footpaths	890	594	597	98	101	105	109	112	116	120	
Stormwater, Bridges & Floodplain	985	385	388	391	394	397	400	404	407	411	
CWMS	1,421	271	131	34	33	35	31	81	81	81	
Equipment - Plant & Vehicles	0	0	0	0	0	0	0	0	0	0	
Other	225	85	87	89	91	94	96	98	851	868	
	23,806	8,151	1,685	799	808	823	1,173	2,497	1,657	1,685	
Total Capital Expenditure											
	34,156	17,256	9,268	9,511	10,579	10,721	11,837	13,245	12,797	13,255	
<i>Note: includes internal allocations</i>											

2024/204



MINUTES OF THE MEETING OF SPECIAL COUNCIL MEETING
held on Tuesday 14 May 2024 commencing at 5.30 pm
in the Council Chambers, 43-51 Tanunda Road, Nuriootpa.

MINUTES

Welcome by Mayor Bim Lange declared the meeting open at 5.30pm.

1. ATTENDANCE RECORD

1.1 Members Present

Mayor Bim Lange, Crs Don Barrett, Tony Hurn, Kathryn Schilling, Cathy Troup, Jane Evans (5:39pm), Jess Greatwich, Rick Lane and Heidi Thompson

Apologies

Crs David de Vries and John Angas

Not Present

Nil

Leave of Absence

Cr Bruce Preece

2. DEBATE REPORTS

2.1 Corporate Services and Business Innovation

2.1.1 2024-2025 DRAFT ANNUAL BUSINESS PLAN AND BUDGET PREPARATION, NEW INITIATIVES AND OTHER RELEVANT DOCUMENTATION AND ANALYSIS

24/39224

2024/205

MOVED Cr Hurn

That Council having reviewed and considered the relevant Attachments 1 through 4 receive the information and in so doing note the inclusion of all policy, revenue and expenditure settings and approve the following new initiatives for inclusion in the draft Annual Business Plan and Budget for the 2024/25 financial year:

- (1) Sealing of Fife Street Angaston to a two-coat seal and one-way cross fall service level with an estimated construction cost of \$398,500 and 10-year cost of \$442,892.
- (2) Additional fencing at the Tanunda Recreation Park inclusive playground with an estimated construction cost of \$15,000 and 10-year cost of \$16,913.
- (3) Upgrades to security systems for priority building assets with an estimated purchase and installation cost of \$25,000 and 10-year cost of \$55,256.

SECONDED Cr Troup

CARRIED 2022-26/420

PURPOSE

To formally receive, consider and approve the business plan and budget policy analysis and settings inherent in the draft Annual Business Plan and Budget 2024/25 and the associated Long Term Financial Plan 2024/25 to 2033/34 update, which is the subject of a separate report to Council.

REPORT

Discussion

The Annual Business Plan and Budget (ABP&B) is the state of Council's annual activities in support of the set Corporate Plan targets, service levels and any strategic actions which in turn is structured to support the aspirational vision of the Community Plan.

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 business plan and 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).

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 following summarises the discussions held in each of the Council Workshops and Meetings and all relevant documents presented and analysed are at the relevant Attachments:

The Barossa Council 24/39652

*Minutes of Special Council Meeting
held on Tuesday 14 May 2024*

2024/206

19 December 2023 – Council Meeting

Endorse 2024/25 process – no attachment, can be viewed at minutes and agenda for that meeting online.

24 January 2024 – Council Workshop

Initial budget initiatives assessment – general conversation – no attachment or presentation was undertaken at this workshop.

7 February 2024 – Council Workshop

Capital Budget – initial capital, salary and wages and budget update.

Attachment 1*20 February 2024 – Council Meeting*

New initiatives process – no attachment, can be viewed at minutes and agenda for that meeting online.

6 March 2024 - Initial budget initiatives assessment – deferred from Council meeting of 20 February 2024

Budget new initiatives.

Attachment 2*3 April 2024 – Council Workshop*

Full operating budget and other updates.

Attachment 3*1 May 2024 – Council Workshop*

New Initiatives, Valuations, Rate Modelling and Long Term Financial Plan – as updated at the workshop.

Attachment 4Budget Considerations**Draft Budget - Operating and Capital**

Council adopts the Budget at a summary level as contained within the attached ABP&B and annual review of the LTFP.

Council General Rate revenue has been increased by:

- A net 4.3% which is the same as the CPI for the March 2024 quarter and less than the Local Government Price Index of 4.8% last updated in December 2023; and
- Growth currently at 0.83% subject to further analysis and revisions, the budget is set at a target of 1%.

Waste Service charges are a net increase for all three services of 4.4%. The refuse, recycling and green organics collection service charges combined will increase from last year at \$271 to \$282.80 being \$11.80.

CWMS Service charge increased at 3.11% including growth to ensure service charge is sustainable. The Residential CWMS Service charge will increase from last year at \$386 to \$398 being \$12.00.

Operating income and expenditure is reflective of service requirements; using last year's budget as a base and adjusted where service costs are affected by agreements, CPI,

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costs out of our control and/or other factors. Expenditure savings set in the long-term plan associated with prior business case approvals have been met and exceeded.

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 \$34.156m not including developer donated assets. This amount includes carried forwards approved with the mid-year budget review. Capital Income for grants and contributions is budgeted at \$5.74m.

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 forms part of the assessment at Attachment 6 and recommendation of this report. Those recommended for inclusion have been included in the draft Budget and Business Plan.

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. The analysis includes all subsidiaries, updated asset management modelling and general review of indexation factors applied to the LTFP.

Council adopted the previous LTFP in July 2023 and also adopted an updated version as part of the 2023/24 midyear budget review due to material changes and works approved for the Lyndoch Recreation Park redevelopment. The final plan and budget will include the approved quarter 3 budget review and known changes up to the time of issuing the final plan and budget for approval.

The LTFP forecast for forward years includes:

- General rate increases are at 4.3% for years 2025/26 and 2026/27, 3.25% for 2027/28 and 2028/29 and 2.5% for all of the remaining years, plus 1.00% growth in assessment numbers.
- Other operating income and expenditure indexation for future years in the LTFP has been increased to reflect the current inflationary period and expected cost of services especially related to insurance costs.
- Asset Renewal and/or Replacement expenditure is provided for on various buildings, recreation, transport, stormwater, bridge, CWMS and plant & equipment assets at \$99.5m providing for future needs until the IAMP renewal programs have been prepared and approved.
- New and upgraded capital expenditure on assets over the 10-year plan period is \$43.1m.

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- Capital grants and contributions in this review include CWMS developer contributions \$50k pa, other developer contributions \$142k pa for two years.
- Loan financing is a mix of fixed loans and Cash Advance Debenture (CAD) with net borrowings for 2024/25 to be \$17.1m.
- Council's loan debt is predicted to peak at \$41.75m in 2025/26. The net loan balance outstanding as at 30 June 2024 is forecast to be \$38.03m and a projected balance of \$5.75m by 30 June 2034.
- 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.

Nuriootpa Centennial Park Authority (NCPA) Board Draft Budget and LTFP

The NCPA budget has been incorporated into Council's consolidated draft ABP&B 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 2024/25 year.
- Loans – repayments include:
 - o a LGFA fixed loan ending 2028/29
 - o 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

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 ABP&B, this financial analysis highlights that all KPI's are within the target ranges for this financial year. The LTFP indicates all indicators are within the target ranges except for the 3-year rolling operating surplus indicator for the 2025/26 financial year which is (2.5%) being a deficit position that is outside the target amount of (2%). This indicator is distorted for the 2025/26 year due to the early payment of Financial Assistance Grants that would have normally been paid in the 2023/2024 financial year of \$2.085m, paid in the 2022/23 financial year. If the payment occurred in the normal year, being 2023/24, the indicator would be within the range at (1.0%).

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).

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ATTACHMENTS OR OTHER SUPPORTING REFERENCES

Attachment 1 – Council Workshop 7 February 2024

Attachment 2 – Council Workshop 6 March 2024

Attachment 3 – Council Workshop 3 April 2024

Attachment 4 – Council Workshop 1 May 2024

Supporting references[Annual Business Plan and Budget Policy](#)

COMMUNITY PLAN / CORPORATE PLAN / LEGISLATIVE REQUIREMENTS

Community Plan

Natural Environment and Built Heritage



Community and Culture



Infrastructure



Health and Wellbeing



Business and Employment

Goal

1. The Barossa has sustainable farmland providing diverse and stable returns, while protecting the unique natural environment and biodiversity of the region.
2. The history of our region including aboriginal sites is reflected in our streetscapes and our historic buildings are maintained for future generations.
3. We take a proactive approach in responding to key environmental challenges such as climate change, water security and waste management.
4. The Barossa fosters community resilience, connection and wellbeing through its social planning, recreation, safety, education, preventative health and social strategies especially for our youth and vulnerable people.
5. We are a strong community that is welcoming, safe and enjoys a quality lifestyle that celebrates our local identities, diversities, cultures and histories including our Aboriginal heritage.
6. The Barossa maintains and develops infrastructure that meets the needs of the region and is efficient.
7. Community infrastructure planning is aligned to both current and the future needs of the community
8. To have a connected and safe transport network that meets the needs of our community
9. Our community has fair and equitable access to the resources and services they need to lead a safe, healthy, inclusive and connected lifestyle

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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 ecosystems, grassy woodlands, agricultural landscapes and recreational green spaces.
- 2.1. Continue to maintain streetscapes that reflect the character and heritage of the region and facilitate opportunities to repurpose or find alternative uses of built heritage.
- 2.2. Ensure clearly defined townships are maintained to manage residential and commercial development that is sensitive to the natural environment and areas of historical significance.
- 3.1. Support community based sustainability initiatives to help reduce the Barossa's contribution to the climate crisis and build on the capacity of local residents and industry to mitigate negative impacts.
- 3.2. Collaborate with partners and our community to support innovative approaches to waste minimisation, and increase reuse and recycling opportunities.
- 3.3. Ensure long term confidence in the Barossa's capacity to access water to meet its industrial, domestic and environmental needs.
- 4.1. Build on a strong sense of community pride with active community groups and individuals participating in local decision making and community building activities.
- 4.2. Continue creating strong and sustainable community networks, and support young people to actively participate in the community and develop the leaders of the future.
- 4.3. Embrace place-making principles when developing community infrastructure and regulate planning and development in public spaces and active recreation.
- 5.1. Support the development of activities that celebrate the history, art and culture of the Barossa and its people.
- 5.2. Create places where people want to live and plan for the future in a coordinated, affordable, appropriate and proactive way.
- 5.3. Create vibrant public spaces that provide places for creative development, cultural interaction and social connections.
- 5.4. Recognising and celebrating the community successes and learning from opportunities.
- 6.1. Advocate for and identify funding opportunities that support the development of community, cultural, health and other facilities and

The Barossa Council 24/39652

*Minutes of Special Council Meeting
held on Tuesday 14 May 2024*

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- 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.
 - 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.

Advocacy Plan

Nil

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.

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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 deficit 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 2024/25 to 2025/26 returning to surplus in 2027/28 and a 10-year position of a surplus of \$10.062m.
- Operating surplus ratios average over 3 years. Council's forecast retrospective results range from (2.5%) to 3.2%.
- Net Financial Liabilities forecast is 88.6% in 2024/25 and peaks at 91.7% in 2025/26 and by year 2033/34 is projected to be at 16.8%.
- Asset Renewal Funding Ratio target is being met over the 10-year period, the average being 108.6%.

There are no additional or abnormal risk considerations or additional resource requirements for the preparation, implementation, and management of the budget, business plan and other related activities.

COMMUNITY ENGAGEMENT

The public consultation period will commence from 15 May 2024 and closes on 7 June 2024 at 5pm. Verbal submissions will be considered at a meeting on 6 June 2024, 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 within the ABP&B to ensure the two Plans align. This enables the community to be involved in the short and long term planning of Council's Budget.

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2.1.2 DRAFT ANNUAL BUSINESS PLAN AND BUDGET 2024/25 INCORPORATING THE LONG TERM FINANCIAL PLAN 2024/25 – 2033/34
24/39221

MOVED Cr Barrett

That Council:

- (1) Endorses the draft 2024/25 financial year Annual Business Plan and Budget as at Attachment 1, which incorporates the annual review of the draft Long Term Financial Plan for the period 2024/25 to 2033/34, and all subsidiary entities, for the purpose of community consultation.
- (2) Noting the consultation process outlined in the report and Attachment 2, approves the consultation period being from 15 May 2024 to 7 June 2024 closing at 5pm.
- (3) Authorises the Chief Executive Officer to make any minor and typographical corrections to the Annual Business Plan and Budget document.

SECONDED Cr Hurn

CARRIED 2022-26/421

PURPOSE

Having reviewed and determined the budget and new initiatives settings and analysis, the purpose of the report is to adopt the draft Annual Business Plan and Budget for the 2024/25 financial year and the incorporated Long Term Financial Plan for community consultation.

REPORT

The Annual Business Plan and Budget (ABP&B) 2024/25 incorporates the Long Term Financial Plan (LTFP) 2024/25 to 2033/34 in the one document.

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. This has been considered by Council at the report prior to this report.

The draft plan is at Attachment 1.

Council has reviewed and considered all operating, capital, new initiative, valuation, rating assessment and long term financial parameters and determined its draft settings.

As noted in the Financial Considerations section of this report and the ABP&B, this financial analysis highlights the KPI results and forecast position based upon the assumptions therein.

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ATTACHMENTS OR OTHER SUPPORTING REFERENCES

Attachment 1 – Draft 2024/25 Annual Business Plan and Budget
Attachment 2 – Communication Plan

Supporting references

[Annual Business Plan and Budget Policy](#)

COMMUNITY PLAN / CORPORATE PLAN / LEGISLATIVE REQUIREMENTS

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Community and Culture



Infrastructure



Health and Wellbeing



Business and Employment

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2024/216

- 6.2 Continue to ensure that infrastructure considers place-making is inclusive and accessible for all.
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Advocacy Plan

Nil

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.

Financial Indicators and Sustainability

Financial performance is managed using suitable financial indicators and targets, as follows:

*The Barossa Council 24/39652**Minutes of Special Council Meeting
held on Tuesday 14 May 2024*

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- KPI1 - Operating Surplus - a cumulative surplus by year 10.
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- 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 within the ABP&B to ensure the two Plans align. This enables the community to be involved in the short and long term planning of Council's Budget.

3. NEXT MEETING

Tuesday 21 May 2024 at 5.30pm

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4. CLOSURE

Mayor Lange declared the meeting closed at 5:39pm.

Confirmed at Council Meeting on 21 May 2024

Date:.....

Mayor:.....

DEBATE REPORT

4 Debate Report

4.2 REVIEW OF COMMUNITY PLAN AND CORPORATE PLAN UPDATE

Author: Chief Executive Officer
24/44599

PURPOSE

To consider and review the work undertaken to update the Community Plan 2024-2044 and Corporate Plan 2024-2028.

RECOMMENDATION

That Audit and Risk Committee receive the Draft Community Plan 2020-2040 and Updated Corporate Plan 2024-2028 and any feedback provided by the Audit and Risk Committee be considered in the final draft versions presented to Council for adoption.

REPORT

Introduction

The Councils' Community Plan is its highest-level guiding and aspirational strategic management plan. Council determines strategic management plans that are the subject of Section 122(8) of the Local Government Act, which the Community Plan is so declared.

Under the Local Government Act any strategic management plans Council must undertake a comprehensive review within 2 years after each general election, that being November 2024.

Discussion

The current analysis, update and redrafting of the Community Plan 2024-2044 constitutes a comprehensive review. Other strategic management plans to be reviewed are the Long Term Financial Plan which is reviewed annually as part of the annual business plan and budget processes and the Infrastructure and Asset Management Plans (IAMP), which are currently being redrafted and will be presented to Council in the new financial year for review and comment before undertaking a further public consultation on the IAMP.

Works undertaken to date in accordance with the Community Plan Review Project Plan, include:

- Three workshops with Council to explore strategic thinking for the future, vision, values and other priorities for Council.
- Establishment of a staff reference group and various meetings and staff engagement.

- Analysis of the current policy framework priorities of State and Commonwealth Governments.
- Analysis of existing policy frameworks of other relevant bodies namely Regional Development Australia.
- Reference to the suite of Council or community strategic work undertaken in the past 18-24 months including the Local Economic Development Plan, Growth and Investment Strategy, Barossa Water Security Strategy, Corporate Plan and the Regional Public Health and Wellbeing Plan.
- Environmental scan and strengths, opportunities, and challenges analysis.
- Review of industry and population analysis and trends.
- Legislative review.

A detailed analysis document has been developed from these investigations to inform the review and update to the Community Plan and is provided at [Attachment 2](#).

The revised draft Community Plan is at [Attachment 1](#). It was recommended that as part of the review the Advocacy Plan be repealed. The Advocacy Plan has not been used actively and the Community Plan provides guidance on key activities and what role Council will play with the various strategies and actions in support of delivering upon the Community Plan.

The draft plan was endorsed for public consultation at the Council meeting of 21 May 2024.

The integration of our planning frameworks continues, and the Community Plan is supported by the Corporate Plan, which is Council's administrative and service level document, this too has been updated and provided at [Attachment 3](#). This was not the subject of consultation but was provided as the revised Community Plan heavily integrates with the Corporate Plan.

Summary and Conclusion

The revised Community Plan is now tabled for consideration along with the updated Corporate Plan and any feedback provided by the Audit and Risk Committee will be considered in the final draft versions presented to Council for adoption.

ATTACHMENTS OR OTHER SUPPORTING REFERENCES

Attachment 1	Draft Community Plan 2024-2044 - For Public Consultation ↓ 
Attachment 2	Research and Information Paper - Review of Community Plan ↓ 
Attachment 3	Updated and Realigned Corporate Plan 2024-2028 ↓ 

Supporting references

Public Consultation Policy

COMMUNITY PLAN / CORPORATE PLAN / LEGISLATIVE REQUIREMENTS

Corporate Plan

- BS13 Strategic/Legislative Planning and Reporting - Provision of organisational performance report (outcomes), activity report (outputs), a range of statutory reporting (e.g. public health, tax, superannuation), financial reporting. Transparency and accountability regarding Council activity and expenditure provided

Legislative Requirements

Section 122 of the Local Government Act 1999

FINANCIAL, RESOURCE AND RISK MANAGEMENT CONSIDERATIONS

The works have been undertaken internally bar one hosted workshop with Council which was funded from consultancy budget allocations already made in the 2023-2024 budget.

The proposed consultation processes are budgeted for and represent business as usual activity therefore there are no finance, resourcing, or additional risk management considerations.

COMMUNITY ENGAGEMENT

Public consultation shall commence on Wednesday, 3 July 2024 and conclude on Friday, 2 August 2024 at 5pm.

Consultation will be open for a period of 4 weeks with normal notices issued through social media, website and papers circulating in the area as per the Public Consultation Policy.



*The***Barossa***Council*



BAROSSA COMMUNITY PLAN 2024-2044

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ACKNOWLEDGEMENT OF COUNTRY

The Barossa Council recognises and pays respect to the traditional owners of the lands that The Barossa Council spans – the lands of the Ngadjuri, Peramangk and Kurna people. The Barossa Council acknowledges that the spiritual, social, cultural and economic practices of the Ngadjuri, Peramangk and Kurna peoples come from their traditional lands and waters. As the traditional custodians of these lands, they maintain their cultural heritage and beliefs, languages and laws which are of ongoing importance. We acknowledge the Ngadjuri, Kurna and Peramangk Nations have made, and continue to make, a unique and irreplaceable contribution to the Barossa region.

FROM THE MAYOR



Our community are privileged to be the custodians of the Barossa!

It is a unique and highly desirable location in which to live, learn and work. An area of world class beauty, landscapes, people, experiences, and character. We are a driven community who enjoy an enviable lifestyle, community spirit and wonderful heritage.

As a Council, we seek to maximise opportunities to work together with the community to enhance our unique qualities whilst looking for opportunities to grow, plan and achieve prosperity for our current and future generations to come. We strive as a community to ensure our economic, social and community backbone are strong and at the forefront of supporting each other whilst selling Brand Barossa to the world.

Our Community Plan 2024-2044 is our next iteration of our 20-year plan to guide decision making through our vision, values and pillars: Our Community, Our Economy, Our Environment, Our Places, and Our Council. The Community Plan is aligned and influenced by relevant external strategies and informs our Corporate Plan and other plans.

Our role is to provide good governance for the community, respond to the needs of the residents and support economic, social and community development. As we implement the strategies outlined in this Community Plan, be clear about our role, and work collaboratively with the community, Government and industry to achieve the best possible outcome.

As a Council we are looking forward to working collaboratively for the long-term success of the Barossa.

Mayor Michael 'Bim' Lange OAM

The Barossa Council

OUR VISION

To create a vibrant and growing community where people support one another and come together to have fun and foster a sense of belonging, community spirit and connection to the Barossa.

OUR MISSION

Our mission as shared custodians of the Barossa is to cultivate an identity that celebrates diversity, embraces inclusivity and promotes a prosperous future. We strive to be prepared and take a planned and thoughtful approach to building our future, one that is welcoming to all.

OUR VALUES

Pride:

We take pride in building strong communities in alignment with our environmental, social and governance framework.

Courageous Leadership:

We value courageous leadership by being visionary, bold and innovative and taking proactive and positive action.

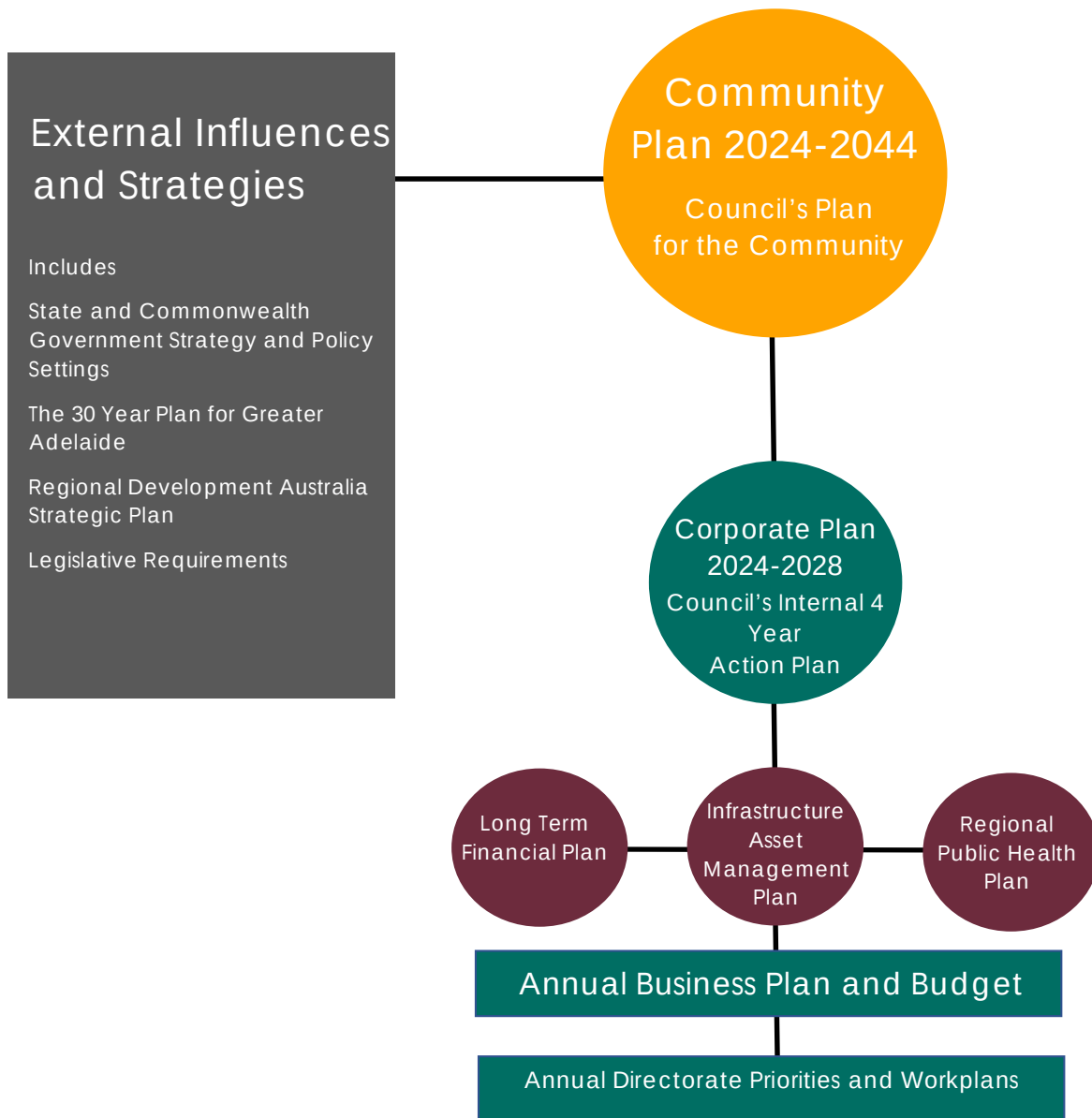
Community Spirit:

We value our people and their cultural heritage, our landscapes and vistas, our food and wine, and our unique character.

Inclusiveness:

We value diversity of people, inclusion, accessibility, and tolerance.

OUR PLANNING FRAMEWORK



The structure of the Community Plan presented integrates the Corporate Plan strategic actions and activities. The Corporate Plan is Council's administrative plan that gives effect to the Community Plan aspirations and strategic outcomes.

The wording of this plan identifies "Our" throughout the document as representing shared aspirations and future.

OUR COMMUNITY PLAN

This Community Plan version is the outcome of a review conducted by Council across 2023 and 2024. The Community Plan is built upon and developed using a modified version of the planning and management model called ESG; Environment Social and Governance framework. The ESG framework is a holistic approach to business delivery, balancing our activities across outcomes that promote sustainable practices in the areas of environmental, social and governance.

The below table outlines how we have aligned the ESG framework to our Community Plan pillars and the key vision and strategic directions for our community.

Pillar	Description	Environment - Social - Governance Outcomes
 Our Community	This pillar reflects the range of components that together make our community what it is. This ranges from our built and regions natural environment, social, and built heritage, first people's connection to land and place, to European settlement and present day community. It's the hard and soft infrastructure and services that make the Barossa unique; the landscapes, vineyards, food, wine, experiences, streetscapes, the people, diversity of cultures and heritage, visitors to our community and the generations of stories and the stories and relationships still to come. This pillar embraces the values, beliefs, health and wellbeing, lifestyle, and safety of the Barossa people who reside here and those that visit. It includes the network of organisations and groups who work collaboratively to preserve and acknowledge the identity and history of the Barossa's people and places and our quality of life. Volunteering, social interaction, creative activities and community history initiatives all play an important part in developing and sustaining a community and its culture.	Environment – preservation of our natural world. Social - how we improve people's lives. Governance - having robust and transparent systems in place.
 Our Economy	This pillar represents the backbone of our local economy and encapsulates all forms of industry from agricultural, retail, hospitality, manufacturing, culture, and tourism, as well as ensuring a suitable and vital workforce to support all industries.	Social - how we improve people's lives. Governance - having robust and transparent systems in place.

 Our Environment	This pillar represents our natural environment, which is critical to current and future generations. It's our native bushland, agricultural plains and valleys, waterways, and the regions natural resources along with eco-systems that support our local flora and fauna.	Environment – preservation of our natural world Social - how we improve people's lives.
 Our Places	This pillar reflects and incorporates our buildings, structures and facilities that support the community to function on a practical level. This includes assets, which are constructed and maintained by Council or other service providers, such as sporting precincts, cultural and heritage assets, recreation reserves, local roads and footpaths, wastewater systems and community buildings. Power and communication networks, major roads, water supply, private business assets, retail and commercial locations, pubs and clubs and hospitals are examples of physical infrastructure, which are managed by external parties. Together they combine to create our places.	Environment – preservation of our natural world Social - how we improve people's lives. Governance - having robust and transparent systems in place.
 Our Council	This pillar embraces the responsibilities, policies, processes, behaviours and business services of Council striving to be good corporate citizens and a strong custodian of the Barossa in planning, advocating and delivering for the future growth and prosperity of the community including its social infrastructure and placemaking.	Social - how we improve people's lives. Governance - having robust and transparent systems in place.

Our Barossa

HISTORY

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

Prior to the European Settlement of the region in 1837, Aboriginal people successfully managed the lands of the Barossa region for tens of thousands of years. The Barossa region is situated on the lands of the Ngadjuri people to the North and West, including Tanunda, Nuriootpa and Angaston. The Kaurna people are south and west of Lyndoch, and the Peramangk people are south and east of Angaston. The Barossa Valley is widely recognised as a meeting place where the three nations frequently met for trade and ceremony, with the word 'Nuriootpa' recorded as translating in English to 'a meeting place'.

The Barossa Council recognises and honours the enduring presence, survival and influence of Aboriginal culture and traditions within the region. Today, The Barossa Council region encompasses an area of 893.2 square kilometres and boasts a population of approximately 26,000 people. In the 2021 census, 299 members (1.25%) of the Barossa Community identified as Aboriginal Australians.

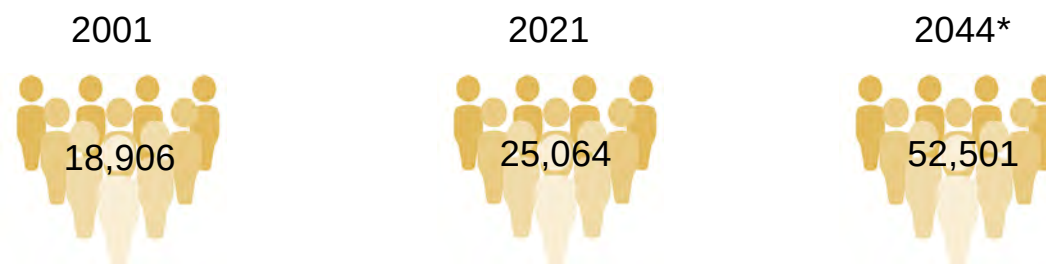
Colonel William Light first visited the area in 1837, naming the Barossa Range from which the region derives its name. European settlement of the Barossa region began in 1840, with settlers originating from the British Isles, Prussia and Silesia. Lyndoch was the first township to be settled in 1837.

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 beginnings and is the major source of income for the region, with the cultural landscape of present-day Barossa being reflective of 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, located approximately 60 kilometres north east of Adelaide, and is home to a population of 23,558 people.

OUR COMMUNITY POPULATION AND DEMOGRAPHICS TRENDS



*Includes preliminary development staging estimates and population projections for the Concordia development. The 2024 projection is based on midpoint projection for Census years 2041 and 2046.

The current trend indicates population growth over the period 2021 to 2044 being 27,437 persons. Other population trends indicate:

- Current population growth is mainly centred in Nuriootpa and Tanunda.
- Significant growth will occur at Concordia.
- Barossa is aging at a greater rate than the State average.
- The population growth rate will require an uplift in new property allotments and dwellings, mainly in the new development area of Concordia, in the range of 417 to 544 per annum, up from a current rate of approximately 100 per year.

OUR COMMUNITY EMPLOYMENT AND WORKFORCE TRENDS

	% of Industry Employment	Number Persons	Change Since 2021
Industry – Top 15			
Manufacturing (namely wine making)	23.88%	2,580	-1.60%
Health Care and Social Assistance	12.56%	1,357	2.08%
Retail Trade	10.14%	1,096	-0.23%
Accommodation and Food Services	8.85%	956	0.60%
Education and Training	7.36%	795	0.09%
Agriculture, Forestry and Fishing	6.73%	727	0.00%
Administrative and Support Services	5.13%	554	-1.14%
Construction	4.80%	519	0.88%
Other Services	2.99%	323	-0.34%
Professional, Scientific and Technical Services	2.89%	312	0.30%
Transport, Postal and Warehousing	2.38%	257	-0.77%
Public Administration and Safety	2.23%	241	-0.38%
Wholesale Trade	1.60%	173	0.36%
Arts and Recreation Services	1.18%	128	-0.04%
Financial and Insurance Services	0.95%	103	-1.60%

There is a structural shift of employment make up in the Barossa area to Health Care and Social Assistance being an increase of the total employment base of 2.08% which represents an addition of 299 people being employed in this industry sector.

Other increases in number persons employed include:

- Accommodation and Food Services and Construction industries has increased by 123 persons.
- Education and Training has increased by 61 persons.
- Professional, Scientific and Technical Services has increased by 51 persons.
- Retail Trade, Wholesale Trade and Agriculture, Forestry and Fishing industries have all increased by 48 persons.
- All other positive increases are below 50 people.

The most significant reduction in persons employed is Administrative and Support Services, with a reduction of 79 persons. This is followed by Transport, Postal and Warehousing with a reduction of 61 people and Public Administration and Safety with a reduction of 23 people.

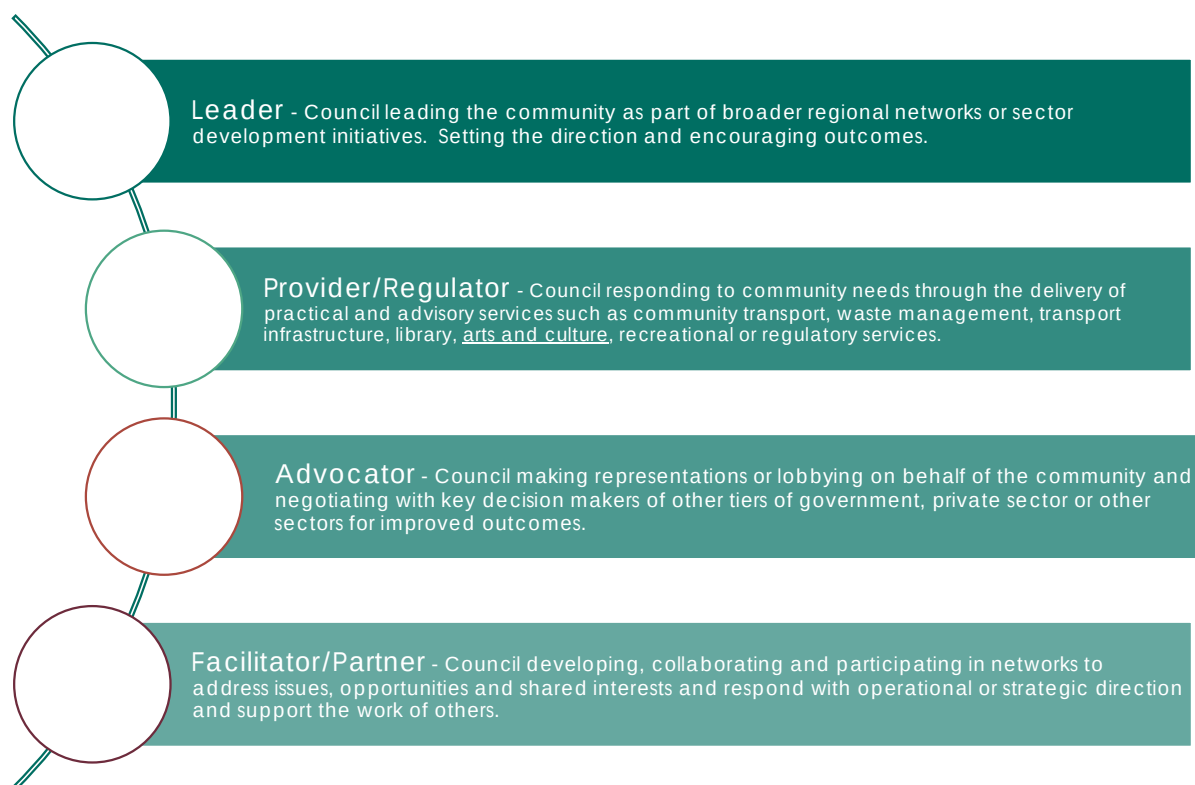
In terms of employment composition during the life of this plan, there is expected to be ongoing change as population growth occurs at Concordia. Growth is expected in all of the top 15 industry areas with Accommodation and Food Services, Construction, Education and Training, Professional, Scientific and Technical Services, and Retail Trade being expected to increase the most. Further analysis is underway as planning for the Concordia development continues.

Council's Role

Our role is to provide good governance for the community, understand and respond to the needs of the residents and support economic, social and cultural development. We deliver an extensive number of services to people that live, work and visit the region and we operate across a variety of sectors including community services, planning, industry and natural resource management.

Across our operations we fulfill a broad range of roles and functions, which are outlined below and referenced throughout the Community Plan. As we implement the strategies outlined in this Community Plan, we aim to be clear about our role and our commitment to work collaboratively with the community, Government, and industry.

To implement the strategic objectives of the Community Plan, we recognise that our role varies by task across four different categories being:



OUR ASPIRATIONAL GOALS AND STRATEGIC OUTCOMES

Our Community



Creating a safe and connected community where people have access to sustainable services and service levels and infrastructure they need and feel a sense of belonging.

Strategic Outcome	Role
Our community is welcoming, vibrant and safe.	Leader Provider/Regulator Advocate Facilitator/Partner
Our services and facilities are accessible.	Leader Provider/Regulator
We have a healthy respect for our diversity, character and history and are welcoming and supportive of all people.	Leader Provider/Regulator Advocate Facilitator/Partner
We support and advocate for sound planning and community outcomes in the implementation of the Concordia development in alignment with Councils vision, mission and principles for this development.	Leader Provider/Regulator Advocate Facilitator/Partner

Corporate Plan Services that Support the Aspirational Goal and Strategic Outcome	Corporate Plan Link
As identified in Annual Plan Updates	Strategic Actions – Relevant Actions for the Selected Year
CS1 – Animals	Output 1 – Dog Control Output 2 – Cat Control Output 3 – Other Animal Control
CS2 – Art and Culture	Output 1 – Barossa Regional Gallery Output 2 – Arts, Music and Cultural Capacity Building / Advocacy / Facilitation
CS3 - Assets	Output 1 – Strategic Asset Management and Planning Output 3 – Asset Renewal, Upgrade and Disposal Output 4 – Asset Maintenance and Operations: Facilities Output 5 – Asset Maintenance and Operations: Community Wastewater Management System Output 6 – Asset Maintenance and Operations: Trees Output 7 – Asset Maintenance and Operations: Civil Output 8 – Asset Maintenance and Operations: Open Spaces

Corporate Plan Services that Support the Aspirational Goal and Strategic Outcome	Corporate Plan Link
CS5 – Cemeteries	Output 1 – Cemetery Enquiry Management Output 2 – Burial/ Interment Management Output 3 – Cemetery Maintenance
CS6 – Community	Output 1 – Planning and Support (Capacity Building) Output 2 – Community Development Infrastructure Projects Output 3 – Community Assistance Scheme – General Output 4 – Community Assistance Scheme – Youth Output 5 – Community Assistance Scheme – Heritage
CS7 – Community Emergency, Hazard Planning and Management	Output 1 – Community Emergency Management Planning Output 2 – Community Emergency Incident Response Operational Support
CS8 – Compliance, Monitoring and Enforcement	Output 1 – Monitoring and Inspection – Building and Compliance Output 2 – Compliance and Enforcement – Building and Planning Output 3 – Compliance and Enforcement – Building Fire Safety Output 4 – Compliance and Enforcement – Road / Traffic Output 5 – Compliance and Enforcement – By-Laws Output 6 – Compliance and Enforcement – Permits Output 7 – Compliance and Enforcement – Health Output 8 – Compliance and Enforcement – Food Output 9 – Compliance and Enforcement – Local Nuisance Output 10 – Compliance and Enforcement – Litter Control
CS9 – Customers	Output 1 – Customer Request Management Output 2 – Customer Relationship Management - External Output 3 – Customer Relationship Management – Internal
CS11 - Events	Output 1 – Events Delivery – External Output 2 – Events Delivery - Internal
CS12 – Facilities and Community Land	Output 1 – Management: Community Land Register Output 2 – Management: Lease and Licenses Output 3 – Management: Service Agreements Output 4 – Facility Availability and Bookings Output 5 – Management and Maintenance: Sports Fields Output 6 – Management and Maintenance: Indoor Facility Output 7 – Management and Maintenance: Aquatic Facility

Corporate Plan Services that Support the Aspirational Goal and Strategic Outcome	Corporate Plan Link
CS13 – Fire Prevention	Output 1 – Management and Assessment of Fuel Loads on Private Land Output 2 – Management of Use of Fire and High-Risk Activities Output 3 – Information and Advice: Property Preparedness
CS14 – Heritage	Output 1 – Heritage Strategy Output 2 – Heritage Advice and Promotion Output 3 – Historical Records Management
CS15 – Land Use and Development	Output 1 – Advice and Assessment: Planning, Building and Heritage Output 2 – Advice and Assessment: Liquor License Output 3 – Code Amendment/ Reviews
CS16 – Libraries	Output 1 – Library Services and Spaces Output 2 – Collections Output 3 – Information and Reference Services Output 4 – Programs
CS18 – Public Health	Output 1 – Immunisation Management Output 2 – Sharps Management Output 3 – Pest Control Output 4 – Waste Water Systems Output 5 – Assessment and Advice: Health
CS19 – Social Inclusion	Output 1 – Home Assistance Output 2 – Community Transport Output 3 – Social Planning and Advocacy Output 4 – Social Support Group Output 5 – Regional Aged Care Sector and Development Output 6 – Aboriginal Reconciliation Output 7 – Youth Development Output 8 – Sport and Recreation
CS22 – Volunteers	Output 1 – External Community Volunteer Support Output 2 – Internal Volunteer Support Output 3 – Volunteering Promotion and Advocacy
BS3 - Communications and Engagement	Output 4 – Community Engagement
BS13 - Strategic/Legislative Planning and Reporting	Output 1 – Strategic and Legislative Planning Output 2 – Strategic and Legislative Reporting

Our Economy



Implementing economic development strategies to support future growth opportunities and a diversified and resilient economy showcasing the Barossa rural and regional character.

Strategic Outcome	Role
We strive to support income and job stability and growth for the future in support of quality of life outcomes.	Leader Provider/Regulator Advocate Facilitator/Partner
We partner with and support local business.	Leader Provider/Regulator
We are a destination of choice.	Leader Provider/Regulator Advocate Facilitator/Partner

Corporate Plan Services that Support the Aspirational Goal and Strategic Outcome	Corporate Plan Link
As Identified in Annual Plan Updates	Strategic Actions – Relevant Actions for the Selected Year
CS2 – Arts and Culture	Output 3 – Arts and Culture Tourism
CS3 – Assets	Output 1 – Strategic Asset Management and Planning Output 3 – Asset Renewal, Upgrade and Disposal Output 4 – Asset Maintenance and Operations: Facilities Output 5 – Asset Maintenance and Operations: Community Wastewater Management System Output 6 – Asset Maintenance and Operations: Trees Output 7 – Asset Maintenance and Operations: Civil Output 8 – Asset Maintenance and Operations: Open Spaces
CS4 – Caravan Parks	Output 1 – Management and Administration Output 2 – Accommodation Services Output 3 – Management and Maintenance
CS10 – Economic Development	Output 1 – Economic Development Output 2 – Strategy, Industry Support and Advice
CS11 – Events	Output 1 – Events Delivery – External Output 2 – Events Delivery - Internal
CS15 – Land Use and Development	Output 1 – Advice and Assessment: Planning, Building and Heritage Output 2 – Advice and Assessment: Liquor License Output 3 – Code Amendment/ Reviews

Corporate Plan Services that Support the Aspirational Goal and Strategic Outcome	Corporate Plan Link
CS21 - Tourism	Output 1 – Visitor Information and Resource Management Output 2 – Visitor Experience – Enquiries/Customer Service Output 3 – Barossa Makers – Retail Sales Output 4 – Cycle Hub Management Output 5 – Tourism Development and Capacity Building
BS13 - Strategic/Legislative Planning and Reporting	Output 1 – Strategic and Legislative Planning Output 2 – Strategic and Legislative Reporting

Our Environment



Supporting a sustainable Barossa.

Strategic Outcome	Role
We support actions that manage our environment for future generations.	Leader Provider/Regulator Advocate Facilitator/Partner
We sustainably manage our resources and encourage sustainable practices.	Leader Provider/Regulator Advocate Facilitator/Partner

Corporate Plan Services that Support the Aspirational Goal and Strategic Outcome	Corporate Plan Link
As Identified in Annual Plan Updates	Strategic Actions – Relevant Actions for the Selected Year
CS15 – Land Use and Development	Output 1 – Advice and Assessment: Planning, Building and Heritage Output 3 – Code Amendment/ Reviews
CS17 – Natural Resources	Output 1 – Sustainability Output 2 – Land, Water and Biodiversity Output 3 – Environmental Education and Awareness Output 4 – Bushgardens Nursery
CS23 – Waste and Resource Recovery	Output 1 – Waste Collection / Disposal Output 2 – Waste Education Output 3 – Waste transport Station Operation - Springton
BS13 - Strategic/Legislative Planning and Reporting	Output 1 – Strategic and Legislative Planning Output 2 – Strategic and Legislative Reporting

Our Places



Our places and spaces enhance the liveability, retain rural and regional character and diversity of our communities.

Strategic Outcome	Role
Our places are planned, managed, and sustainable.	Leader Provider/Regulator Advocate Facilitator/Partner
We have connected transport infrastructure and networks.	Leader Provider/Regulator Advocate Facilitator/Partner
We plan for and deliver infrastructure to enhance our places.	Leader Provider/Regulator Advocate Facilitator/Partner

Corporate Plan Services that Support the Aspirational Goal and Strategic Outcome	Corporate Plan Link
As Identified in Annual Plan Updates	Strategic Actions – Relevant Actions for the Selected Year
CS3 – Assets	Output 1 – Strategic Asset Management and Planning Output 2 – Asset Policy Development, Technical Design and Assessment Output 3 – Asset Renewal, Upgrade and Disposal Output 4 – Asset Maintenance and Operations: Facilities Output 5 – Asset Maintenance and Operations: Community Wastewater Management System Output 6 – Asset Maintenance and Operations: Trees Output 7 – Asset Maintenance and Operations: Civil Output 8 – Asset Maintenance and Operations: Open Spaces
CS12 – Facilities and Community Land	Output 1 – Management: Community Land Register Output 2 – Management: Lease and Licenses Output 3 – Management: Service Agreements Output 4 – Facility Availability and Bookings Output 5 – Management and Maintenance: Sports Fields Output 6 – Management and Maintenance: Indoor Facility Output 7 – Management and Maintenance: Aquatic Facility
CS14 – Heritage	Output 1 – Heritage Strategy Output 2 – Heritage Advice and Promotion Output 3 – Historical Records Management
CS15 – Land Use and Development	Output 1 – Advice and Assessment: Planning, Building and Heritage Output 2 – Code Amendment/ Reviews
CS17 – Natural Resources	Output 1 – Sustainability

	Output 2 – Land, Water and Biodiversity Output 3 – Environmental Education and Awareness Output 4 – Bushgardens Nursery
BS13 - Strategic/Legislative Planning and Reporting	Output 1 – Strategic and Legislative Planning Output 2 – Strategic and Legislative Reporting

Our Council



We strive to be a leader in regional Local Government and are committed to delivering effective, efficient, and valued services to the community.

Strategic Outcome	Role
We deliver a quality customer experience based on a willingness to innovate and drive change.	Leader Provider/Regulator
We are financially sustainable and take a planned and long-term approach to investment.	Leader Provider/Regulator
We have sound asset management services.	Leader Provider/Regulator
We have strong relationships, and where appropriate, partner with our community, industries, stakeholders, the Local Government sector and Governments.	Leader Provider/Regulator
We have a safe, healthy, and resilient workforce.	Leader Provider/Regulator

Corporate Plan Services that Support the Aspirational Goal and Strategic Outcome	Corporate Plan Link
As Identified in Annual Plan Updates	Strategic Actions – Relevant Actions for the Selected Year
BS1 - Business Technology	Output 1 – Information Communications and Technology (ICT) Service Operations Output 2 – ICT Business Services
BS2 - Business improvement	Output 1 – Continuous Improvement Framework Management Output 2 – Continuous Improvement Project Management
BS3 - Communications and Engagement	Output 1 – External Communications Framework Management Output 2 – Internal Communications and Framework Management Output 3 – Communications Coordination Output 5 – Online/Website Support
BS4 - Council and Committees	Output 1 – Coordination: Council Meetings/Workshops Output 2 – Coordination: Council Committees and Working Groups Output 3 – Committee Governance Output 4 – Member Representation and Elections Output 5 – Member Support and Registers

Corporate Plan Services that Support the Aspirational Goal and Strategic Outcome	Corporate Plan Link
BS5 - Risk and Safety	Output 1 – Risk Framework Management Output 2 – Internal Audit Output 3 – Insurance and Claims Management Output 4 – Disaster Recovery and Business Continuity Output 5 – Work Health and Safety Systems Management
BS6 – Finance	Output 1 – Financial Advice Output 2 – Budget Management and Financial Accounting Output 3 – Treasury Management Output 4 – Financial Control and Audit Output 5 – Banking and Investment Services Output 6 – Taxation and Levy Management Output 7 – Asset Accounting Output 8 – Accounts Payable and Receivable
BS7 – Governance	Output 1 – Governance and Policy Advice Output 2 – Delegations and Authorisations Management Output 3 – Native Title Management Output 4 – Legislative Reform Output 5 – Complaint Management Output 6 – Policy Framework Management
BS8 – Grants	Output 1 – Grant Sourcing Output 2 – Grant Management
BS9 – Information	Output 1 – Access to Council Information Output 2 – Management of Records Output 3 – Mail Processing
BS10 - People and Culture	Output 1 – Organisational Continuous Improvement Output 2 – People and Culture Framework Management Output 3 – Talent Management Output 4 – Employee Experience Management Output 5 – Industrial Compliance Output 6 – Payroll Output 7 – Staff Professional Development Output 8 – Return to Work / Injury Management
BS11 – Procurement	Output 1 – Procurement Framework Management Output 2 – Contract Management Output 3 – Contractor Management
BS12 - Property and Rates	Output 1 – Rates Management Output 2 – Debt Recovery Output 3 – Property Database Management Output 4 – Electoral Roll Output 5 – Property Searches
BS13 - Strategic/Legislative Planning and Reporting	Output 1 – Strategic and Legislative Planning Output 2 – Strategic and Legislative Reporting

GOVERNMENT PRIORITIES – GOVERNMENT OF SOUTH AUSTRALIA

In determining the aspirational goals and strategic outcomes, Council has had regard to the State Strategic goals as follows.

South Australian Economic Statement – Smart. Sustainable. Inclusive

- A smart economy.

South Australia's continued economic prosperity relies on us finding new and better ways of doing things, as well as new things to do. Our capacity to adapt and build new skills makes us more resilient in an ever-changing world.

- A sustainable economy.

Mitigating and adapting to climate change is no longer an option - it is a necessary principle that must underpin our economic choices. Our children's future depends on a more sustainable economy.

- An inclusive economy.

An inclusive economy puts South Australians and their wellbeing front and centre. It recognises that inequality constrains economic growth, and that social inclusion and economic success go hand in hand. The prosperity of communities across the state will underpin our economic vision.

Infrastructure SA 20 Year Strategy

The Strategy takes a state-wide view and aims to achieve the following objectives:

- Sustained economic and jobs growth.
- Planned population growth.
- Connected and productive regions
- A vibrant, global Adelaide
- Envable liveability.

The 30 Year Plan for Greater Adelaide

The 30-Year Plan for Greater Adelaide is under review and will result in the Greater Adelaide Regional Plan. This plan describes how Adelaide should grow to become more liveable, competitive, and sustainable. It will guide the growth of the city and its surrounds including The Barossa Council area for the future.

In summary Council considers the 2024-2044 Community Plan of The Barossa Council supports the intent of the State of South Australia strategic framework.

GOVERNMENT PRIORITIES – COMMONWEALTH GOVERNMENT OF AUSTRALIA

In determining the aspiration goals and strategic outcomes Council has had regard to the Commonwealth Strategic goals as follows.

- A Strong Inclusive and Sustainable Economy
- Healthy, Equal, and Resilient Society
- Stronger in the World, United at Home

In summary Council considers the 2024-2044 Community Plan of The Barossa Council supports the intent of the Commonwealth of Australia strategic framework.

OTHER LEGISLATIVE MATTERS

Collaboration and Other Policy and Strategy Alignment

The Barossa Council has considered local and regional plans, policies and directions including those with recent community engagement and having had regard to:

1. Corporate Plan of The Barossa Council.
2. Regional Development Australia Regional Strategic Plan 2022-2025.
3. Barossa Water Security Strategy.
4. Growth and Investment Strategy and Character Area Planning Review.
5. Regional Public Health and Wellbeing Plan.
6. The Barossa Council Local Economic Development Plan.

The Barossa Council is committed to work with local, regional, State and Commonwealth Governments to advance the policy directives over the time of this 20-year plan where there is alignment in goals, outcomes, funding and benefits for the economic, social and community wellbeing and environment. The Barossa Council is a collaborative arm of all governments and has and will continue to partner with business, stakeholders and governments for the betterment of community and where there are demonstrated efficiency of service delivery, outcomes addressing need, policy alignment and financially sustainable.

Financial Performance and Levels of Service

The financial performance and position of Council are outlined in its adopted business plan, budget and long-term financial plan. All plans are aligned to this Community Plan and are reviewed on an annual basis.

Levels of service, asset maintenance and replacement are encased in supporting documentation including:

1. Asset Management Plans; and
2. Corporate Plan.

Debt levels are outlined in the long-term financial management plan.

Currently understood and known services and costs of activities and operations are already factored into the long-term financial plan including those that arise from Council's 35-year intergenerational vision known as The Big Project.

Presently the application of resources and budgets indicate the levels of service set within this Community Plan and supporting Corporate Plan are sustainable as indicated in the Long Term Financial Plan for the 2024-2025 to 2033-2034 financial years key indicators meeting performance levels. Please note the comments regarding following concerns the Concordia development which will have a material impact on the service levels and finances of Council and is the subject currently to extensive planning by the State for the development's delivery.

10 Year Summary Financial Indicators as at time of writing

- Operating Surplus. A deficit for two years being 2024/25 to 2025/26; accumulative surplus by year 2033/34 of \$10.062m. The performance indicator standard is met.
- Operating surplus ratios average 3 years. Council's forecast retrospective results range from (2.5%) to 3.2%; Annual ranges from (2.1%) to 3.4%. The operating surplus average over the 10-year period is 1.7% and the performance indicator standard is met.
- Net Financial Liabilities. The forecast is 88.7% in 2024/25 and peaks at 91.8% in 2025/26 and by year 2033/34 is projected to be at 16.5%. The performance indicator standard is met.
- Asset Renewal Funding Ratio. The target is being met over the ten-year period, the average being 108.7%. The performance indicator standard is met.

Real Property Development

Modelling of census data from 2021 and with the announcement that the Concordia development will occur in the current period of this plan, there will be significant change in the population, demographic and industry basis of The Barossa Council area. The Council is planning with the State Government, developers, and community for the implementation of this development, along with normal growth trends. It is anticipated that the development will involve upwards of 10,000 allotments and 30,000 people at completion. This is a significant development and will have material impact on the services and financial basis of Council. Council has adopted a vision, mission, and a set of principles for the Concordia development and policy drivers which are consistent with the aspirational goals and strategic outcomes of this Community Plan.



Measurement of Performance

Council undertakes measurement of its performance against the Corporate Plan strategic objectives period. Further performance is measured against annual business plans, budgets and annual reporting, quarterly performance reporting and monthly financial reporting, all linked to the Community Plan.

Consistency with Planning Act and Relevant Instruments

Council acknowledges its alignment with the current 30 Year Greater Adelaide Plan which is under review and will become the Greater Adelaide Regional Plan and the legislative framework of the Planning Development and Infrastructure Act. Council has governance, resources, systems and processes in place to provide services and support the goals of the Act and ensure legislative compliance. We continue to support and collaborate with the State in the development of supporting land use policy through the revision of the legislation, 30 Year Greater Adelaide Plan and the Concordia development, in addition to its own strategic work now outlined.

Council has during the current period of the Community Plan completed a Strategic Direction Review of the Character Area to align its intent to protect the rural areas of the Barossa whilst balancing growth and diversification needs. It will pursue relevant Planning and Design Code amendments to support this intent during the time of this Community Plan.

Council has during the current period of the Community Plan commenced and will complete, during the period of this updated plan a comprehensive review of the Council areas growth and investment needs including ensuring alignment to the Strategic Direction Review of the Character Area. It will pursue relevant Planning and Design Code amendments to support this intent during the time of this Community Plan.

Community Plan Review

Research / Information
Paper
Final

Office of the Mayor and CEO

Office of the Mayor and CEO

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1. Purpose

The purpose of this paper is to summarise matters of research and information to assist the review of the Community Plan of The Barossa Council. This information, community, elected member and staff input will shape any amendments to Councils' Community Plan.

The paper will form part of community engagement as a supporting document.

The information is focussed on high level strategic and aspiration thinking for our community over the next 20-years from 2024 to 2044.

2. Environmental Scan

A preliminary assessment of the strategic and operational basis of the Council environment has determined the following relevant factors for consideration in thinking and planning for the future.

Factor	Factor Description	Key Trends and Issues Identified
Political	What changes in our political systems, legislative framework, taxation rules, and political environment stability influence decision making.	- Changing governments at State and Federal level altering policy directions. - Elections at Local Government level every four years impacting strategic and policy direction.
Economic	What will influence the economic stability of Council, community, growth, employment over the next 20 years.	- Market access for our critical industries. - Diversification of our economic base. - Increasing population arising from Concordia and normal growth. - New patterns of working. - More volatile employment environment. - Skills shortages.
Social	How with social issues, culture, education, demographics influence our future and the future of our community.	- Ageing population and the issues of access, inclusion on Council and other community services and infrastructure. - Great need for social inclusion, mental health and wellbeing services, and general health services. - Growing population especially with the establishment of the Concordia development in addition to normal growth. - The Barossa being a character preservation area, balancing social, governance and economic needs with preservation outcomes. - Growing diversity of and in our community and Council.
Technological	What are the technology developments we face in the future that will create opportunities, barriers, and advantages.	- The rise of Artificial Intelligence and Machine Learning. - Big Data.

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Environmental	How is the environment changing which will change the way we and the community operate.	• Climate change leading to changed ways of Council and its community operating increased risk of flood, fire, and extreme weather. • Access to markets needing to be clean and green to be competitive. • Leading environmental stewardship as a Council and region. • Water resourcing.
Customer	How can we plan and predict our customer preference, needs and expectations.	• Greater engagement in decision making. • More rapid feedback needs. • Mature electronic engagement and transaction interactions.

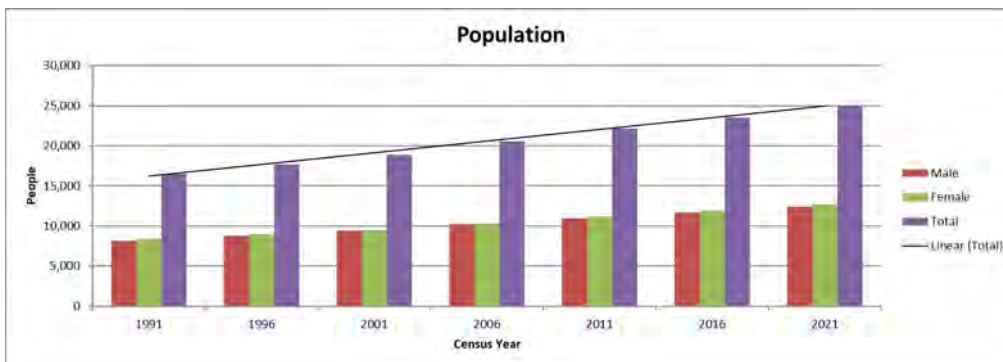
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3. Population Predictions from Census 2021

Key points:

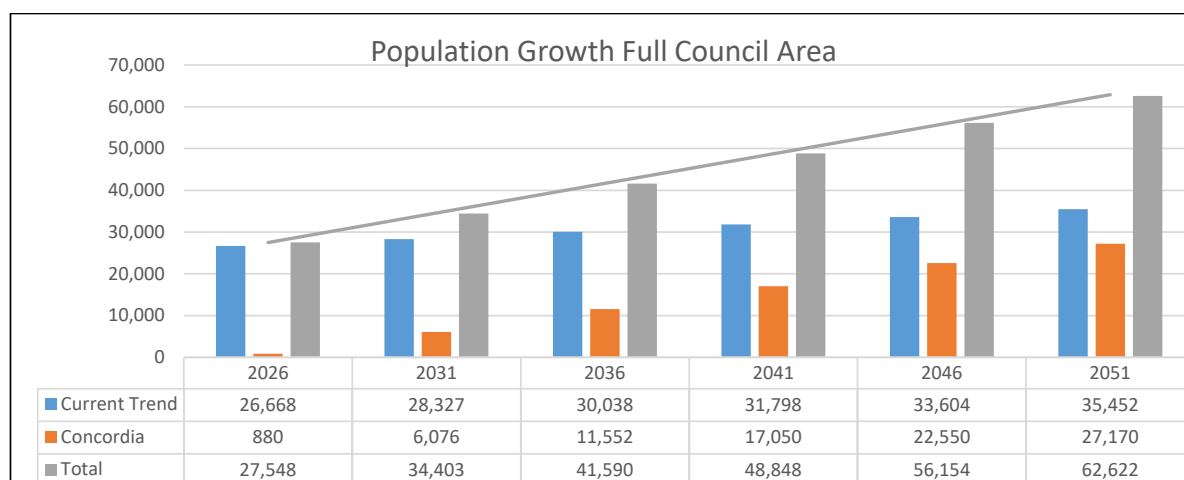
- Current population growth centred in Nuriootpa, Tanunda.
- Lesser growth experienced in Lyndoch, Williamstown, and Angaston.
- Little or no growth in Stockwell, Eden Valley, Springton, Mt Pleasant, Rosedale, Bethany, Altona, Barossa Goldfields, Cockatoo Valley, Craneford, Cromer, Dorrien, Flaxman Valley, Krondorf, Light Pass, Moculta, Mount Crawford, Mount McKenzie, Mount Pleasant, Penrice, Pewsey Vale, Rowland Flat, Sandy Creek, Taunton, Vine Vale, and Wilton.
- Significant growth will occur at Concordia also impacting Kalbeeba.
- Barossa aging at greater rate than State average.
- Must consider growth near the Council and any possible impacts on employment, transport and community infrastructure and development needs, largest growth area in this case is Roseworthy.
- Current population at 2021 25,064, being a 6.4% growth rate since 2016 census or 1.3% per annum.
- Prediction population at 2051, without Concordia using trend analysis on weighted average of low, current, high 2% and high 3% growth scenarios is 35,452 or 10,388 being 346 people per annum.
- Concordia population at 2051 is predicted to be 27,170.
- Total population at 2051 is predicted to be 62,622 an increase of 37,558 or 1,252 per annum. Equating to approximate 417 to 544 properties per annum based on population per house in the range of 3 to 2.3 persons.

Total Population and Trend 1991-2021

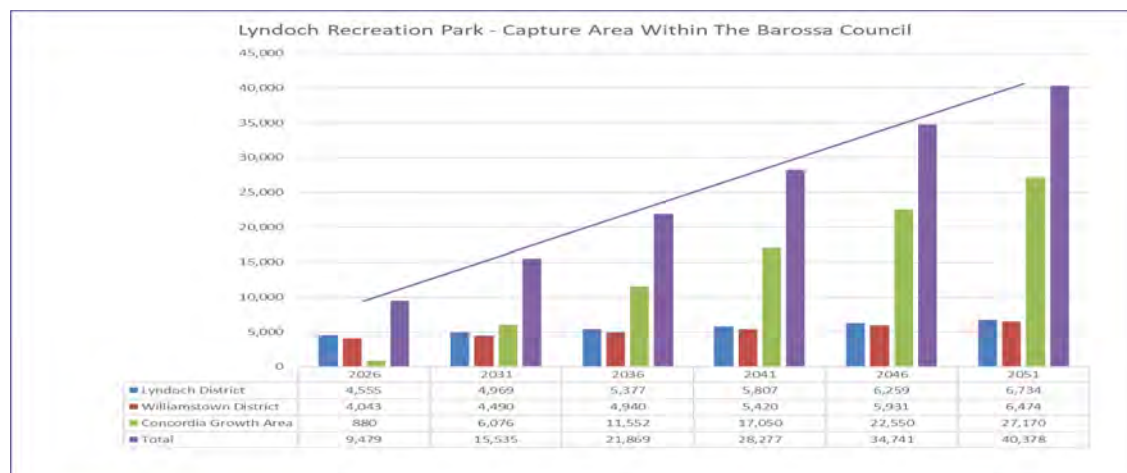


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Total Population Growth Prediction 2026-2051



Population Growth Prediction 2026-2051 – Southern Barossa and Concordia



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4. Basic Industry and Employment Analysis form Census 2021

Industry	% of Industry Employment	Number Persons	Change Since 2021
Manufacturing	23.88%	2,580	-1.60%
Health Care and Social Assistance	12.56%	1,357	2.08%
Retail Trade	10.14%	1,096	-0.23%
Accommodation and Food Services	8.85%	956	0.60%
Education and Training	7.36%	795	0.09%
Agriculture, Forestry and Fishing	6.73%	727	0.00%
Administrative and Support Services	5.13%	554	-1.14%
Construction	4.80%	519	0.88%
Other Services	2.99%	323	-0.34%
Professional, Scientific and Technical Services	2.89%	312	0.30%
Transport, Postal and Warehousing	2.38%	257	-0.77%
Public Administration and Safety	2.23%	241	-0.38%
Wholesale Trade	1.60%	173	0.36%
Arts and Recreation Services	1.18%	128	-0.04%
Financial and Insurance Services	0.95%	103	-0.05%
Rental, Hiring and Real Estate Services	0.92%	99	0.01%
Mining	0.78%	84	0.25%
Electricity, Gas, Water and Waste Services	0.69%	75	-0.16%
Information Media and Telecommunications	0.56%	61	0.04%
			-1.60%
Inadequately described/Not stated	3.35%	362	2.08%
Total		10,804	

Structurally there is a reasonable shift of employment make up in the Barossa area to Health Care and Social Assistance being an increase of the total employment base of 2.08% which represents 299 additional people are employed in this industry sector.

Other increases are:

- Accommodation and Food Services and Construction industries of 123.
- Education and Training has increased by 61 persons.
- Professional, Scientific and Technical Services has increased by 51 persons.
- Retail Trade, Wholesale Trade and Agriculture, Forestry and Fishing industries have all increased by 48 persons.
- All other positive increases are below 50 people.

The most significant reduction in persons employed is Administrative and Support Services a reduction of 79 persons followed by Transport, Postal and Warehousing of 61 people and Public Administration and Safety of 23 people.

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In terms of employment make up during the life of this plan there is expected to be significant change as population growth occurs in Concordia with growth expected in all top 15 industry areas with preliminary expectations of Accommodation and Food Services, Construction, Education and Training, Professional, Scientific and Technical Services, and Retail Trade being those expected to increase the most. Further analysis is underway as planning for the Concordia development continues.

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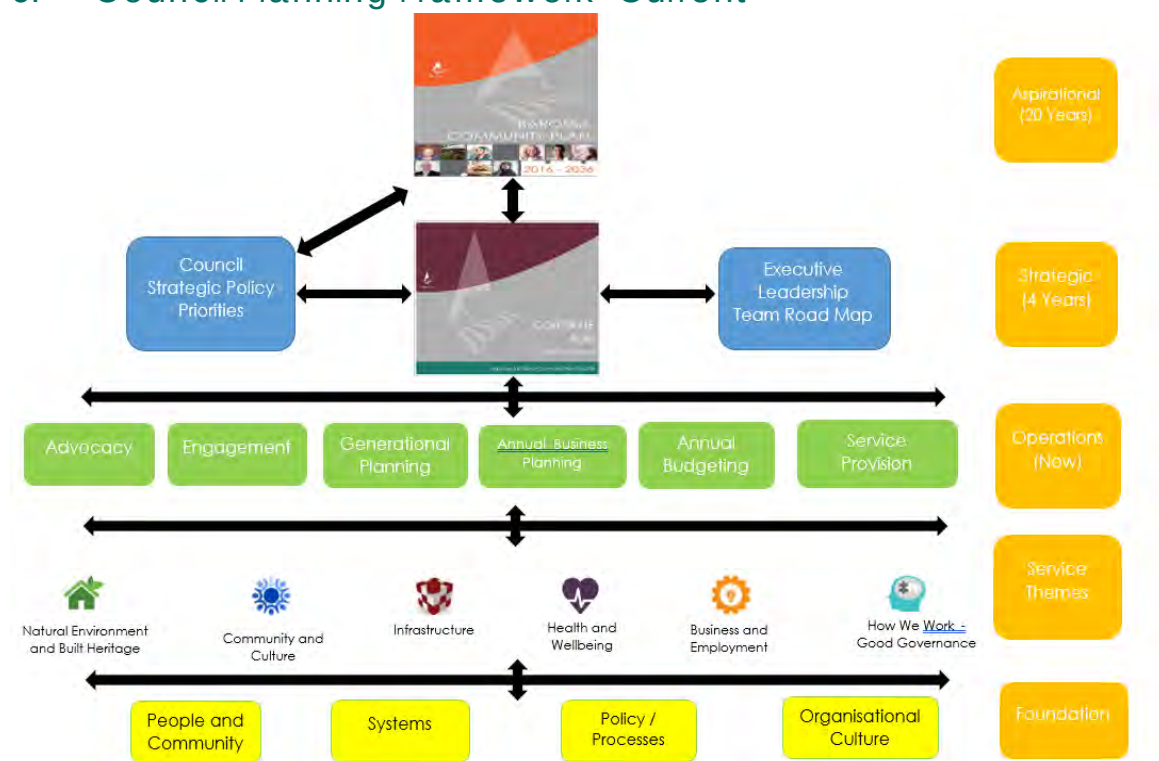
5. Strength, Challenges, and Opportunities

The Council undertook a high-level analysis to assist in framing thoughts for the Community Plan.

Strengths	Challenges	Opportunities
• Brand excellence • Strong economy • Rich history • Community spirit • Proximity to capital city • Population growth • Culture + heritage • Diversity of landscape • Sense of community • Good amenity • Beautiful • Tourist destination • Strong culture of volunteering • Council service and professionalism • Location • Global recognition • Planning constraints • Premium wine region • Environment – care and sustainability • Food • Lifestyle • Big project • Identity and point of difference	• First Nations engagement + visibility of Indigenous culture • Localism • Council boundaries • Proximity to capital city • Transport • Lack of diversity • Lack of responsivity to DDA etc. • Affordability • Sustainability • Youth opportunities • Arts and culture • Planning constraints • Water resources • Land locked • Growing population	• First Nations Engagement • Tourism • Diversity • Arts and culture • Growing green credentials • Youth development • Innovative use of infrastructure • Events • Boundary reform • Big Project Stage 2 • Maintain point of difference • Eco-tourism

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6. Council Planning Framework- Current



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7. Current Community Plan

The current Community Plan was reviewed and adopted in 2020. The plan is structure around a 20-Year Aspiration and Visionary direction with goals and strategies. The plan is critically supported by the Corporate Plan. The current Council vision is.



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The five themes adopted in the Community Plan are:

Natural Environment and Built Heritage



The *Natural Environment* includes bushland, agricultural plains, waterways, and natural resources along with eco-systems that support native, and introduced, flora and fauna. Built Heritage encompasses buildings in both urban and rural areas, as well as the historically significant streetscapes that reflect the nature and heritage of the Barossa Community.

Community and Culture



Community and Culture refers to the values, beliefs and lifestyle of the Barossa people who reside here. It includes the network of organisations and groups who work collaboratively to preserve and acknowledge the identity and history of the Barossa's people and places. Volunteering, social interaction, creative activities and community history initiatives all play an important part in developing and sustaining a community and its culture.

Infrastructure



Infrastructure incorporates buildings, structures and facilities that support the community to function on a practical level. These includes assets, which are constructed and maintained by Council or other service providers, such as recreation reserves, local roads and footpaths, landfill facilities, sewerage systems and community buildings. Power and communication networks, major roads, water supply and hospitals are examples of physical infrastructure, which are managed by external parties.

Health and Wellbeing



Health and Wellbeing in a community incorporates a range of services, programs, and facilities. Allied and primary health care are an important component but other factors such as access to transport, education and recreational facilities, food supply, safety, affordable housing, and programs that support inclusion and connectedness can also impact on the health and wellbeing of community members.

Business and Employment



Business and Employment represents the backbone of the local economy. It includes all types of industry from agricultural, retail, hospitality, manufacturing, and tourism and ensuring a suitable workforce to support all these areas is vital.

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The values adopted by Council outlined are:

*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.*

[Community Plan • The Barossa Council](#)

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8. Key Planning Documents to Aid Review

The following key planning documents are relevant to the review of the Community Plan.

8.1 The Barossa Council Strategic Policy Platform and Expected Behavioural Norms of the Council and its Elected Members

This platform has been developed by the current Council as a commitment to the key priorities. The document informs the aspirations and vision of the Community Plan. The seven strategic policy positions adopted by Council are:

1. Delivering the Highest Priorities of Infrastructure with the Greatest Need
2. Efficient Governance and Understanding Services and Services Levels
3. Community, Social, and Environment Planning and Delivery
4. Having a Conversation about Local Government Boundaries is Supported
5. Economy, Housing, Events, and Industry
6. Connecting with and Understanding of the First Peoples of the Barossa
7. Thinking about and Planning for the Future

[Strategic-Policy-Platform-and-Expected-Behavioural-Norms-of-the-Council-and-its'-Elected-Members-2022-26.pdf \(barossa.sa.gov.au\)](#)

8.2 Advocacy Strategy

The Advocacy Strategy was developed in the last Community Plan review to remove the advocacy components of supporting goals and strategies. The strategy has proven to add little additional value to decision making and is recommended to be removed and advocacy activities be included in the Community and Corporate Plan.

[Advocacy Strategy • The Barossa Council](#)

8.3 Local Economic Development Plan

Council recently undertook extensive engagement in developing this plan. The Plan has a wide application and basis than a traditional economic development plan in that it encapsulates the necessary environmental, social capital and governance requirements for the future. The Plan also clearly articulates community input and incorporates amended themes which are recommended to be aligned in all of Councils planning document including the Community Plan. This plan provides a strong basis to review the Community Plan in all areas of economic, social, and governance aspirations, and vision.

The aims and targets of the Local Economic Development Plan are:

1. 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.
2. 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.
3. Affordability - Council will work to support affordable lifestyles within local townships.

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4. 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.
5. Labour force - Council will work towards alignment of the local skills base with the needs of the local economy.
6. New economic opportunities - The Barossa Council region will grow its existing wine and agriculture reputation, whilst supporting economic diversity through expansion of other sectors.

The plan outlines the following strategies:

1. To ensure adequate and affordable provision of utilities and infrastructure - Support the local economy by working to ensure adequate and affordable provision of utilities and infrastructure to support local economic development.
2. Investment in town centre amenity - Recognise the role of quality town centres in attracting and retaining retail and service expenditure.
3. Business-friendly council - new businesses will be assisted and welcomed into the region and existing businesses will be supported to grow and innovate.
4. Economic specialisation and diversification - Promote the growth of underrepresented sectors in The Barossa Council region.
5. Skills and labour force - To boost the local skill base and ensure the capabilities of the labour force align as closely as possible with the needs of the local economy.
6. Housing affordability & diversity - A local housing stock with a more diverse offering with affordable options.

[Local Economic Development Plan • The Barossa Council](#)

8.4 Regional Public Health and Wellbeing Plan

Council recently reviewed and updated the plan, this included community engagement. This plan provides a strong basis to review the social and wellbeing strategy and direction of our Community Plan.

The Plan articulates the key strategic projects in addition to ongoing services and programs, they are:

1. Community transport project objectives:
 - a. To improve health and wellbeing and access to community destinations through targeted improvements to local walking and cycling routes.
 - b. To improve transport to community centres and local services through exploring establishment of regional community passenger network and shared purchase and operation of a community bus.
 - c. To advocate for improved public transport.
2. Mental health + suicide prevention project objective:
 - a. To support positive mental health outcomes and help prevent suicide through providing information, connecting people with support and undertaking studies and further research to inform advocacy on related service needs in the region
3. Community participation project objective:
 - a. To improve the wellbeing and capacity of people of all ages and abilities through the delivery and promotion of regional community participation programs.

[Public Health and Wellbeing Plan • The Barossa Council](#)

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8.5 State Strategic Framework

Presently a State Strategic Plan is not in place however the Government has set a policy platform. Considered within this review are the South Australian Economic Statement, Infrastructure SA 20 Year Plan, The 30-Year Plan for Greater Adelaide.

South Australian Economic Statement – Smart. Sustainable. Inclusive.

A smart economy - South Australia's continued economic prosperity relies on us finding new and better ways of doing things, as well as new things to do. Our capacity to adapt and build new skills makes us more resilient in an ever-changing world.

A sustainable economy - Mitigating and adapting to climate change is no longer an option - it is a necessary principle that must underpin our economic choices. Our children's future depends on a more sustainable economy

An inclusive economy - An inclusive economy puts South Australians and their wellbeing front and centre. It recognises that inequality constrains economic growth, and that social inclusion and economic success go hand in hand. The prosperity of communities across the state will underpin our economic vision.

premier.sa.gov.au/_data/assets/pdf_file/0004/895054/SA-Economic-Statement.pdf

Infrastructure SA 20- Year Strategy

The Strategy takes a state-wide view and aims to achieve the following objectives:

- Sustained economic and jobs growth
- Planned population growth
- Connected and productive regions
- A vibrant, global Adelaide
- Envable liveability.

The context of this plan is threefold:

- Making South Australia more productive.
- Maintaining liveability.
- Ensuring sustainability and resilience.

The key principles drive State infrastructure decision making under the following principles:

- Optimise current asset before building new.
- Adopt a lifecycle approach to new infrastructure.
- Prioritise infrastructure that contribute to economic and job growth
- Make evidence-based planning decisions.
- Break down silos through integrated planning
- Expand funding and procurement models to leverage private sector capital
- Build capability and capacity across public and private sectors.

[20-Year-State-Infrastructure-Strategy-Snapshot.pdf](#)

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The 30-Year Plan for Greater Adelaide

The 30-Year Plan for Greater Adelaide describes our plan for how Adelaide should grow to become more liveable, competitive, and sustainable. It will guide the long-term growth of the city and its surrounds over the next 30 years.

The key issues arising from the plan, noting it is currently under revision, and with recent Government announcements are:

1. Implementing the Concordia Growth Area plan.
2. Managing growth in our townships.
3. Managing the Character Preservation area.

[The 30-Year Plan for Greater Adelaide \(livingadelaide.sa.gov.au\)](https://livingadelaide.sa.gov.au)

8.6 The Australian Governments Strategic Priorities 2022-2026

A strong inclusive and sustainable economy

- Host a Jobs Summit bringing together business, unions, the non-government sector, and all levels of government, to discuss options to reduce unemployment, deliver secure jobs and increase wages, supporting the development of a Full Employment White Paper.
- Reduce the cost of childcare through the Plan for Cheaper Child Care to boost participation in the workforce.
- Provide submissions to the Fair Work Commission in the Annual Wage Review and Aged Care Work Value case.
- Establish the National Reconstruction Fund – to help rebuild Australia's industrial base.
- Implement fee-free TAFE and more university places to increase productivity and address skills shortages.
- Address issues in land supply, planning and improving housing affordability.
- Place the Government's Budget on a sustainable footing by improving the quality of Commonwealth spending and reducing wasteful spending and exercising fiscal restraint to ensure we can continue to deliver the quality of services that Australians deserve.
- Build a stronger public service that delivers better outcomes for the community, acts as a model employer, and contributes to building a fairer and more inclusive Australia.

Healthy, equal, and resilient society

- Make equal opportunity for women a national, economic, and social priority.
- Deliver on the Uluru Statement from the Heart in full including constitutional recognition of First Nations peoples, and a Voice to Parliament enshrined in the Constitution.
- Deliver Better Care, including through, fixing the crisis in aged care, getting the National Disability Insurance Scheme (NDIS) back on track, and strengthening universal healthcare through Medicare.

Stronger in the world, united at home

- Act on climate change, including the legislating of emissions reduction targets, implementing the Powering Australia Plan, and engage with regional and global partners to promote strong climate action.

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- Deepen strategic partnerships in our region and around the world, particularly in the Pacific and Southeast Asia.
- Introduce legislation, as soon as possible, for a national anti-corruption commission.
- Build a strong partnership between the Commonwealth, states, and territories to deliver for all Australians

[The Australian Government's strategic priorities | Corporate Plan \(pmc.gov.au\)](#)

8.7 Corporate Plan

The Corporate Plan of Council drives the achievement of the aspirational and visionary settings in the Community Plan. The Corporate Plan is the work Council and its Administration will strive to achieve that is within its control or influence. The plan sets out annual strategic actions and business as usual services and service levels that align to the Community Plan. It sets measures so Council and its Executive Leadership Team can monitor progression.

Importantly the Corporate Plan has been aligned to a modern governance and management model. The model is prefaced on recent emergence and growth in the management framework known as ESG, Environment, Social and Governance this is explored in part 8 of this research and information paper.

[Corporate Plan • The Barossa Council](#)

8.8 Regional Development Australia Regional Strategic Plan 2022-2025

The Regional Development Australia Regional Strategic Plan has recently been completed including engagement and assessment of relevant and current factors, Council economic development plan and it has set the following framework and is significantly aligned with Council's aspirations and vision.

Vision - Outstanding regional competitive advantage that attracts talent, investment, and global recognition.

Strategic Priorities are:

1. Water Infrastructure - Climate independent water that sustains existing and emerging industries and supports communities, amenity, and biodiverse landscapes.
2. Brands and Places - The Barossa Brand grows in salience and impact, providing opportunities not only for wine and tourism, diversified Barossa products and other regional brands to flourish as distinctive but connected.
3. Creative Economy - Innovation and innovative capacity flourish through the attraction of talent, tourists and events that celebrate and connect with our vibrant creative arts and creative digital technologies, supported by skilled and creative community and workforce.
4. Sustainable Resilient Food and Wine Value Chains - A whole of community commitment to responsible production and consumption supporting climate resilient industries; and an industry commitment to value capture being fostered and retained in the region.
5. Tourism, Education and Equine sector support - The complexity of our economy continues to grow and develop in a way that supports our economic base of wine and food value chains delivering high value quality jobs, products, and services.

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6. Future Generations - Design led land use planning and built environment, climate change mitigation, access to health services and housing, community facilities and mental wealth, digital inclusion, inclusion of First Nations.

[Regional Strategic Plan 2022-2025 - Regional Development Australia Barossa Gawler Light Adelaide Plains](#)

8.9 Barossa Water Security Strategy

The community, through the State and Barossa Australia recently developed this strategy relating to social, economic, and environmental outcomes. The work undertaken was extensive and worked on shared character statements for the Barossa, which have been included into our recent Character Presentation Review work, environmental thinking for the future, First Nations engagement and water management. It explored extensive climate and sustainability factors and is a sound basis to review the Community Plans aspirations and vision for our environment.

The key areas of analysis for the Community Plan review regarding the Barossa Water Security Strategy are:

- Impacts of climate change on water demand.
- Impacts of climate change on the environment.
- The broader application of environmental challenges for the future.
- Adapting to the changing climate and markets including managing environmental risks to markets.

The work on the plan undertook significant and multiple community engagements to draw up a clear Character Statement for the Barossa. This work has been incorporated into Council's Character Preservation and Growth Strategy planning for the community current undertaking community engagement.

[Barossa Water Security Strategy • The Barossa Council](#)

8.10 Growth and Investment Strategy and Character Area Planning

The Growth and Investment Strategy is still under phase 2 consultation. The findings will be integrated as consultation is concluded in the final version of the Community Plan, presently the key themes are summarised as

Growth and Investment Strategy

Heritage and Character

There is a strong desire to see existing communities and historical villages preserved, with development to be sensitive to the region's character. Further there needs to be ongoing consideration of primary production lands.

Housing Supply and Demand

An increase in the supply of housing is required but it also need to accommodate a changing demographic, with an ageing demographic and an increase in the number of single person

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households. Further the Barossa would benefit from a greater diversity in housing types and prices. Focus on increasing rental availability is also required.

Economic Development

Existing industries are vital and need to be fostered but new ones should also be encouraged. Managing interface of adjoining and existing land uses needs consideration. An increase in housing supply will also assist in attracting a new workforce.

Liveability

Creating vibrant and liveable places needs to be front and centre. People want to live in healthy connected towns which are accessible and promote community interaction. Further, amongst a number of things development should be sustainable and affordable.

Infrastructure

Growth needs to be supported by suitable infrastructure which is funded and co-ordinated in an appropriate manner. This includes soft and community infrastructure which plays an important role within the community. Further our natural resources require sustainable management.

Community

Growth needs to be considerate of the community and provide adequate opportunity for local involvement. It is imperative we keep the vision for the Barossa Council front of mind.

Strategic Planning Review of the Barossa Preservation District

The adopted Strategic Planning Review of the Barossa Preservation District concluded the following strategic planning changes be pursued.

Changes for Dwellings

Proposed changes	What this will look to achieve
Identify dwellings as restricted development unless within a township area or replacing an existing dwelling (dwelling extensions would be permitted).	Better manage the potential for rural dwellings to be built in areas where they can impact on the special character of the district and impinge on primary production activities.
Require proposals for dwellings in rural living or rural areas to demonstrate the connection to the primary production of the land, how the site will be managed and potential impacts on land productivity. For these dwellings, the owner would be required to live on the same site as primary production activities.	To ensure new dwellings will be occupied by people that are connected to land.
Amend public notification policies so that wineries and the like are notified of a new sensitive use being established adjacent to existing operations.	To enable wineries to comment on the impact of proposals for sensitive uses on their operations.

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Changes for Land division

Proposed changes	What this will look to achieve
Amend the land division controls to prevent the creation of out of township residential allotments.	Address land division that involves boundary realignments to create residential or rural living scale allotments within the 'out of township' areas
Apply the Limited Land Division Overlay to Bethany and Krondorf and amend policies to seek low scale development at the town edges	This prevents the further division of land within these areas and ensures development is of a scale that is sensitive to the township edge to primary production areas

Changes for Value Adding

Proposed changes	What this will look to achieve
Better describe the range of land uses that are envisaged in the Barossa CPD including the scale of these land uses (e.g. scale of tourist accommodation, shops and function centres).	To provide greater certainty to the community and investors about the scale of development that is appropriate in the Barossa Valley (outside of specific tourism zones or industry zones for examples)
Consider assigning locations or areas for different scales of tourist accommodation, shops, and function centres – e.g. large-scale tourist accommodation only within a Tourism Development Zone; small-scale tourist accommodation outside townships.	To manage land use conflicts between tourism and primary production activities.
Introduce an appropriate definition or clearer policy as to what "small-scale" means.	To provide greater certainty about the scale of development that is envisaged to ensure compatibility between uses and the values of the Barossa Valley CPD.

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Wineries

Proposed changes	What this will look to achieve
Reintroduce previous policies requiring wineries in rural areas to have a direct connection with the land (e.g. minimum area of vineyard on site)	This ensures wineries are associated with Barossa produce and support viticulture in the locality.
Reintroduce previous policies regarding separation of dwellings from wineries and extend to apply to all beverage production facilities (other than where the dwelling is located on the same allotment)	Achieves a separation between uses that generate noise and other impacts and sensitive uses such as dwellings.

Design and Interface

Proposed changes	What this will look to achieve
Strengthen Interface between Land Uses policies with the General Policies and rural focused zones to require separation of new sensitive receivers adjacent to existing rural industries	This may mean some uses have to be set back further away from sensitive uses, or vice versa.
Introduce policy to ensure that new sensitive uses are located at least 300 m from existing beverage production facilities (in particular wineries)	This is to ensure that dwellings do not prejudice their continued operation of important economic activities.
Amend the Code to include: a. Identify important views and lookouts to be protected b. Identify key gateways c. Maintain separation between towns and surrounding areas d. Promote higher density housing and mixed use in the Centre of selected township e. Provide greater design guidance for development, including through the use of diagrams.	Provides additional confidence that development will protect the values of the Barossa Value and will be designed to sit well within its setting.

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9. Environment Social and Governance (ESG) A New Framework

ESG at its simplest form is described as a wholistic approach to business delivery, balancing our activities across a sphere of outcomes that promote sustainable practices in the areas of; environmental, social and governance. Councils are committed to helping individuals, society and the environment and delivering value beyond financial. By adhering to ESG standards organisations are agreeing to conduct themselves ethically and transparently in those three areas. Local Government plays a critical role in driving progress on ESG issues and initiatives.

Environment - Preservation of our natural world

- Managing carbon emissions and climate change
- Water, waste and pollution management
- Transition to a circular economy
- Deforestation
- Renewable energy and clean technology
- Consideration of the unique rights of First Nations peoples to access, maintain and protect their lands

Social - how we improve people's lives

- Human rights
- Customer success
- Data hygiene and security
- Gender and diversity inclusion
- Community relations and engagement
- Health and safety
- Ethical supply chain and sourcing

Governance - having robust and transparent systems in place

- Risk-mitigation and management
- Business ethics and transparency
- Corporate governance and behaviour
- Ownership and accountability
- Policies and frameworks that achieve ESG outcomes

The Sustainability Strategy Road Map report (Tandem Energy 2022) noted that the principles of ESG was largely absent from Council's strategies, frameworks and policies. It was recommended Council adopts the holistic view that sustainability extends beyond just environmental issues and embeds climate and sustainability considerations into all of Council's plans, roles, decisions, culture and actions through the ESG methodology.

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10. Legislative Requirements for the Community Plan

Council operates under State Legislation known as the Local Government Act 1999. This review has had regard to the legislative requirements and recent legislative changes. The legislative requirements for the Plan are outlined in the following table which are derived from Section 122 of the Local Government Act.

Strategic Management Plan Requirements	How Are They Addressed
<u>Section 122 (1)(a) – General Provisions</u> Identify the council's objectives for the area over a period of at least 4 years (the relevant period), and provide a clear indication of: (i) the extent to which the council has participated with other councils, and with State and national governments, in setting public policy objectives, and the extent to which the council's objectives are related to regional, State and national objectives; and (ii) the extent to which the council has given consideration to regional, State and national objectives and strategies which are relevant to the economic, social, physical and environmental development and management of its area; and (iii) the extent to which the council intends to co-ordinate with State and national governments and councils or other regional bodies in the planning and delivery of services in which there is a common interest.	The Community Plan will address: • The objectives, vision, aspirations for 20 years. • Through this analysis alignment with regional, State and National objectives and where appropriate participation with other Councils. The Corporate Plan will address: • Strategic actions and business as usual services and service levels to support the Community Plan. • Where appropriate strategies and activities will outline collaboration and areas of community interest and service delivery. This research paper supports the investigations and considerations of other relevant plans, policies and strategies.
<u>Section 122 (1)(ab) – Sustainability, Service Levels and Real Property Development Provisions</u> Provide assessments that relate to the following matters (with particular reference to the relevant period): (i) the sustainability of the council's financial performance and position; and (ii) the extent or levels of services that will be required to be provided by the council to achieve its objectives; and (iii) the extent to which any infrastructure will need to be maintained, replaced or developed by the council; and (iv) anticipated changes in its area with respect to— (A) real property development; and	The Community Plan will outline the framework of financial performance, services levels at a aspirational level. Additional commentary will be included in the Community Plan regulatory assessment component of the plan in this review. The Corporate Plan, Asset Management Plan and Long Term Financial Plan support the Community Plan in addressing the detailed financial requirements, service levels and infrastructure management.

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(B) demographic characteristics of its community to the extent that is reasonable taking into account the availability of appropriate and accurate data; and (v) the council's proposals with respect to debt levels; and (vi) any anticipated or predicted changes in any factors that make a significant contribution to the costs of the council's activities or operations;	
<u>Section 122 (1)(b) – (h) – please note (c)(f) have been repealed and no longer apply – Activities, Measures and Other Provisions</u> (b) identify the principal activities that the council intends to undertake to achieve its objectives; and (d) state the measures (financial and non-financial) that are to be used to monitor and assess the performance of the council against its objectives over the relevant period; and (e) identify the means by which its activities are to be carried out and its objectives achieved; and (g) address issues associated with arranging its affairs so as to separate its regulatory activities from its other activities, so far as this is reasonable to do so; and (h) make provision for the regular review of the charters, activities and plans of any subsidiary of the council.	The Community Plan addresses these matters supported by the Corporate Plan additional commentary and assessment will be included in the Community Plan regulatory assessment component of the plan in this review.
<u>Section 122 (1)(b) – (h) – please note (c)(f) have been repealed and no longer apply – Financial and Asset Management Provisions.</u> (1a) A council must, in conjunction with the plans required under subsection (1), develop and adopt— (a) a long-term financial plan for a period of at least 10 years; and	The Long Term Financial Plan addresses these matters and is reviewed annual. The Asset Management Plan addresses these matters and is reviewed once every four years after the Community Plan Review, it is scheduled to commence in 2024.

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(b) an infrastructure and asset management plan, relating to the management and development of infrastructure and major assets by the council for a period of at least 10 years, (and these plans will also be taken to form part of the council's strategic management plans). (1b) The financial projections in a long-term financial plan adopted by a council must be consistent with those in the infrastructure and asset management plan adopted by the council.	
<u>Section 122 (1c) – (1k) – Designated Authority – Local Government Advice Scheme Provisions</u> (1c) A council must, once in every prescribed period (which must be not less than a period of 3 years), in accordance with a determination of the designated authority, provide information relating to its long-term financial plan and infrastructure and asset management plan to the designated authority in accordance with subsection (1e). (1d) For the purposes of subsection (1c), the designated authority may determine a schedule relating to each prescribed period that requires different councils to provide information in different financial years of that period (and the financial year in which a particular council is required to provide information according to the schedule is the relevant financial year for that council). (1e) A council must, on or before 30 September in the relevant financial year for the council, provide to the designated authority all relevant information on the following matters (the relevant matters) in accordance with guidelines determined by the designated authority (if any): (a) material amendments made or proposed to be made to the council's long-term financial plan and infrastructure and asset management plan and the council's reasons for those amendments; (b) revenue sources outlined in the funding plan referred to in subsection (1a)(a); (c) any other matter prescribed by the regulations.	The Barossa Council will be subject to these provisions in 2026 as per the approved schedule of ESCOSA. Works will be scheduled in the updated Corporate Plan for the 2025-2026 financial year. And is not relevant to the current Community Plan review.

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(1f) Following the provision of information by a council under subsection (1e), the designated authority, on or before 28 February in the relevant financial year for the council— (a) must provide advice to the council on the appropriateness of the relevant matters in the context of the council's long-term financial plan and infrastructure and asset management plan; and (b) may, if the designated authority considers it appropriate having regard to the circumstances of a particular council, provide advice in relation to any other aspect of the council's long-term financial plan and infrastructure and asset management plan.

(1g) In providing advice under this section, the designated authority— (a) must have regard to the following objectives: (i) the objective of councils maintaining and implementing long-term financial plans and infrastructure and asset management plans; (ii) the objective of ensuring that the financial contributions proposed to be made by ratepayers under the council's long-term financial plan and infrastructure and asset management plan are appropriate and any material amendments made or proposed to be made to these plans by the council are appropriate; and (b) may have regard to any information or matter the designated authority considers relevant (whether or not such information or matter falls within the ambit of subsection (1e)).

(1h) A council must ensure that the advice provided by the designated authority under this section, and any response of the council to that advice, is published in its annual business plan (both the draft and adopted annual business plan) in the relevant financial year and each subsequent financial year (until the next relevant financial year for that council).

(1i) For the purposes of the preceding provisions, the designated authority must publish the following: (a) advice provided to a council under this section; (b) the schedule determined under subsection (1d); (c) any guidelines determined under subsection (1e).

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(1j) The designated authority may, by written notice, require a council to give the designated authority, within a time and in a manner stated in the notice (which must be reasonable), information in the council's possession that the designated authority reasonably requires for the performance of the designated authority's functions under this section.

(1k) The designated authority may recover from a council (as a debt due from the council) the costs reasonably incurred by the designated authority in performing its functions under this section in relation to the council

Section 122 (2) & (3) – Integration with Planning Development and Infrastructure Act Provisions

(2) Strategic management plans— (a) should—

(i) address the strategic planning issues within the area of the council, with particular reference to (and in a manner consistent with) any relevant state planning policy or regional plan under the Planning, Development and Infrastructure Act 2016; and

(ii) set out the council's priorities for the implementation of planning policies; and

(b) should (as far as practicable) be consistent with the Planning and Design Code under the Planning, Development and Infrastructure Act 2016, other than where the council is proposing amendments to the Planning and Design Code and the Minister to whom the administration of that Act is committed has agreed to the implementation of a program to review and amend the relevant provisions of the Code; and

(c) should (as far as practicable) be consistent with any relevant statutory policy or plan (not referred to above).

The Community Plan addresses these matters supported by the Corporate Plan, additional commentary and assessment will be included in the Community Plan regulatory assessment component of the plan in this review.

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(3) In addition to the requirements of subsection (2), a council must, in formulating its strategic management plans, have regard to— (a) the council's roles and responsibilities under this or any other Act; and (b) the council's objectives for its area	
<u>Section 122 (2) & (3) – Administrative Provisions</u> (4) A council may review its strategic management plans under this section at any time but must— (a) undertake a review of— (i) its long-term financial plan; and (ii) any other elements of its strategic management plans prescribed by the regulations for the purposes of this paragraph, on an annual basis; and (b) in any event, undertake a comprehensive review of its strategic management plans within 2 years after each general election of the council. (4a) A council must, for the purposes of a review under subsection (4), take into account— (a) in relation to a review under subsection (4)(a)(i)—a report from the chief executive officer on the sustainability of the council's long-term financial performance and position taking into account the provisions of the council's annual business plan and strategic management plans; and (b) insofar as may be relevant—any other material prescribed by the regulations. (4b) A report from a chief executive officer under subsection (4a) must— (a) address any matters required by the Minister; and (b) be published in a manner and form, and in accordance with any other requirements, determined by the Minister. (5) A council may amend its strategic management plans or adopt new plans. (6) A council must adopt a process or processes to ensure that members of the public are given a reasonable opportunity to be involved in the development and review of its strategic management plans (but nothing in this subsection is to be taken to limit subsection (5)).	Undertaken every year as part of the Annual Business Plan and Budget process. There are no other prescribed circumstances. Community Plan currently under review and Asset Management Plans are scheduled for 2024 review. Undertaken as part of the Annual Business Plan and Budget process every year. There are no other prescribed requirements. Noted has no impact on the current review amendments will be recommended in due course after consultation to Council. Community engagement plan for current review will be carried out.

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(8) A council must, for the purposes of this section, specifically declare which plans will constitute the strategic management plans of the council. (9) In this section— designated authority means— (a) if a person or body is prescribed by the regulations for the purposes of this definition—that person or body; or (b) if a person or body is not prescribed under paragraph (a)—the Essential Services Commission established under the Essential Services Commission Act 2002. (10) The Minister must consult with the LGA before regulations are made prescribing a person or body as the designated authority	The Community Plan, Asset Management Plan, Long Term Financial Plan and Regional Health Plan are the declared Strategic Management Plans. Noted, does not impact this review. Noted, does not impact this review.

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11. Summary of Recommended Updates to Community Plan

Community Plan Visioning and Values Review	Summary Input
Descriptors	Heartfelt – Barossa needs to be relevant and at the heart of people and places. Fun – the Barossa needs to capture the essence of fun for everyone. Brand / Identity– our identity is important. Community Spirit – through shared values, vision, success and advocacy. Heritage – wine region, migration story, agricultural diversity, first nations, ironstone, built form, historic buildings and places, and landscapes. Community and Service – its why we exist. Growth – its real and upon us. Inclusive, Diversity, Equitable – socially connected and fair distribution of services Custodians – we are custodians of our community. Planned - settlement through village style development
Our Future	Shape Change Managing Change Visionary, Bold and Innovative Environmentally sustainable and balanced
Primary Employee Themes	The importance of, and pride taken in, building strong communities. Ensuring investment in infrastructure to support population growth. Ensuring that the Barossa remains accessible for all community members (affordability, disability, aging population etc.) Increasing the amount of, and improving access to, of Community supports (mental health, outreach services, vulnerable community supports)
Values	Use the above, and workshop and other feedback to reflect values in the plan. The themes include pride, diversity, inclusion, community spirit, leadership, identity.

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Community Plan Framework	Proposed Improvements / Changes	
All Areas	Align the Community Plan with the ESG framework.	
Themes	Align our themes to the ESG framework through implementation of 5 strategic pillars which offer better integration of our planning framework and ensure there is a clear alignment to the role Council plays in supporting each strategic pillar.	
	Suggested pillars	Key ESG Focus
	 Our Community	• <i>Environment</i> • <i>Social</i> • <i>Governance</i>
	 Our Economy	• <i>Social</i> • <i>Governance</i>
	 Our Environment	• <i>Social</i> • <i>Environment</i>
	 Our Places	• <i>Environment</i> • <i>Social</i> • <i>Governance</i>
	 Our Council	• <i>Social</i> • <i>Governance</i>

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Aspirational Goals	Simplify the Goals by developing simplified guiding aspirations statements. This will allow us to develop results and measures which in turn allows us to be more accountable and transparent.	
	Suggested pillars	Aspirational Goals / Guiding Statements
	 Our Community	Creating a safe and connected community where everyone feels they belong.
	 Our Economy	Implementing economic development strategies to support future growth opportunities and a diversified and resilient economy showcasing the Barossa rural and regional character.
	 Our Environment	Supporting a sustainable Barossa.
	 Our Places	Our places and spaces enhance the liveability, character and diversity of our communities.
	 Our Council	We are a leader in Local Government and are committed to delivering effective, efficient, and valued services to the community.

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Strategies	Simplify the Strategies and ensure they are outcome and result orientated and more easily measurable within the supporting Corporate Plan.	
	Suggested pillars	Strategic Outcomes
	 Our Community	• <i>Our community is welcoming, vibrant and safe.</i> • <i>Our services and facilities are accessible.</i> • <i>We have a healthy respect of our diversity, character and history and are welcoming and supportive of all people.</i> • <i>Supporting and managing the implementing the Concordia development in alignment with Councils vision, mission and values for this development.</i>
	 Our Economy	• <i>Our community achieves quality of life outcomes, jobs for the future by investment and innovation.</i> • <i>We partner with and support local business.</i> • <i>We are a destination of choice.</i>
	 Our Environment	• <i>We proactively and responsibly manage the environment for future generations.</i> • <i>We sustainably manage our resources and encourage sustainable practices.</i>
	 Our Places	• <i>Our places are well planned, managed, and sustainable.</i> • <i>We have well-connected transport infrastructure and networks.</i> • <i>We plan for and deliver infrastructure to enhance our places.</i>

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	 Our Council	• We are committed to customers experience, are willing to innovate, and drive change. • We are financially sustainable through a planned and long-term approach. • We have sound asset management services. • We have strong relationships with our community, stakeholders and Governments. • We have a safe, healthy, and resilient workforce. • We collaborate with partners, industry, governments, stakeholders striving to achieve outcomes and drive efficiencies and better governance for communities.
Service Area Priorities Arising from Elected Member, Staffing, Community Feedback (to date), Data and Review of Relevant Plans	• Environmental, social, and financial sustainability. • Character preservation of rural lands and identity of townships in sympathy with village style development to be balanced with appropriate growth in the right locations not all locations. • Infrastructure needs for appropriate growth in right locations. • Community development and understanding and striving for equity, socially inclusive and diversified community. • Maintaining what we have. • Housing diversity, supply and affordability. • Learning as a community is important. • Advocacy themes centre on infrastructure and services that builds and binds communities, health, education, transport, aged care, disability services, connectiveness, wellbeing, inclusiveness. • Planning, managing, and shaping change. • Technology and skill needs for the future. • Supporting our youth. • Sport, recreation, culture and heritage.	
Disclosures under Section 122 of the Local Government Act – Regulatory Disclosures	<u>Section 122 (2) & (3) – Integration with Planning Development and Infrastructure Act Provisions</u> Ensure: • Adequate description of the services provided and regulatory functions identified.	



	• Adequate connection of measured outcomes and detailed service levels are linkaged to the other Strategic Management Plans and the Corporate Plan • Statement of financial estimates is provided in the Community Plan. • Linkages between aspirational goals to the growing real property impacts of the Barossa including the Concordia Development. • Identify the needs and findings of the Growth Strategy Investigations and Character Preservation Area strategic reviews.

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Attachment 1 - Elected Member Workshops Notes, Outcomes and Vision Setting

Visioning Workshop

Elected Member Sessions 4 October 2023

Elected Member Sessions 6 December 2023

Attachment 1



Community Plan Vision + Values Review

The Barossa Council

AUGUST 2023



Purpose of this Workshop

- Discuss the purpose of Council and why you are all here!
- Identify key elements of a Community Vision.
- Identify key principles that guide the work and decision-making of Council.

Previous Vision + Values

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

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.



Let's Start with the **WHY?**

- People talk about **WHAT** they do but find it more difficult to articulate **WHY** they do what they do.
- For example, a ladder manufacturer makes ladders – good ones, that are sturdy and strong!
- But the “**WHY**” is way more interesting. They build ladders to keep people safe, to save time, to improve capacity.
- The “**WHY**” reflects motivations and meaningful pursuits, articulates outcomes and often puts people at the centre of the “**WHAT**”, which is where people like to be!



Articulating the WHY?

Elected Members...

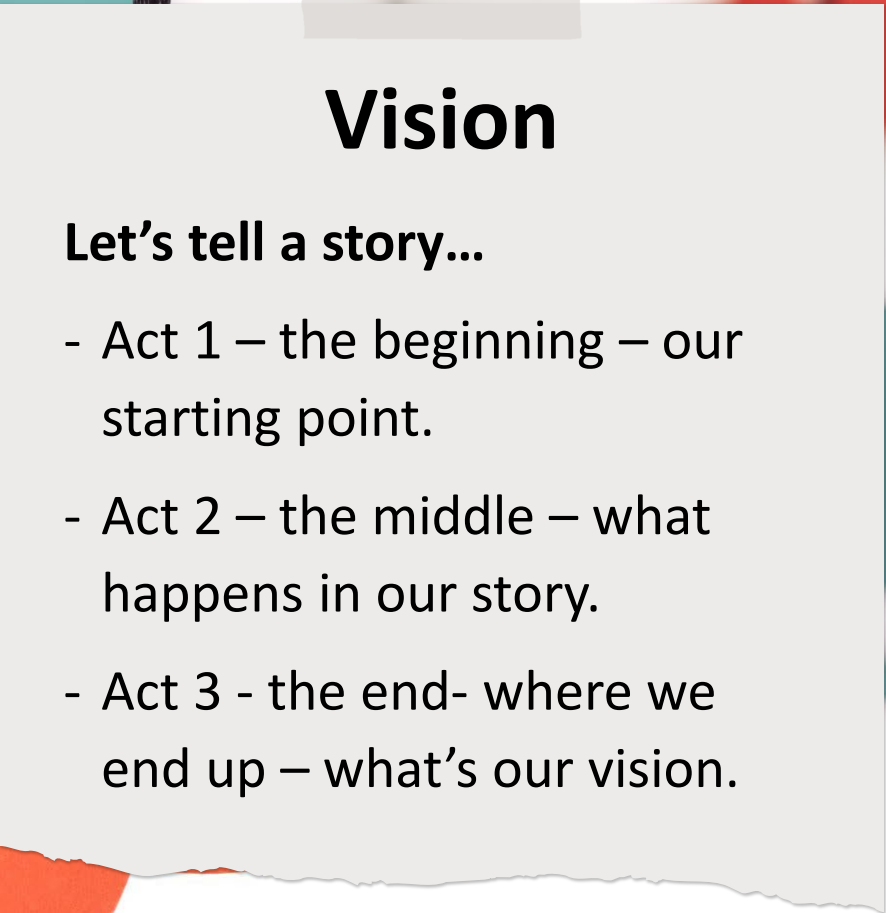
- Represent the community
- Keep themselves informed
- Advocate for, communicate and promote ideas and activities
- Determine rules and regulations
- Set budgets and guide income and expenditure of Council
- Decides what facilities/resources are offered to the community
- Make decisions etc...



But Why?

What is the purpose of the things you do?

1. What would happen if you stopped doing these things?
2. What change / improvement do you make in the world by doing these things?
3. Why are these things important – what does your work achieve in terms of outcomes and for who?



Vision

Let's tell a story...

- Act 1 – the beginning – our starting point.
- Act 2 – the middle – what happens in our story.
- Act 3 - the end- where we end up – what's our vision.

ACT ONE

Describe The Barossa Council Community as it is now in terms of ...

Column 1

- Positives
- Strengths
- Advantages
- Benefits
- Loves

Column 2

- Negatives
- Weaknesses
- Gaps
- Failings
- Disappointments

Column 3

- Opportunities
- Possibilities
- Neutrals
- Unknowns
- Consistencies



ACT THREE

- Think about how you see The Barossa Council Community in ten years.
- Use your list **ACT One Lists**, these will help you identify what is important in terms of growth development, improvements and sustainability.
- Write a couple of sentences that reflect how you might talk about the Barossa Council of the future.



PRINCIPLES

Principles are important because...

- They help define the character of the organisation.
- They help guide decision-making – particularly in the absence of a set or planned direction.
- They help bring a collective together – even when they disagree.

NB: Principles are designed to be unchanging and permanent whereas values are usually more internal and can change over time.



"Principle" Words

- Progressive
- Traditional
- Contemporary
- Innovative
- Entrepreneurial
- Supportive
- Stable
- Consistent
- Excellent
- Exceptional
- Reliable
- Flexible
- Creative
- Good value
- Inclusive
- Diverse
- Unique
- Captivating
- Authentic
- Connected
- Engaging
- Staid
- Fresh
- Embedded
- Responsive
- Accessible
- Relatable
- Ambitious
- Vibrant
- Agile
- People Centered
- Sustainable
- Passionate
- Trusted
- Transparent
- Inspiring
- Leader
- Transformative
- Flourishing
- Distinctive
- Courageous
- Proud
- Bold
- Thriving
- Collaborative
- Active
- Attractive
- Human
- Service oriented
- Professional
- Consultative
- Truthful /Honest
- Careful
- Environmentally Conscious
- Respectful
- Responsible
- Informed
- Compassionate
- Integrity
- Loyal
- Inspiring
- Fair / Just
- United
- Humble
- Equity
- Encouraging
- Collaborative

**Select 6 – 8
Words from the
list and write
them down.**

PRINCIPLES IN PRACTICE

Think about...

- The decisions you've made as a Councilor recently.
- The activities you've undertaken as a Councilor recently.
- The things you've said about Council and its work recently.
- The people you represent and what is important to them.

Do your principles apply?

Are they relevant to you and the people you represent?

Would they be useful in your work and the work of the organisation moving forward?

What would your top four be?





Next Steps

- Get in touch
- Collation of tonight's work
- Development of Report for Councilors + Executive

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Barossa Council Community Plan Workshop

PURPOSE PRINCIPLES VISION

OVERVIEW

On Wednesday 23 August 2023 a workshop was undertaken with representatives of the Barossa Council. The purpose of the workshop was to review key components outlined in the Barossa Community Plan and articulate the purpose, principles and vision, in the context of a new Community Plan. Six elected Members and several senior staff were present at the workshop with further feedback provided by an additional Councillor via email.

A draft of purpose, principles and vision are detailed below based on the information gathered at the workshop. This information is considered a starting point for Council, who can then tweak and adapt the information here to determine an ideal foundation for a revised Barossa Community Plan.

EXISTING INFORMATION

The following reflects the key elements of the Community Plan 2020 – 2040 as it stands now.

Vision:

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

Values

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

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

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

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

PURPOSE

When considering the purpose of an organisation many default to the many actions they undertake as part of the role. The day-to-day tasks and longer terms strategies implemented through a variety of processes, systems and networks which reflect tangible “happenings” with the organisation and the community it serves. For example, the role of Council as an organisation and as an Elected Member body might include some of the following activities:

- Set budgets and guide income and expenditure.
- Provide community services including libraries, community transport, waste management etc.
- Develop and maintain infrastructure including open spaces, halls and community centres, playgrounds, cemeteries and recreational facilities.
- Regulate parts of community life including building, dog and cat management and parking.
- Support local business, tourism and activities relating to sustainability.
- Supporting, monitoring and regulating development and planning.

Whilst all of the above is important, none of these things reflect the purpose of the organisation. The purpose of the organisation related more closely to the outcome of all of these things and why they are vital to a productive, safe, sustainable and inclusive community life.

With this in mind the “Purpose” of Council is more accurately expressed as:

“To ensure people enjoy a great quality of life, feel safe and happy. Council empowers residents to have a voice, to work collaboratively and to participate in and grow resilient and connected communities.”

VISION

The following is designed to be a draft Vision for the new community plan, which can continue to be tweaked and developed as the revised plan is formulated. It is designed to be statement and should encapsulate aspirations and articulate these in a positive and forthright way.

“The Barossa is a thriving, sustainable and culturally rich place. It is a great place to live and a globally celebrated destination, where culture, industry and community align.”

The region is known for:

- *Its exceptional food and wine.*
- *Its quality of life and wellbeing.*
- *Its rich culture and heritage.*
- *Its stunning landscapes and thriving biodiversity.”*

Other key characteristics that emerged from the workshop which relate to both the vision and goals for the region include:

- One Barossa One Voice – referencing the need for better governance over the Barossa GI – whether this is stronger collaboration with neighbouring councils or boundary re-alignment.
- Home of regional sport in SA.
- Equity and Fairness and a sense of cohesiveness.
- Eco-tourism – particularly in the context of wellbeing and sustainability.
- Attractive building design that acknowledges heritage but is not crippled by it.
- The future depends on sustainability, quality of life and fairness.

PRINCIPLES

Principles are designed to be unchanging and permanent whereas values are usually more internal and can change over time. They are important because they:

- Help to define the character of the organisation.
- Help to guide decision-making – particularly in the absence of a set or planned direction.
- Help to bring a collective together – even when they disagree.

Based on the information gathered from participants at the workshop, the following principles have been identified as important to Council operations.

+ Sustainable

Everything that Council does is grounded in sustainability, not only in the context of our environment, which needs to be nurtured and protected but in also the services, facilities and resources Council provides for community. Council considers its allocation, consumption and use of resources carefully and aims to be efficient, ethical and resilient.

+ Creative

Council is progressive and forward thinking, investing in inventive and “out of the box” ideas and opportunities. It is able to take calculated risks, remains agile and is able to respond to opportunities when they emerge.

+ Professional

Council is trustworthy, service oriented and consistent. It acts with integrity, remains transparent and operates efficiently, ensuring it is both flexible and responsive to changing conditions and circumstances.

+ Inclusive

Council is compassionate and enables access and inclusion for everyone, levelling the playing field and actively working to ensure people can participate fully in community life and they feel valued and connected.

+ Informed

Council is committed to listening and learning. It invests in research, consultation and engagement with the community and relevant experts to help make informed, timely decisions that are in the best interest of the community. It values transparency and seeks to understand and respond to a variety of perspectives.

STRENGTHS, WEAKNESSES AND OPPORTUNITIES

As part of the workshop, participants were invited to create a table with three columns, listing the region's the characteristics within one of three columns. The following provides an overview of what was captured.

Strengths / Positives / Advantages	Weaknesses / Challenges / Negatives	Opportunities / Possibilities / Unknowns
• Brand excellence • Strong economy • Rich history • Community spirit • Proximity to capital city • Population growth • Culture + heritage • Diversity of landscape • Sense of community • Good amenity • Beautiful • Tourist destination • Strong culture of volunteering • Council service and professionalism • Location • Global recognition • Planning constraints • Premium wine region • Environment – care and sustainability • Food • Lifestyle • Big project • Identity and point of difference	• First Nations engagement + visibility of Indigenous culture • Localism • Council boundaries • Proximity to capital city • Transport • Lack of diversity • Lack of responsiveness to DDA etc. • Affordability • Sustainability • Youth opportunities • Arts and culture • Planning constraints • Water resources • Land locked • Growing population	• First Nations Engagement • Tourism • Diversity • Arts and culture • Growing green credentials • Youth development • Innovative use of infrastructure • Events • Boundary reform • Big Project Stage 2 • Maintain point of difference • Eco-tourism

Notes from Brief Session of 4 October 2023 Council Workshop**Brand Ideas**

1. It's what people think about you.
2. Needs to be simple.
3. 1 theme 3 principles model – the rule of thirds is necessary – good way to frame future.
4. It's what is there now heritage - lifestyle – community spirit.
5. What it is not:
 - a. It's not industry based.
 - b. Snobbery – as it can feel at times.
 - c. Aspirational??
6. Who are we and where we are.
7. Agenda groups – demographics see it differently.

Character / Identity

Heartfelt – needs to be relevant and at the heart of people, place.

Fun – the Barossa seems to have lost its fun.

Other Areas of Need / Thoughts

Accessible

Attainable

Something for everyone

Must grow

Must learn

Affordable

Notes from Brief Session of 6 December 2023 Council Workshop**Identity - Barossa**

Community spirit

Shared success

Shared advocates

Landscape:

Native vegetation

Vineyards

Visitor economy

Sensitive use

Heritage:

Wine region

Migration story

Agricultural diversity – livestock, forestry, etc

First nations

Built form – historic buildings and places

Ironstone

Planned settlement in village style

Design criteria to align – design fit for purpose

Identity – Council

Community

Advocacy

Inclusive

Diversity

Custodian

Voice

Equitable

Service

Growth

The Future

Shape change

Manage change

Visionary – bold – innovative

Environmentally sustainable and balanced

Issue of Growth

Resounding yes we want it – done properly

Scale – Character leading to selected and targeted growth.

Population provision

Creative

Efficient infrastructure / main street focus

Scope of rural population

Activation of social and economy as an outcome

The future is south

Risks

Economic diversification

Youth net outward migration

Housing needs – Air B&B

Health/Mental health

Attracting diversity

Rural viability

Essential services

Family services – domestic violence services

Understanding on mono cultures

Infrastructure needs

Visitor impact on population outcomes

Sustain diversification of rural living

Affordability

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Attachment 2 - Employee Engagement Outcomes

Attachment 2

Community Plan Review 2023 – Staff Responses

On the 30th of June 2023, Barossa Council Staff were asked to contribute their insight into the review of the current Community Plan.

Staff were given the opportunity to submit anonymous responses to five questions via a Slido survey, Butchers Papers (which were located at Nuriootpa Office, Tanunda Depot, Williamstown Depot and the Tanunda Library/BVC), through booked site visits, booked calls or via email with/to the Community Plan Staff Internal Focus Group.

Staff were asked to consider the following questions:

1. What do you think is going to change in the future that we need to be aware of and plan for? For example, changes to political/legislative systems, the economy, social and community, technology, environmental, and customer expectations.
2. What do you believe Councils' goal/s should be for the next 20 years?
3. Why do you want to work for our community?
4. Over the next 20 years, what do you think we should do more or less of?
5. We are planning for the future, so please let us know if you have other ideas.

Surveys were closed at 5pm on the 20th of July 2023.

At the time of reporting, The Barossa Council workforce consists of 184 employees. In response to this call for comment, 112 individual pieces of feedback were received – a response rate of approximately 61%.

Key themes have been identified from the responses provided, with the frequency of this theme tallied.

Across all questions, frequently reported themes include:

- The importance of, and pride taken in, building strong communities – 13 responses
- Ensuring investment in infrastructure to support population growth -12 responses
- Ensuring that the Barossa remains accessible for all community members (affordability, disability, aging population etc.) – 12 responses
- Increasing the amount of, and improving access to, of Community supports (mental health, outreach services, vulnerable community supports)– 10 responses

Across the five individual questions – the themes are tallied as follows:

1. What do you think is going to change in the future that we need to be aware of and plan for? For example, changes to political/legislative systems, the economy, social and community, technology, environmental, and customer expectations.

Theme	Count of Theme
Social Inclusion	6
Population Growth	6
Infrastructure	4
Accessibility	4
Aging Population	4
Changing technology	3
Local employment opportunities	2
Public Transport	2
Affordable Housing	2
Cost of living	2
Character Preservation	2
Changing technology	2
Council staff resourcing	2
Access to Council information	1
Cost of Living	1
Accessible Housing	1
Electric Vehicles	1
Sustainability	1
Empower the community	1
Community Assets	1
Funding opportunities	1
Skills Shortages	1
Access to Education	1
Sustainability	1
Child care	1
Working processes	1
Medical Facilities	1
Mental health	1
Grand Total	56

2. What do you believe Councils' goal/s should be for the next 20 years?

Theme	Count of Theme
Sustainability	6
Character Preservation	6
Infrastructure	5

Community Supports	4
Public Transport	3
Sustainability	3
Accessibility	3
Youth Programs	2
Social Inclusion	2
Small Business Supports	2
Inclusivity	2
Aging Population	2
Arts/Culture Focus	2
Economic Growth	2
Improved working Conditions (Council)	2
Education	2
Transport	1
Consistency	1
Changing technology	1
Environmental Conservation	1
Council Vision	1
Green spaces	1
Change council vision	1
Community Empowerment	1
Retaining Youth	1
Inclusivity	1
Cost of Living	1
Community engagement	1
Cultural Awareness	1
Community Programs	1
Changing technology	1
Outdoor activities	1
Population Growth	1
Grand Total	65

3. Why do you want to work for our community?

Theme	Count of Theme
Build stronger community	11
Love the region	7
Give back to the Barossa	5
Take pride in serving our community	4
Grand Total	27

4. Over the next 20 years, what do you think we should do more or less of?

Row Labels	Count of Theme
Improved community facilities	5
Accessibility	4
Improved working Conditions (Council)	3
Community Supports	3
Improved communication (outgoing)	2
Mobile Library services	2
Community Events	2
Community engagement	2
Community Programs	1
Improved community services	1
Changing technology	1
Character Preservation	1
Improved Infrastructure	1
Inclusivity	1
Small Business Supports	1
Council Process	1
Sustainability	1
Housing	1
Improve Infrastructure	1
Grand Total	34

5. We are planning for the future, so please let us know if you have other ideas.

Theme	Count of Theme
Affordable Housing	4
Sport and Recreation Focus	4
Concordia development	4
Community Supports	3
Transport	3
Infrastructure	3
Community Programs	2
Sustainability	2
Library Services	2
Arts/Culture Focus	1
Sustainability	1
Aging Population	1
Community Consultation	1
Water stations	1
Mobile Library services	1
Population Growth	1
Accessibility	1
Council staff resourcing	1
Grand Total	36

Appendix of responses

	Question	Response	Theme
1	What do you think is going to change in the future that we need to be aware of and plan for? For example, changes to political/legislative systems, the economy, social and community, technology, environmental, and customer expectations.	Proactive, agile and reactive making clear informed decisions. Raising the understanding of the community on key issues - bringing them along. Continual positive education - to try and avoid criticism in the appraisal our efforts.	Empower the community
2	What do you think is going to change in the future that we need to be aware of and plan for? For example, changes to political/legislative systems, the economy, social and community, technology, environmental, and customer expectations.	With potential petrol car bans coming we should start looking at introducing electric or hybrid vehicles into our fleet. Set an example to the community.	Electric Vehicles
3	What do you think is going to change in the future that we need to be aware of and plan for? For example, changes to political/legislative systems, the economy, social and community, technology, environmental, and customer expectations.	Latest research indicates that the majority of the jobs of the future will require University and Certificate qualifications. The Barossa has a lower proportion of qualified people than the state so this needs to be addressed. Affordable housing will continue to be an issue. A large proportion of the jobs in the Barossa are low paid - eg, aged & disability care, retail, hospitality etc. These jobs are essential for the Barossa's wellbeing and prosperity so affordable housing needs to	Access to Education
			Affordable Housing
			Local employment opportunities

	Question	Response	Theme
		be a priority, eg more community housing.	
4	What do you think is going to change in the future that we need to be aware of and plan for? For example, changes to political/legislative systems, the economy, social and community, technology, environmental, and customer expectations.	Growing population of the area and having the infrastructure and services to support thatCC5:C78	Population Growth
5	What do you think is going to change in the future that we need to be aware of and plan for? For example, changes to political/legislative systems, the economy, social and community, technology, environmental, and customer expectations.	Problems with housing needs, including lack of specialist disability accommodation meaning families move to metro area. Environmental issues and awareness - waste and sustainability. Decreasing social connection for all adult age groups. Skills shortage to support vulnerable cohorts - registered nurses, disability support workers, quality support coordinators	Accessible Housing Sustainability Social Inclusion Skills Shortages
6	What do you think is going to change in the future that we need to be aware of and plan for? For example, changes to political/legislative systems, the economy, social and community, technology, environmental, and customer expectations.	A significant and ongoing change will be our ageing population. The flow on is an increased need for digital literacy to keep apace with changing technology, and social connection for wellbeing. Other associated needs will be greater accessibility to public transport, assistance at home, and modernised medical facilities.	Ageing Population Accessibility Changing technology Social Inclusion Public Transport Medical Facilities
7	What do you think is going to change in the future that we need to be aware of	I think in the next 20 years and its already happening now is that the current job environment will see a shift to	Changing technology Local employment opportunities

	Question	Response	Theme
	and plan for? For example, changes to political/legislative systems, the economy, social and community, technology, environmental, and customer expectations.	more technology focused roles and a range of low level jobs will be replaced by technology, and some of the smaller local industries within Barossa wont be around as they are now. Granted trades and agriculture will still exist, but with the advance of technology and the amount of automation use cases within Ag we could see a sizeable workforce be left behind. Customers will want to be able to find information about council and what we are doing, easily and within only a few clicks, and also for that information to be up-to date and current.	Access to Council information
8	What do you think is going to change in the future that we need to be aware of and plan for? For example, changes to political/legislative systems, the economy, social and community, technology, environmental, and customer expectations.	Customer expectations - social inclusion programs and increased outreach programs and services due to a local ageing population. Services will need to be equitable and accessible across the Barossa region.	Social Inclusion Aging Population Accessibility
9	What do you think is going to change in the future that we need to be aware of and plan for? For example, changes to political/legislative systems, the economy, social and community, technology, environmental, and	Cost of living is going up, so accessible, cost effective and/ or free resources and programs are going to be highly beneficial.	Cost of living Accessibility Social Inclusion

	Question	Response	Theme
	customer expectations.		
10	What do you think is going to change in the future that we need to be aware of and plan for? For example, changes to political/legislative systems, the economy, social and community, technology, environmental, and customer expectations.	Increase in population, which will increase demand on roadways, housing, community and medical. Legislative changes - community funding increase/decrease amending the way we serve the community	Population Growth Infrastructure
11	What do you think is going to change in the future that we need to be aware of and plan for? For example, changes to political/legislative systems, the economy, social and community, technology, environmental, and customer expectations.	I think we should be aware of community changes that will greatly effect our current and developing demographic. With newly built suburbs and large scale regional development, we need to ensure services such as community spaces and libraries are in high traffic areas that are accessible to all. This will be all the more emphasised by our aging population, which will also bring higher rates of disability to our community. Thinking big picture - spaces will need to be connected (more public transport) and well planned (consultations ensuring spaces accessible to all), this should be considered for both outside public realms spaces and interiors. Technology will also play a large part in how our community develops, how this looks - I don't think anyone can be completely sure! I think this will greatly effect customer expectations, with AI and other technology more than likely replacing staffing	Population Growth Infrastructure Social Inclusion Aging Population Accessibility Public Transport Changing technology

	Question	Response	Theme
		at some point. I would imagine that given the current community expectation of 'face-to-face' service being accessible, that a hybrid model of tech and staff may eventuate - but perhaps this could allow an extension of hours and services, catering to a different part of our community?	
12	What do you think is going to change in the future that we need to be aware of and plan for? For example, changes to political/legislative systems, the economy, social and community, technology, environmental, and customer expectations.	Continued housing crisis. So many BnBs, so few houses for residents to rent or buy. More people wanting to live here as a commuter dormitory for the northern suburbs or Adelaide. Continued degradation of the character, heritage and community feel of the Barossa due to the effects of tourism and development. Aging population. (Housing, services, activities) Also increase in younger population - families who have moved in. Increased poverty in some sections of the community as the housing and financial situation worsens. Some sections of the community increasingly alienated from Council - wanting a return to providing the basics for the community, not for tourists or sports. Rubbish disposal and recycling will become even more important. Childcare needs.	Affordable Housing
			Population Growth
			Character Preservation
			Aging Population
			Cost of living
			Community Assets
			Childcare
13	What do you think is going to change in the future that we need to be aware of and plan for? For example, changes to political/legislative	Employees will have to use more creativity, critical thinking and constant digital upskilling in existing and emerging technologies to achieve better outcomes for our community.	Changing technology

	Question	Response	Theme
	systems, the economy, social and community, technology, environmental, and customer expectations.		
14	What do you think is going to change in the future that we need to be aware of and plan for? For example, changes to political/legislative systems, the economy, social and community, technology, environmental, and customer expectations.	Concordia land development is the major change that will impact Barossa Council in the future. Immediate impact is in relation to the masterplanning and infrastructure planning but we also need to bring in and consider community service planning, and recreation planning. Concordia will require significant increase in resourcing to accommodate planning, engineering, rates and the like.	Infrastructure
			Population Growth
			Social Inclusion
			Council staff resourcing
15	What do you think is going to change in the future that we need to be aware of and plan for? For example, changes to political/legislative systems, the economy, social and community, technology, environmental, and customer expectations.	I think the expectation that everyone will have computer access and be able to do all their business via this medium will increase. To this end I think the amount of time staff (particularly library staff) spend with our council patrons unable to navigate on such sites as Centre link etc. will also increase and so we need to be mindful of that and be able to cater for their needs.	Changing technology
16	What do you think is going to change in the future that we need to be aware of and plan for? For example, changes to political/legislative systems, the economy, social and community, technology, environmental, and customer expectations.	Definitely continue to move towards renewable energy. Government funding to be less blanket and more project focused, we'll have to apply for grants for everything	Sustainability
			Funding opportunities

	Question	Response	Theme
17	What do you think is going to change in the future that we need to be aware of and plan for? For example, changes to political/legislative systems, the economy, social and community, technology, environmental, and customer expectations.	i feel customer expectations would be high on the list, cost of living is going up, customers need to see where their money is being spent.	Cost of Living Council staff resourcing
18	What do you think is going to change in the future that we need to be aware of and plan for? For example, changes to political/legislative systems, the economy, social and community, technology, environmental, and customer expectations.	Kids and youth mental health is massive as their young brains aren't coping with todays pressures of the world they are growing up in. Pressures on performing are too great for them. Remember back to what we did in school. Year 6 and 7 seem to be doing year 10-12 work now. Not coping means they now turn to vaping, alcohol, drugs as their coping mechanisms which then likely move onto crime.	Mental health
19	What do you think is going to change in the future that we need to be aware of and plan for? For example, changes to political/legislative systems, the economy, social and community, technology, environmental, and customer expectations.	Cut red tape making it easier to get things done	Working processes
20	What do you think is going to change in the future that we need to be aware of and plan for? For example, changes to political/legislative	How do we maintain our identity and continue to support the Community	Character preservation

	Question	Response	Theme
	systems, the economy, social and community, technology, environmental, and customer expectations.		
21	What do you think is going to change in the future that we need to be aware of and plan for? For example, changes to political/legislative systems, the economy, social and community, technology, environmental, and customer expectations.	Adelaide is growing, it will be on our doorstep soon. What/how will this impact the Barossa?	Population growth
22	What do you think is going to change in the future that we need to be aware of and plan for? For example, changes to political/legislative systems, the economy, social and community, technology, environmental, and customer expectations.	If we want more exciting community events, we need the facilities and resources to hold them.	Infrastructure
23	What do you believe Councils' goal/s should be for the next 20 years?	Environmental sustainability should be a key driver. Council needs to be a KEY LEADER with its policies and processes and pro active promotion, educative options for the community - easy accessible events educating the community, in person, online, well informed content - promoting a can do approach to the community - Look what we're doing together.	Sustainability
			Education
			Social Inclusion
			Community Empowerment

	Question	Response	Theme
24	What do you believe Councils' goal/s should be for the next 20 years?	Focus on sustainability and how Council can support local businesses to make more environmentally friendly choices.	Sustainability
25	What do you believe Councils' goal/s should be for the next 20 years?	To REALLY engage with community. To do more than the minimal requirements of consultation. To develop meaningful, productive partnerships that will make a real difference. Change the vision so the emphasis is on community, not on wine. Alcohol is one of the major causes of family violence and poor mental health in the region.	Change council vision Community engagement
26	What do you believe Councils' goal/s should be for the next 20 years?	Have options for youth that tap into community skills but needs support from paid professionals and youth meeting spaces, either at each town or with transport options to attend independently. Better recycling options and education, particularly for events and sporting clubs. Improved public transport options for after hours Less focus on sport/recreation and more on intergenerational connections that focus on the arts and service clubs, creating connection. Creating town viability Broadening multicultural awareness Continued disability inclusion focus	Youth Programs Social Inclusion Sustainability Public Transport Arts/Culture Focus Cultural Awareness Inclusivity
27	What do you believe Councils' goal/s should be for the next 20 years?	Other than accommodating Q1, another significant factor will be opening further land for development versus protecting the Barossa's unique character from over-development. Careful and clear consideration of long-	Character Preservation Infrastructure Community Supports

	Question	Response	Theme
		term development consequences will assist in maintaining the fragile balance of our region. Further, consolidating appropriate infrastructure and support for the existing population must be an equal priority.	
28	What do you believe Councils' goal/s should be for the next 20 years?	If we aren't already, invest more time into community programs to help up-skill the new generations coming through on how to think through problems and be creative, as well as council programs to provide data literacy skills to parts of the community where they may struggle or not be as technologically proficient.	Community Programs Changing Technology
29	What do you believe Councils' goal/s should be for the next 20 years?	Community wellbeing - a community that includes everyone, is safe, accessible, inclusive and welcoming Functional and sustainable built environment Valuing our natural environment - conserve and enhance our regional landscape	Accessibility Inclusivity Sustainability Environmental Conservation
30	What do you believe Councils' goal/s should be for the next 20 years?	Transport is a big issue for our residents. I think a goal for council could be addressing the distance between sites and looking in to mobilising services - the library, customer care - rates/dog registration payments, community service advice, waste/environmental/ sustainability outreach. Nuriootpa as a head office is not best placed for accessibility - no public transport bus stops within sight. A goal can be moving to or creating buildings that are much more central and	Transport Accessibility

	Question	Response	Theme
		accessible - e.g., near shops, main facilities.	
31	What do you believe Councils' goal/s should be for the next 20 years?	Researching and planning for greater growth (to ensure preservation of culture and environment)	Character preservation
32	What do you believe Councils' goal/s should be for the next 20 years?	To continue to develop the region with community in mind, including tourism, heritage and culture. I think the provision of support to local business should be a goal for council in the coming 20 years, encouraging regional growth and a connected community. I think an additional goal should be to find clarity in what the Barossa community envisions for itself - many community members value and take pride in being from the Barossa, but why? The region is no longer just a place for renowned wines, but a hub of culture, art, family and connection.	Character preservation
			Small Business Supports
			Council Vision
			Arts/Culture Focus
33	What do you believe Councils' goal/s should be for the next 20 years?	Preserve the heritage and character of the Barossa, in particular old buildings, especially those with public significance, such as the Tanunda Railway Station. Keep rates as low as possible. Focus on the basics for the community, not for tourists. (Community spaces, community activities, community services, community supports, especially for vulnerable sections of the community.) Sustainable rubbish removal and recycling services. Provide as supportive an environment as possible for local small businesses that provide services for residents.	Character Preservation
			Community Supports
			Sustainability
			Small Business Supports
34	What do you believe Councils' goal/s	Create employment opportunities and economic	Economic Growth
			Infrastructure

	Question	Response	Theme
	should be for the next 20 years?	growth Enhance Assets and Resources Provide Enviromentally and sustainable towns Provide sercives that are there to support our community	Sustainability Community Supports
35	What do you believe Councils' goal/s should be for the next 20 years?	To maintain and promote our enviable lifestyle To maintain and enhance the character and heritage of our region To support appropriate economic investment to promote local jobs	Character Preservation Economic Growth
36	What do you believe Councils' goal/s should be for the next 20 years?	To make sure that all of our residents have access to council help however they need it and to be mindful of those in our community in need.	Accessibility Community Supports
37	What do you believe Councils' goal/s should be for the next 20 years?	Consolidate our infrastructure as new infrastructure will become harder to fund. Look at the social issues in out community, aging in place, retaining our young adults/families	Infrastructure Aging Population Retaining Youth
38	What do you believe Councils' goal/s should be for the next 20 years?	improving the infrastructure of the townships and roads	Infrastructure
39	What do you believe Councils' goal/s should be for the next 20 years?	Retaining the character of the Barossa Valley and the traditions it does still hold. Many people are moving here to get away from the 'rat race' so let's make sure we don't become that. Supporting the elderly as they are at a disadvantage once they stop driving to be able to get around and access services. Often they need someone to help them sort through paperwork as everything is online and they don't always have family there to help.	Character Preservation Population Growth Aging Population Changing Technology Youth Programs Outdoor activities Cost of Living

	Question	Response	Theme
		Kids - making sure in ALL THE TOWNS that we have facilities for them to get outside and of their technology. Often they have 'nothing else to do' and so live on their phones. Half basket ball courts, bike tracks, pump tracks, skateboarding. Got to be free stuff though as parents can't afford to entertain their kids in todays economy	
40	What do you believe Councils' goal/s should be for the next 20 years?	Better working conditions and support of staff to retain the best	Improved working conditions (council)
41	What do you believe Councils' goal/s should be for the next 20 years?	Encourage personal growth (of staff)	Improved working conditions (council)
42	What do you believe Councils' goal/s should be for the next 20 years?	Natural environment and Parks	Green spaces
43	What do you believe Councils' goal/s should be for the next 20 years?	Sustainability	Sustainability
44	What do you believe Councils' goal/s should be for the next 20 years?	Sustainability and recycling	Sustainability
45	What do you believe Councils' goal/s should be for the next 20 years?	Improve public transport	Public Transport
46	What do you believe Councils' goal/s should be for the next 20 years?	Improve public transport	Public Transport
47	What do you believe Councils' goal/s should be for the next 20 years?	Inclusivity	Inclusivity
48	What do you believe Councils' goal/s should be for the next 20 years?	Consistency	Consistency
49	What do you believe Councils' goal/s	Additional public High School	Education

	Question	Response	Theme
	should be for the next 20 years?		
50	What do you believe Councils' goal/s should be for the next 20 years?	Use recycled materials for roads etc.	Infrastructure Sustainability
51	Why do you want to work for our community?	I take pride in being able to provide excellent customer service to ratepayers and visitors - making their interactions with us achieve positive outcomes whenever possible. Having worked for several councils I value the role I can play in promoting the important, but sometimes misunderstood, role that council plays in the community.	Take pride in serving our community
52	Why do you want to work for our community?	To make a difference and help shape the future of our region.	Build stronger community
53	Why do you want to work for our community?	The Barossa looks after its own and there's a willingness to pull together to support each other. Aesthetically pleasing environment and drive to work.	Love the region
54	Why do you want to work for our community?	I want to see greater connection opportunities for each of our towns to address social isolation stemming from disadvantage, additional needs in daily life, mental health or lack of economic participation.	Build stronger community
55	Why do you want to work for our community?	I am a member of this community and therefore invested not only in its present day, but its future. The Barossa has so much to offer, from its rich history to an enviable lifestyle. I want to participate in and give back to our region.	Give back to the Barossa Build stronger community

	Question	Response	Theme
56	Why do you want to work for our community?	There is a lot of potential within my role to provide the community access to the information that council has around what we are achieving within the community, and over the next few years I look forward to being able to provide those services	Give back to the Barossa
57	Why do you want to work for our community?	Contributing to continuous improvements for our community. Making a real impact on the welfare of people in our community, providing opportunities for people to participate and learn at our facilities, enhancing social and economic participation in the community.	Give back to the Barossa Build stronger community
58	Why do you want to work for our community?	I enjoy and want to continue making the Barossa region a place everyone wants to live in, work in and be involved in. Creating opportunities for everyone (all ages, accessibilities, cultures) to create a networked, connected and innovative community.	Build stronger community
59	Why do you want to work for our community?	Serving and giving back to the community. Great to be an integral part of shaping and assisting the community.	Give back to the Barossa
60	Why do you want to work for our community?	The Barossa is an exciting place. Sure, metro councils have a lot to offer in terms of events and closely knit services, but the Barossa has a strong sense of community where somehow everyone is intertwined. After working across a few different councils, I can say that the Barossa community is far more accepting of change and development, if it results in benefits to the region.	Love the region

	Question	Response	Theme
61	Why do you want to work for our community?	It is a joy to meet, interact with and assist other members of our community to find the resources they need/want to flourish as individuals and as citizens. It is satisfying to contribute (in my small way) to building a stronger sense of community and social well-being. It is a pleasure to spend my working day in and around the town I live in. I have found the Council to be an exemplary employer and I feel very supported in my work for the community, which makes the experience even more positive.	Love the region Build stronger community
62	Why do you want to work for our community?	Our community is so diverse, it keeps things interesting.	Love the region
63	Why do you want to work for our community?	I'm passionate about providing great service to our community, there is a strong sense of community in the Barossa and there is a great deal of pride and satisfaction in supporting our residents and businesses in achieving great outcomes	Love the region Build stronger community
64	Why do you want to work for our community?	There is no greater personal satisfaction than knowing you have provided a service and helped people however they may need it.	Give back to the Barossa
65	Why do you want to work for our community?	Helping the Barossa retain its reputation behind its premium branding	Love the region Build stronger community
66	Why do you want to work for our community?	Because i live in the Barossa and want to take pride in making it better	Take pride in serving our community
67	Why do you want to work for our community?	Because I love our community. I grew up here - it is home to me and always will be. I love the people (or most of) and the laid back culture where time can stand still for a bit. I love helping people too and love that most about my job	Love the region Build stronger community Take pride in serving our community

	Question	Response	Theme
68	Why do you want to work for our community?	I live here and want to make it better for all.	Take pride in serving our community
69	Why do you want to work for our community?	A strong, healthy, knowledgeable and included community benefits everyone and Council are able to facilitate that.	Build stronger community
70	Why do you want to work for our community?	This is my home and I want to make it as good as it can be	Build stronger community
71	Why do you want to work for our community?	This is my home and I want to make it as good as it can be	Build stronger community
72	Why do you want to work for our community?	This is my home and I want to make it as good as it can be	Build stronger community
73	Over the next 20 years, what do you think we should do more or less of?	Lessen unnecessary paperwork. Lessen red tape whenever possible. Be aware of the digital divide and ensure equity of services, service delivery.	Accessibility
			Changing technology
74	Over the next 20 years, what do you think we should do more or less of?	Do more to retain good staff. Stop being so corporate. Spell check the Community Plan - Acknowledgement of Country is misspelt. The wording of the acknowledgement is superficial and grammatically incorrect.	Improved working Conditions (Council)
			*Community Plan spelling errors (Acknowledgement to Country)
			Review acknowledgement to country.
75	Over the next 20 years, what do you think we should do more or less of?	More mobile services. With such a spread out Council area and community it would be great to see a more mobile approach to providing Council/Library/Community services to the different locations throughout the Barossa region.	Accessibility
			Mobile Library services
76	Over the next 20 years, what do you think we should do more or less of?	Specialist disability accommodation - brings benefit of Supported Independent Living supports, which are often 24 hours, hence increasing employment of disability support workers.	Inclusivity
			Accessibility

	Question	Response	Theme
		Get involved with Achieve Foundation who wish to work with councils all over Australia to create an inclusive Australia by dismantling barriers: - Build a community of philanthropists and investors committed to funding projects that build disability inclusion. - Change attitudes towards people with disability. - Change the approach to housing for people with disability.	
77	Over the next 20 years, what do you think we should do more or less of?	Maintain a fine balance between providing (and improving) services to the existing population, whilst offering sufficient growth for productivity. Not overextend on large scale promises. Ensure community members feel connected to their region, their heritage. Offer solutions for people so they know where to turn for help. Be more visible and transparent and use plain English.	Community Supports Improved community services Character Preservation Improved communication (outgoing) Accessibility
78	Over the next 20 years, what do you think we should do more or less of?	More upgrades of existing facilities and/or building NEW buildings. So many of our buildings, furnishings and set up is dated. Contemporising and refreshing the spaces, making them more attractive, appealing and needs focussed.	Improved community facilities
79	Over the next 20 years, what do you think we should do more or less of?	I think that we should consider lessening services that spread thin. Not so much removing services, but working on ways in which we can consolidate and provide more efficient customer interactions. For instance, library services across four branches seems	Mobile Library services Community Supports

	Question	Response	Theme
		excessive when some branches have far higher traffic than others. Rather than removing a service entirely, shortened hours, removal of low traffic days, or the introduction of a mobile library and council assistance platform may prove more useful to the community and a better use of funds. I'm unsure on how this could also be applied across other services, as there obviously needs to be multiple depots etc. Sometimes less can be more, even if the community don't always realise it initially.	
80	Over the next 20 years, what do you think we should do more or less of?	More focus on community services, activities and supports, especially for vulnerable sections of the community. More support where possible for small businesses that service the community, rather than tourists. How can Council help address the rental and housing shortage? Focus on the basics of service provision to the community, minimise "special projects". (eg safe footpaths and regular hard rubbish collection)	Community Supports
			Small Business Supports
			Housing
			Improve Infrastructure
81	Over the next 20 years, what do you think we should do more or less of?	More sustainability and environmental projects. More community involvement	Community Programs
			Sustainability
82	Over the next 20 years, what do you think we should do more or less of?	Continue to build the linkages with our key stakeholders like Barossa Australia, RDA, advocating for what is important for our region and our residents, having a clear plan about how we deal with	Community engagement

	Question	Response	Theme
		growth, character and infrastructure	
83	Over the next 20 years, what do you think we should do more or less of?	Less Big Projects, more infrastructure	Improved Infrastructure
84	Over the next 20 years, what do you think we should do more or less of?	Need more family orientated events, street closures, parades, fun days for the kids, etc. for adults i'd like to see more beer and wine events.	Community Events
85	Over the next 20 years, what do you think we should do more or less of?	More listening to the people. More working with groups in the community. They are there to support and help council and their community but often they get treated poorly and taken advantage of for the job they are doing when all they want to do is provide great facilities and events for the people. There's got to be a balance between council following processes and policy procedures and working with the people otherwise you take away the peoples voices.	Improved communication (outgoing) Community engagement
86	Over the next 20 years, what do you think we should do more or less of?	More investment into our facilities and promotion of events to attract people	Improved community facilities Community Events
87	Over the next 20 years, what do you think we should do more or less of?	Keep Staff	Improved working Conditions (Council)
88	Over the next 20 years, what do you think we should do more or less of?	Keep Staff - only the good ones	Improved working Conditions (Council)
89	Over the next 20 years, what do you think we should do more or less of?	Provide spaces for the community to come together more	Improved community facilities
90	Over the next 20 years, what do you think we should do more or less of?	Not be so process driven	Council Process

	Question	Response	Theme
91	Over the next 20 years, what do you think we should do more or less of?	Spend more money on our facilities and open spaces to make more community/event friendly. E.g. Heineman Park, Bethany Kitchen	Improved community facilities
92	Over the next 20 years, what do you think we should do more or less of?	Spend more money on our facilities and open spaces to make more community/event friendly. E.g. Heineman Park, Bethany Kitchen	Improved community facilities
93	We are planning for the future, so please let us know if you have other ideas.	We need to know where our social capital is. We need to undertake an audit of all social, sport and recreation opportunities available in the Barossa. Explore the feasibility of establishing a community house or houses. They provide safe places for people to access information, resources and to connect with community. Transport will continue to be an issue for the Barossa. So many people are isolated due to lack of transport to social opportunities. Rather than expecting State Government to address this - they never will - Council should commit to providing the resources to complement the existing community transport program. It will make a huge difference for so many people.	Sport and Recreation Focus
			Affordable Housing
			Community Supports
			Transport
94	We are planning for the future, so please let us know if you have other ideas.	As the Council area and services grow ensuring that there are enough staff within Council to provide the services without spreading thin and putting pressure on the staff we have	Council staff resourcing
95	We are planning for the future, so please let us know if you have other ideas.	Community gardens facilitated in major towns Explore how to support families who are working to	Community Programs
			Community Supports

	Question	Response	Theme
		have options to connect with their children with flexible options at work or having options to get children to activities when working. Expand Community Transport model to assist with transport for NDIS participants which would be NDIS-funded. War on Waste program	Transport Sustainability
96	We are planning for the future, so please let us know if you have other ideas.	Coffee cup recycling bins in main streets Clean Water bottle fill stations in Main streets Athletic Running track Frizbee golf course	Sustainability Sport and Recreation Focus Water stations
97	We are planning for the future, so please let us know if you have other ideas.	How do we tackle the balance between housing supply and tourist accommodation, there is a major pressure point there in ensuring adequate housing supply for locals. Needs to be some limits to new accommodation within existing residential areas.	Affordable Housing
98	We are planning for the future, so please let us know if you have other ideas.	Facilitate additional housing options to facilitate affordability	Affordable Housing
99	We are planning for the future, so please let us know if you have other ideas.	Consultation and talking with the people. Making yourselves available to all ages means not relying on technology as older generations don't use digital tech like younger ones. The listening posts I'm hoping have been good for this. Using notable people in the community to help promote these is good too as the community would have better trust in those they see in their community.	Community Consultation
100	We are planning for the future, so please let us know if you have other ideas.	Aquatic Strategy!	Sport and Recreation Focus
101			Infrastructure

	Question	Response	Theme
	We are planning for the future, so please let us know if you have other ideas.	Southern Hub - Concordia Development requires a presence	Concordia development
102	We are planning for the future, so please let us know if you have other ideas.	Concordia Development needs some sort of community hub/library/service centre	Infrastructure Concordia development
103	We are planning for the future, so please let us know if you have other ideas.	Concordia Development - Schools and sports at capacity already! Must consider this!	Infrastructure Population growth Concordia development
104	We are planning for the future, so please let us know if you have other ideas.	Aquatic Strategy!	Sport and Recreation Focus
105	We are planning for the future, so please let us know if you have other ideas.	More mobile (library) services; ability to reach all areas of the community with integral resources	Mobile Library services
106	We are planning for the future, so please let us know if you have other ideas.	Outreach collaboration; working with local organisations and neighbouring councils to provide efficient services	Community Supports
107	We are planning for the future, so please let us know if you have other ideas.	More public transport; especially with residential developments	Transport
108	We are planning for the future, so please let us know if you have other ideas.	Concordia development; Services provision including community spaces and libraries in accessible, high traffic areas	Library Services Community Programs Concordia development
109	We are planning for the future, so please let us know if you have other ideas.	Southern 'Super Library' to provide services and outreach options to the Southern areas of the region; also located in a high traffic, convenient location	Library Services
110	We are planning for the future, so please let us know if you have other ideas.	Aging population; Can council support affordable housing for the elderly? Also considering that an aging population will bring higher rates of disability to the community and that infrastructure and services will need to be all the more	Aging Population Affordable Housing Accessibility

	Question	Response	Theme
		accessible to support these rates	
111	We are planning for the future, so please let us know if you have other ideas.	A history and heritage centre to centralise all historical records and resources	Arts/Culture Focus
112	We are planning for the future, so please let us know if you have other ideas.	With the ongoing expansion of the region, for example, the Concordia development, along with the continuing expansion within our neighbouring Councils, I see need for a central recycling plant to cater for the northern zones. Too much of waste goes straight into land fill and with the rising cost of transport, I feel that it makes sense to extract the reusable components of our waste, closer to the source.	Sustainability Population growth

Office of the Mayor and CEO

Attachment 3 – Community Engagement Outcomes

Will be inserted when engagement completed.

Attachment 3



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ACKNOWLEDGEMENT OF COUNTRY

The Barossa Council recognises and pays respect the traditional owners of the lands that The Barossa Council spans – the lands of the Ngadjuri, Peramangk and Kaurna people. The Barossa Council acknowledges that the spiritual, social, cultural and economic practices of the Ngadjuri, Peramangk and Kaurna peoples come from their traditional lands and waters. As the traditional custodians of these lands, they maintain their cultural heritage and beliefs, languages and laws which are of ongoing importance.

We acknowledge the Ngadjuri, Kaurna and Peramangk Nations have made, and continue to make, a unique and irreplaceable contribution to the Barossa region.

INTRODUCTION

The Barossa Council is pleased to present the Corporate Plan for 2024 to 2028. 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.

COMMUNITY PLAN

VISION

To create a vibrant and growing community where people support one another and come together to have fun and foster a sense of belonging, community spirit and connection to the Barossa.

MISSION

Our mission as shared custodians of the Barossa is to cultivate an identity that celebrates diversity, embraces inclusivity and promotes a prosperous future. We strive to be prepared and take a planned and thoughtful approach to building our future, one that is welcoming to all.



VALUES

Pride:

We take pride in building strong communities in alignment with our environmental, social and governance framework.

Courageous Leadership:

We value courageous leadership by being visionary, bold and innovative and taking proactive and positive action.

Community Spirit:

We value our people and their cultural heritage, our landscapes and vistas, our food and wine, and our unique character.

Inclusiveness:

We value diversity of people, inclusion, accessibility, and tolerance.

STAFF VISION

Our service uplifts our community.

STAFF VALUES

Inclusive:

We approach our work with a collaborative and respectful mindset.

Progressive:

We show curiosity and explore sustainable and innovative ways of working.

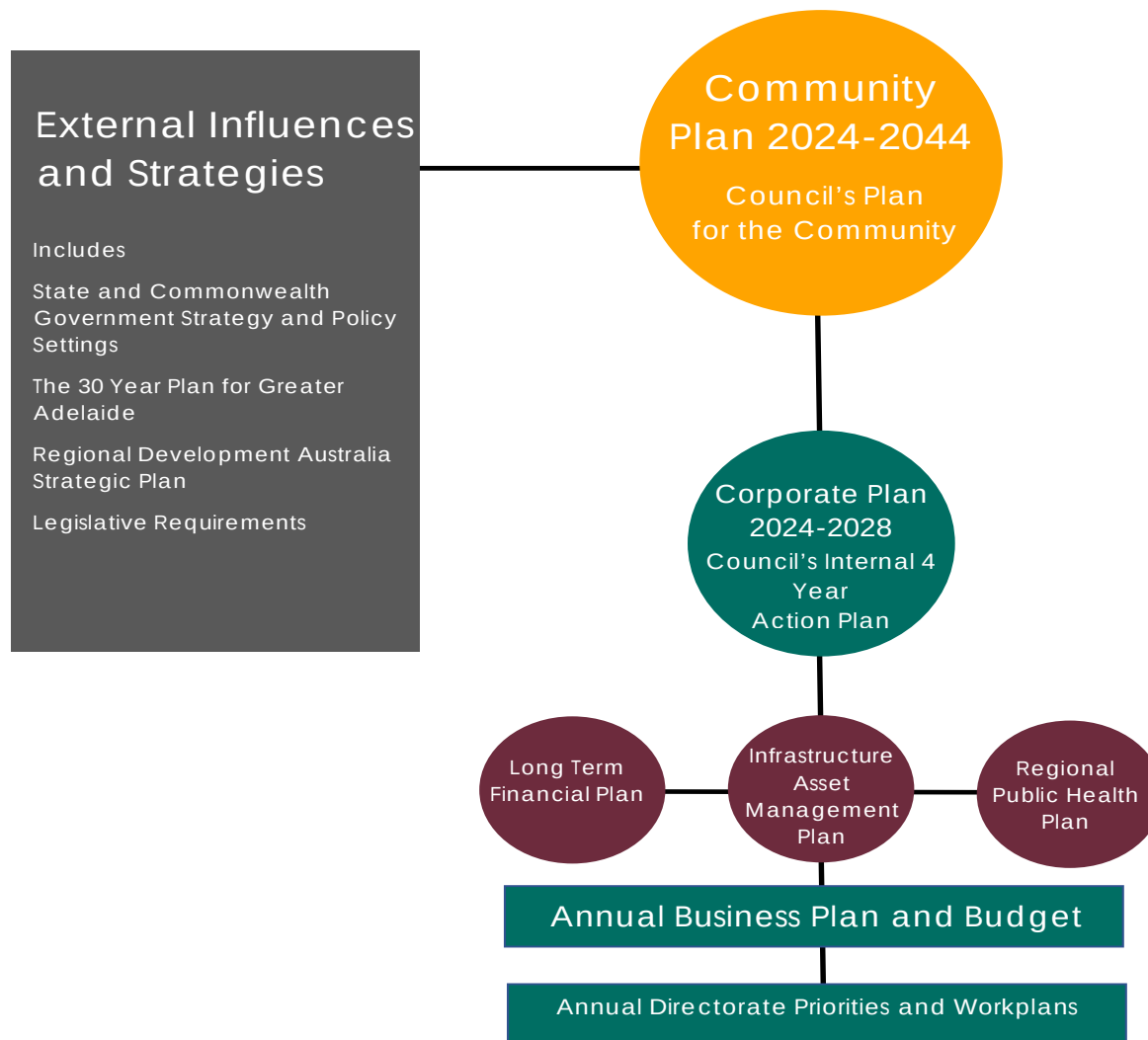
Resilient:

We are receptive and responsive to growth and change.



ORGANISATIONAL OVERVIEW AND PLANNING FRAMEWORK





COUNCIL SERVICES

[Animals](#)

[Arts and Culture](#)

[Assets](#)

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[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
– Our Environmental,
Social and
Governance
Foundation



Creating a safe and connected community where people have access to sustainable services and service levels and infrastructure they need and feel a sense of belonging.

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 Link –
Our Environmental,
Social and
Governance
Foundation



Our Community

Creating a safe and connected community where people have access to sustainable services and service levels and infrastructure they need and feel a sense of belonging.



Our Economy

Implementing economic development strategies to support future growth opportunities and a diversified and resilient economy showcasing the Barossa rural and regional character.

Legislative
Responsibility

Local Government Act 1999

Strategic Action	Responsible	Due Date	Budget
CS2-1 Commence implementation of agreed structure and service review outcomes from 2023-24.	Community Development	June 2025	Op
Op = Operational, Cap = Capital, Ext = External Funding, NI = New Initiative			



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



Service Action	Service Standard	Critical Service	Responsible
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 - 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.	No	Gallery and Creative Industries
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	
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 Link –
Our Environmental,
Social and Governance
Foundation



Our Community

Creating a safe and connected community where people have access to sustainable services and service levels and infrastructure they need and feel a sense of belonging.



Our Places

Our places and spaces enhance the liveability, retain rural and regional character and diversity of our communities.



Our Economy

Implementing economic development strategies to support future growth opportunities and a diversified and resilient economy showcasing the Barossa rural and regional character.

Legislative
Responsibility

Local Government Act 1999

Strategic Action	Responsible	Due Date	Budget
CS3-1 Complete the review of the statutory review of asset management plans	Infrastructure and Environmental Services	November 2025	Op
Op = Operational, Cap = Capital, Ext = External Funding, NI = New Initiative			



Service Action	Service Standard	Critical Service	Responsible
Output 1 – Strategic Asset Management and Planning			
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
Output 2 – Asset Policy Development, Technical Design and Assessment			
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



Service Action	Service Standard	Critical Service	Responsible
			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
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	No	Infrastructure and Environmental Operations



Service Action	Service Standard	Critical Service	Responsible
	- Develop annual main street projects in consultation with business and community groups - Plant a minimum of 150 street and open space trees each year		
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) - 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	No	Infrastructure and Environmental Operations



Service Action	Service Standard	Critical Service	Responsible
	- o Out of Standard: > 150mm height - o Response time – 20 working days • Category 5 - Rural Reserves - o Approximately 3- 4 cuts per year when actively growing - o Within Standard: 150mm - 500mm height - o Out of Standard: > 500mm height - o Response time – 30 working days • Sports Fields (A) - o Within Standard: 15mm - 20mm height (Summer) 35mm- 35mm height (Winter) - o Out of Standard: > when exceeds maximum height range dependant on season. - o Response time – 5 working days (weather dependant) • Sports Fields (B) - o Within Standard: 20mm - 25mm height (Summer) 35mm- 40mm height (Winter) - o Out of Standard: > when exceeds maximum height range dependant on season - o 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)	
o Plan 1 - Council Reserves and Gardens – Developed	
o Plan 2 - Council Reserves and Gardens – Undeveloped or with Minor Improvements	All
o Plan 3 - Recreation Reserves	
o Plan 4 - Institutes and Community Halls	
o Plan 5 - Car Park Land	
o Plan 7 - Established Trails, Bikeways and Walkways	
Infrastructure and Asset Management 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 Link
– Our Environmental,
Social and
Governance
Foundation

Implementing economic development strategies to support future growth opportunities and a diversified and resilient economy showcasing the Barossa rural and regional character.

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 – carried over from 2023-2024 financial year.	Office of the 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 – Management and Administration			
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



Service Action	Service Standard	Critical Service	Responsible
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			
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 Link – Our Environmental, Social and Governance Foundation	 Creating a safe and connected community where people have access to sustainable services and service levels and infrastructure they need and feel a sense of belonging.
Legislative Responsibility	Burial and Cremation Act 2013

Strategic Action	Responsible	Due Date	Budget
CS5 – 1 Undertake review of land availability and determine future land needs.	Infrastructure and Engineering Services	June 2025	Op
Op = Operational, Cap = Capital, Ext = External Funding, NI = New Initiative			

Service Action	Service Standard	Critical Service	Responsible
Output 1 – Cemetery Enquiry Management			
Manage cemetery/interment right enquiries	In accordance with the Act and Regulations, service levels and Cemetery Management Policy	Yes	Infrastructure and Environmental Operations
Action cemetery maintenance requests	Enter customer request and respond in nominated timeframe	Yes	Strategic Assets and Engineering



Service Action	Service Standard	Critical Service	Responsible
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



Service Action	Service Standard	Critical Service	Responsible
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 • Periodic maintenance inspections of fencing, toilets and cemetery infrastructure to be undertaken - o Grass maintenance – monthly - o Spraying/weed maintenance – monthly - o Landscaping/replanting – monthly - o Grave site top dressing – weekly	Yes	Infrastructure and Environmental Operations
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 Link – Our Environmental, Social and Governance Foundation	 Our Community Creating a safe and connected community where people have access to sustainable services and service levels and infrastructure they need and feel a sense of belonging.
Legislative Responsibility	Local Government Act 1999

Strategic Action	Responsible	Due Date	Budget
CS6-1 Commence agreed implementation of outcomes of an adopted Community Wellbeing Plan.	Community Development	June 2025	Op
Op = Operational, Cap = Capital, Ext = External Funding, NI = New Initiative			



Service Action	Service Standard	Critical Service	Responsible
Output 1 – Planning and Support (Capacity Building)			
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
Output 2 – Community Development Infrastructure Projects			
Implement Priority 1 Big Project work supported by community groups	Participation in project working groups	No	The Big Project
Output 3 – Community Assistance Scheme – General			
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
Output 4 – Community Assistance Scheme – Youth			
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



Output 5 – Community Assistance Scheme – Heritage

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 Link – Our Environmental, Social and Governance Foundation	 Our Community Creating a safe and connected community where people have access to sustainable services and service levels and infrastructure they need and feel a sense of belonging.		
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
Output 1 – Community Emergency Management Planning			
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
Output 2 – Community Emergency Incident Response Operational Support			
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
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 Link – Our Environmental, Social and Governance Foundation	 Our Community Creating a safe and connected community where people have access to sustainable services and service levels and infrastructure they need and feel a sense of belonging.
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			
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



Service Action	Service Standard	Critical Service	Responsible
Output 3 – Compliance and Enforcement – Building Fire Safety			
Ensure effective building fire safety of public buildings	- Inspections carried out when: - o Council requests a fire safety report on a building; - o at the request of the fire authority; - o when complaints are received; - o an audit-based inspection is required. - Inspections prioritised as follows: 1. Complaints 2. Accommodation 2A. no prior MFS, CFS, Committee or Council knowledge or in bushfire prone area 2A1. Vulnerable patrons 2A2. Public 2B. prior MFS, CFS, Committee or Council knowledge 2B1. Vulnerable patrons 2B2. Public 3. Public Assembly Buildings 3A. with liquor license or vulnerable patrons 3B. other 4. Large Public Population / Large Fire Load 4A. Shopping centres & large / multi-storey shops 4B. Large warehouses & factories (i.e. >2000m2) 5. Aged or Disabled Independent Living 6. 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



Service Action	Service Standard	Critical Service	Responsible
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 - Temporary event signage on public land complaint investigations undertaken within 5 business day	No	Regulatory Services
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



Service Action	Service Standard	Critical Service	Responsible
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
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



Service Action	Service Standard	Critical Service	Responsible
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	
Regional Public Health Plan (RPHP)		9.2	
Regional Waste Management Plan (RWMP)		1.21, 1.22, 1.23, 1.24, 1.25, 1.26	



Service Area	CS9 - CUSTOMERS
Service Activity	Providing a consistent customer experience through the provision of accurate and professional customer service.
Service Delivery	Internal, External (after hours service)
Community Plan Link – Our Environmental, Social and Governance Foundation	 Our Community Creating a safe and connected community where people have access to sustainable services and service levels and infrastructure they need and feel a sense of belonging.
Legislative Responsibility	Local Government Act 1999

Strategic Action	Responsible	Due Date	Budget
CS9-1 Implement an adopted Customer Surveying Strategy action.	Customer Experience	June 2025	Op
Op = Operational, Cap = Capital, Ext = External Funding, NI = New Initiative			



Service Action	Service Standard	Critical Service	Responsible
Output 1 – Customer Request Management			
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
Output 2 – Customer Relationship Management - External			
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 Link
– Our Environmental,
Social and
Governance
Foundation

Implementing economic development strategies to support future growth opportunities and a diversified and resilient economy showcasing the Barossa rural and regional character.

Legislative
Responsibility

Nil

Strategic Action	Responsible	Due Date	Budget
CS10-1 Commence implementation of agreed outcomes from review of Economic Development services including tourism and event services undertaken in 2023-24 – phase 1 (see CS21-1).	Office of the Mayor and CEO, Corporate Services and Business Innovation	June 2025	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	Office of the Mayor and CEO



Service Action	Service Standard	Critical Service	Responsible
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	Office of the Mayor and CEO
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	Office of the Mayor and CEO 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	Office of the Mayor and CEO
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	Office of the Mayor and CEO 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	Office of the Mayor and CEO

Operational Plans	Action Reference
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 and external events, including planning and execution. Supporting community and economic development focused events throughout the region.

Service Delivery

Internal, Partnerships

Community Plan Link
– Our Environmental,
Social and
Governance
Foundation



Creating a safe and connected community where people have access to reasonable services and infrastructure they need and feel a sense of belonging.



Implementing economic development strategies to support future growth opportunities and a diversified and resilient economy showcasing the Barossa rural and regional character.

Legislative
Responsibility

Local Government Act 1999
Work Health Safety Act 2012
Major Events Act

Strategic Action	Responsible	Due Date	Budget
CS11-1 Commence implementation of adopted Council Event Management Framework.	Customer Experience	June 2025	Op
Op = Operational, Cap = Capital, Ext = External Funding, NI = New Initiative			



Service Action	Service Standard	Critical Service	Responsible
<i>Output 1 – Events delivery – External</i>			
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	Office of the Mayor and CEO 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



Service Action	Service Standard	Critical Service	Responsible
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
Output 2 – Events delivery – Internal			
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) - National Volunteers Week (annually)	No	Customer Experience Community Development Infrastructure and Environmental Operations Library Services Tourism Services Office of the Mayor and CEO
Operational Plans		Action Reference	
Local Economic Development Plan		Strategies – Competitive, Partnerships, Set up for Growth, New Economic Opportunities	



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 Link –
Our Environmental,
Social and
Governance
Foundation



Creating a safe and connected community where people have access to reasonable services and infrastructure they need and feel a sense of belonging.



Our places and spaces enhance the liveability, unique character and diversity of our communities.

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 Review the requirements for an electronic bookings management system and provide recommendation for future improvements – carried forward from 2023-24	Customer Experience	June 2025	Op
CS12-1 Commence 18-month review of community land management plans, registers and undertaken engagement needs	Office of the Mayor and CEO	December 2026	NI
Op = Operational, Cap = Capital, Ext = External Funding, NI = New Initiative			

Service Action	Service Standard	Critical Service	Responsible
Output 1 – Management: Community Land Register			
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
Output 5 – Management and Maintenance: Sports Fields			
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



Service Action	Service Standard	Critical Service	Responsible
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 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



Service Action	Service Standard	Critical Service	Responsible
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 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



Service Action	Service Standard	Critical Service	Responsible
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			
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



Service Action	Service Standard	Critical Service	Responsible
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

Operational Plans	Action Reference
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
– Our Environmental,
Social and
Governance
Foundation

Creating a safe and connected community where people have access to sustainable services and service levels and infrastructure they need and feel a sense of belonging.

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
Output 1 – Management and assessment of fuel loads on private land			
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
Output 2 – Management of use of fire and high-risk activities			
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
Output 3 – Information and advice: Property preparedness			
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 Link
– Our Environmental,
Social and
Governance
Foundation



Creating a safe and connected community where people have access to sustainable services and service levels and infrastructure they need and feel a sense of belonging.

Legislative
Responsibility

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

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 – Heritage Strategy			
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



Service Action	Service Standard	Critical Service	Responsible
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	
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

Community Plan Link
– Our Environmental,
Social and
Governance
Foundation



Creating a safe and connected community where people have access to sustainable services and service levels and infrastructure they need and feel a sense of belonging.



Implementing economic development strategies to support future growth opportunities and a diversified and resilient economy showcasing the Barossa rural and regional character.



Supporting a sustainable Barossa.



Our places and spaces enhance the liveability, unique character and diversity of our communities.



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 Commence implementation of agreed Growth and Infrastructure Investment Strategy actions	Planning Services	June 2025	Op
CS15-2 Continue to plan and 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 2025	Op
CS15-3 Commence implementation of the outcomes of the Strategic Directions Review of the Barossa Character District Overlay Code Amendment	Planning Services	December 2025	Op
Op = Operational, Cap = Capital, Ext = External Funding, NI = New Initiative			



Service Action	Service Standard	Critical Service	Responsible
Output 1 – Advice and Assessment: Planning, Building and Heritage			
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
Output 2 – Advice and Assessment: Liquor License			
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
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 Link
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Creating a safe and connected community where people have access to sustainable services and service levels and infrastructure they need and feel a sense of belonging.

Legislative
Responsibility

Libraries Act 1982
Copyright Act 1878

Strategic Action	Responsible	Due Date	Budget
CS16-1 Undertake review of stage 2 of the Library Review outcomes for consideration by the Executive Leadership Team and Council	Library Services	March 2025	Op
Op = Operational, Cap = Capital, Ext = External Funding, NI = New Initiative			



Service Action	Service Standard	Critical Service	Responsible
Output 1 – Library Services and Spaces			
Provide inviting, inclusive public library spaces	Nuriootpa Open Mon, Tue, Thur, Fri 9-5, Wed 9-7, Sat 9.30-12.30, Closed Sun 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
Output 2 – Collections			
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
Output 3 – Information and Reference Services			
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



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 Link
– Our Environmental,
Social and
Governance
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Supporting a sustainable Barossa.

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	Commence implementation of high yield actions arising from the agreed Carbon Management Plan.	Sustainability	June 2025	Op and Cap
CS17-2	Continue to partner with industry to achieve a long term sustainable water supply and security to the Barossa.	Office of the Mayor and CEO	Ongoing	Op
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
Barossa Bushgardens Strategic Plan (BBSP)	Key Result Areas 1, 2
Community Land Management Plan (CLMP)	
o Plan 2 - Council Reserves and Gardens – Undeveloped or with Minor Improvements	All
o Plan 3 - Recreation Reserves	
Regional Public Health Plan (RPHP)	8.1, 8.2, 10.1
Roadside Vegetation Management Plan (RVMP)	All



Service Area

CS18 - PUBLIC HEALTH

Service Activity

Public health services seek 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 Link
– Our Environmental,
Social and
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Creating a safe and connected community where people have access to sustainable services and service levels and infrastructure they need and feel a sense of belonging.

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			
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



Service Action	Service Standard	Critical Service	Responsible
Output 5 – Assessment and Advice: Health			
Provide public health assessment and advice to customers / small business to enable compliance with accepted public health standards, relevant legislation and practices	Customer requests acknowledged within 1 business day	No	Health Services
Operational Plans		Action Reference	
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 Link –
Our Environmental,
Social and Governance
Foundation



Creating a safe and connected community where people have access to sustainable services and service levels and infrastructure they need and feel a sense of belonging.

Legislative
Responsibility

Disability Inclusion Act 2018
Disability Discrimination Act 1992

Strategic Action	Responsible	Due Date	Budget
CS19-1 Continue to provide Social Inclusion training for all staff across the Organisation and coordinate a 'Whole of Organisation' approach to social inclusion	Community Development	Ongoing	Op
CS19-2 Continue to develop ongoing relationships with Ngadjuri, Peramangk and Kaurna Nations and potential pathways for reconciliation and recognition	Community Development	Ongoing	Op
CS19-3 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
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



Service Action	Service Standard	Critical Service	Responsible
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- - 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	Yes	Community Transport and Home Assist
Manage promotion and awareness of the Community Transport program	- 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
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



Service Action	Service Standard	Critical Service	Responsible
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: - Local Government Access and Inclusion Network - Reconciliation Barossa - Barossa Community Services Network - Gawler and Districts Community Services Forum - Disability Access and Inclusion Advisory Group - Legatus	No	Community Development Collaborative Projects
Contribute to the delivery of Regional 'lighthouse' project 1 - Community Transport	Participate in regional working group to develop actions	No	Community Development
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
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



Service Action	Service Standard	Critical Service	Responsible
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			
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 - Work with Wellbeing SA to identify information packs that can be distributed to youth to inform of services and support. - Develop a Youth (12-25) Roadmap - Investigate options to provide a Safe Spaces for youth within the region - Facilitate 'Be the Mayor for a Day'	No	Community Development



Service Action	Service Standard	Critical Service	Responsible
	- Develop and deliver Work Experience program in collaboration with the Secondary Schools within the region - Investigate option to reintroduce career expo in the region		
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	
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 Link
– Our Environmental,
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Foundation



Implementing economic development strategies to support future growth opportunities and a diversified and resilient economy showcasing the Barossa rural and regional character.

Legislative
Responsibility

Nil

Strategic Action	Responsible	Due Date	Budget
CS21-1 Commence implementation of agreed outcomes from review of Economic Development services including tourism and event services undertaken in 2023-24 – phase 1 (see CS10-1).	Office of the Mayor and CEO and DCS&BI	June 2025	Op and NI
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			
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



Service Action	Service Standard	Critical Service	Responsible
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
Facilitate Product Knowledge and Training for staff and volunteers	Quarterly training nights and 6-weekly famil program for staff and volunteers	No	Tourism Services



Service Action	Service Standard	Critical Service	Responsible
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 newsletter, 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 - Participate in consultation of various projects and strategies	No	Tourism Services



Operational Plans	Action Reference
Local Economic Development Plan	Strategies – Competitive, Partnerships, Set up for Growth, New Economic Opportunities



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 Link
– Our Environmental,
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Creating a safe and connected community where people have access to sustainable services and service levels and infrastructure they need and feel a sense of belonging.

Legislative
Responsibility Volunteers Protection Act 2001

Strategic Action	Responsible	Due Date	Budget
CS22 – 1 Undertake structural review of Volunteer Service model and delivery service.	Community Development	June 2025	Op
Op = Operational, Cap = Capital, Ext = External Funding, NI = New Initiative			

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



Service Action	Service Standard	Critical Service	Responsible
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

Barossa Bushgardens Strategic Plan (BBSP)

Action Reference

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
– Our Environmental,
Social and
Governance
Foundation



Supporting a sustainable Barossa.

Legislative
Responsibility

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

Strategic Action	Responsible	Due Date	Budget
CS23 – 1 Analyse, negotiate and execute a new waste management contract renew or commence market approach	DCCS	December 2024	Op
Op = Operational, Cap = Capital, Ext = External Funding, NI = New Initiative			

Service Action	Service Standard	Critical Service	Responsible
Output 1 – Waste Collection/Disposal			
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](#)

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[Risk and Safety](#)

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[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

Community Plan Link –
Our Environmental,
Social and
Governance
Foundation



We strive to be a leader in regional Local Government and are committed to delivering effective, efficient, and valued services to the community.

Legislative
Responsibility Nil

Strategic Action	Responsible	Due Date	Budget
BS1 – 1 Continue to implement system, infrastructure, training and other needs to protect Council system and data through implementation of the Cyber Security plan and highlighted investments for 2024-25.	Corporate Services and Business Innovation	June 2025	Op & Cap
Op = Operational, Cap = Capital, Ext = External Funding, NI = New Initiative			

Service Action	Service Standard	Critical Service	Responsible
Output 1 – ICT Service Operations			
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



Service Action	Service Standard	Critical Service	Responsible
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
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	No	Enterprise Technology and Innovation



Service Action	Service Standard	Critical Service	Responsible
	accordance with relevant processes, policies and service standards		
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

Community Plan Link –
Our Environmental,
Social and
Governance
Foundation



We strive to be a leader in regional Local Government and are committed to delivering effective, efficient, and valued services to the community.

Legislative
Responsibility

Nil

Strategic Action	Responsible	Due Date	Budget
BS2-1 Modernise TechnologyOne through implementation of HR and Budgeting Systems	Corporate Services and Business Innovation	June 2025	Op and Cap
Op = Operational, Cap = Capital, Ext = External Funding, NI = New Initiative			

Service Action	Service Standard	Critical Service	Responsible
Output 1 – Continuous Improvement Framework Management			
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



Service Action	Service Standard	Critical Service	Responsible
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.
Community Plan Link – Our Environmental, Social and Governance Foundation	 Our Community Creating a safe and connected community where people have access to reasonable services and infrastructure they need and feel a sense of belonging.  Our Council We strive to be a leader in regional Local Government and are committed to delivering effective, efficient, and valued services to the community.
Legislative Responsibility	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
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			
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



Service Action	Service Standard	Critical Service	Responsible
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
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
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 Link – Our Environmental, Social and Governance Foundation	 We strive to be a leader in regional Local Government and are committed to delivering effective, efficient, and valued services to the community.		
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 Complete Elector Representation Review	Office of Mayor and CEO	March 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	Office of the Mayor and CEO 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 - 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	Yes	Office of the Mayor and CEO Corporate Governance and Information Services Development Services Infrastructure and Environmental Services Community Development Gallery and Creative Industries Financial Services Risk and Safety Health Services



Service Action	Service Standard	Critical Service	Responsible
	- 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		
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	Office of the Mayor and CEO Corporate Governance and Information Services
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	Office of the Mayor and CEO Corporate Governance and Information Services



Service Action	Service Standard	Critical Service	Responsible
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	Office of the Mayor and CEO Corporate Governance and Information Services
Undertake Local Government Election	- Every 4 years - Electoral Commissioner certifies final results by prescribed date	Yes	Office of the Mayor and CEO Corporate Governance and Information Services
Undertake Supplementary Local Government Election	- As required - Electoral Commissioner certifies final results by prescribed date	Yes	Office of the Mayor and CEO 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	Office of the Mayor and CEO
Member support and Registers	- As required - Quarterly updates undertaken and published as required by legislation	No	Office of the Mayor and CEO
Manage invitations for the Mayor and Elected Members to civic events and community functions	- As required - All invitations, registered and replied	No	Office of the Mayor and CEO
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
Community Plan Link – Our Environmental, Social and Governance Foundation	 We strive to be a leader in regional Local Government and are committed to delivering effective, efficient, and valued services to the community.
Legislative Responsibility	Local Government Act 1999 Work Health Safety Act 2012 Return to Work Act 2014

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 – Risk Framework Management			
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



Service Action	Service Standard	Critical Service	Responsible
Output 3 – Insurance and Claims Management			
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



Service Action	Service Standard	Critical Service	Responsible
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 - All new staff receive a WHS induction upon commencement - Contractor WHS induction is provided online at minimum - Performance standards for self-insurance are met	Yes	All
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



Service Action	Service Standard	Critical Service	Responsible
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 - Action Plan progress reports are prepared quarterly and monitored by the Executive Leadership Team	No	All
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 - 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	No	Risk and Safety Infrastructure and Environmental Operations



Service Action	Service Standard	Critical Service	Responsible
	Allocated Officers must ensure that all relevant Chemicals have an associated risk assessment		
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 - 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	Yes	Risk and Safety
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

Community Plan Link
– Our Environmental,
Social and
Governance
Foundation



We strive to be a leader in regional Local Government and are committed to delivering effective, efficient, and valued services to the community.

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 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



Service Action	Service Standard	Critical Service	Responsible
Output 8 – Accounts Payable and Receivable			
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



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)

Community Plan Link –
Our Environmental,
Social and
Governance
Foundation



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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 (carried forward from 2023-24)	Office of the 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 – Governance and Policy Advice			
Provide governance advice – Local Government Act	As required	No	Corporate Governance and Information Services Office of the Mayor and CEO
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	Office of the Mayor and CEO
Output 4 – Legislative Reform			
Implement legislative reform	Reform is implemented within nominated timeframe	Yes	All



Service Action	Service Standard	Critical Service	Responsible
Output 5 – Complaints Management			
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 Office of the Mayor and CEO
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 Office of the Mayor and CEO
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 Office of the Mayor and CEO
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 Office of the Mayor and CEO
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	Office of the Mayor and CEO



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



Service Area

Service Activity

Service Delivery

Community Plan Link
– Our Environmental,
Social and
Governance
Foundation

Legislative
Responsibility

BS8 - GRANTS

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

Internal



Our Council

We strive to be a leader in regional Local Government and are committed to delivering effective, efficient, and valued services to the community.

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 – 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



Service Action	Service Standard	Critical Service	Responsible
Output 2 – Grant Management			
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

Community Plan Link –
Our Environmental,
Social and
Governance
Foundation



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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 Complete automation of policy and process review systems and processes	Corporate Governance and Information Services	June 2025	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



Service Action	Service Standard	Critical Service	Responsible
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 • Emails are forwarded/registered to relevant business unit on the same business day or next business day if received after staffed hours	Yes	Corporate Governance and Information Services
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		
Community Plan Link – Our Environmental, Social and Governance Foundation			
	We strive to be a leader in regional Local Government and are committed to delivering effective, efficient, and valued services to the community.		
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 Implement the agreed 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



Service Action	Service Standard	Critical Service	Responsible
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 - The probationary period is a valuable tool that is utilised maximally through the facilitation of two-way feedback between manager and employee	No	Organisational Culture and People
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



Service Action	Service Standard	Critical Service	Responsible
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 - Instances of bullying and harassment are investigated in a fair and equitable manner in accordance with defined processes	Yes	All
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



Service Action	Service Standard	Critical Service	Responsible
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 - Disbursement checks for compliance with Awards, Enterprise Bargaining Agreements, relevant legislation and taxation - Fortnightly - compliance, deductions, allocations, reporting and payments for superannuation	Yes	Financial Services
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



Service Action	Service Standard	Critical Service	Responsible
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
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



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 – Our Environmental, Social and Governance Foundation	 We strive to be a leader in regional Local Government and are committed to delivering effective, efficient, and valued services to the community.
Legislative Responsibility	Local Government Act 1999

Strategic Action	Responsible	Due Date	Budget
BS11-1 Implement outcomes of 2023-24 review of Contractor and Contract Register requirements and identify new software solution for electronic contract and contractor management	Corporate Services	June 2025	Op
BS11-2 Develop rolling Strategic Forward procurement plan for key areas of spend	Corporate Services	Annually	Op
Op = Operational, Cap = Capital, Ext = External Funding, NI = New Initiative			



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



Service Action	Service Standard	Critical Service	Responsible
Monitor contractors	- Contractors are monitored and formally reviewed/assessed at least quarterly to ensure appropriate performance in delivery of goods, works or services - Contractor monitoring activity is recorded in formal contract monitoring tools	No	All
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

Community Plan Link –
Our Environmental,
Social and
Governance
Foundation



We strive to be a leader in regional Local Government and are committed to delivering effective, efficient, and valued services to the community.

Legislative Responsibility Land and Business (Sale and Conveyancing) Act 1994
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
Output 1 – Rates Management			
Facilitate annual revaluation and forecasting	Annual Process Report to Council	No	Financial Services



Service Action	Service Standard	Critical Service	Responsible
Produce Rate notices	- Quarterly production - Notices provided 30 days prior to payment due date - Mail or email delivery options available to customers - Delivery dates met	No	Financial Services
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
Output 5 – Property searches			
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
Community Plan Link – Our Environmental, Social and Governance Foundation	 Our Community Creating a safe and connected community where people have access to reasonable services and infrastructure they need and feel a sense of belonging.  Our Economy Implementing economic development strategies to support future growth opportunities and a diversified and resilient economy showcasing the Barossa rural and regional character.  Our Environment Supporting a sustainable Barossa.  Our Places Our places and spaces enhance the liveability, unique character and diversity of our communities.





Our Council

We strive to be a leader in regional Local Government and are committed to delivering effective, efficient, and valued services to the community.

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 Implement and embed amendments approved by Council from the review of the Community Plan from 2023-24	Office of the Mayor and CEO	December 2024	Op
BS13-2 Continue to plan for, collaborate and advocate on matters related to the Concordia growth area development aligned with the State program and Council project plan.	Office of the 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 - Strategic and Legislative Planning			
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



Service Action	Service Standard	Critical Service	Responsible
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
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 - o Plan 1 - Council Reserves and Gardens – Developed - o Plan 2 - Council Reserves and Gardens – Undeveloped or with Minor Improvements - o Plan 3 - Recreation Reserves - o Plan 4 - Institutes and Community Halls - o Plan 5 - Car Park Land - o Plan 6 - Cemetery Land - o Plan 7 - Established Trails, Bikeways and Walkways - o 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



Service Action	Service Standard	Critical Service	Responsible
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: - o Barossa Bushgardens Strategic Plan - o Business Continuity Plan - o Communications Strategy - o ICT Strategy - o Live Music Action Plan - o Local Economic Development Plan - o Regional Waste Management Strategy - o Risk Management Plan - o WHS, Risk and IM Action Plan - o Community Development Strategy – Action Plan	No	Infrastructure and Environmental Operations Risk and Safety Communications and Engagement Community Wellbeing Enterprise Technology and Innovation Office of the Mayor and CEO Sustainability Organisational Culture and People



Service Action	Service Standard	Critical Service	Responsible
<i>Output 2 – Strategic and Legislative Reporting</i>			
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 Regulatory Services - Dog and Cat Management Board – annually Development Services - Planning Portal Performance Report – monthly	Yes	Communications and Engagement Finance Services Health Services Regulatory Services Development Services Community Wellbeing



Operational Plans	Action Reference
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



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
3.1	Rewrite and alignment with new Community Plan. Annual review and update.	Council	TBA

Document Reference Number

24/35391



DEBATE REPORT

4.3 CREDIT CARD STATEMENT REVIEW

Author: Chief Executive Officer
24/44625

PURPOSE

To review the credit card statements of the Mayor and CEO.

RECOMMENDATION

That the Audit and Risk Committee, having reviewed the statements, receive, and note the information.

REPORT

As per the recommendation of the External Auditor the statements of the Mayor and CEO since 29 February 2024 to 12 June 2024 are attached and tabled for Audit and Risk Committee review. Any questions can be addressed at the meeting.

As with any expenditure it is incurred with procurement policy and aligned to approved budgets and is no different to purchasing goods and services through other means which is reviewed by the auditors through their testing processes.

ATTACHMENTS OR OTHER SUPPORTING REFERENCES

Attachment 1 Credit Card Statement Summary [↓](#) 

Supporting references

Nil

COMMUNITY PLAN / CORPORATE PLAN / LEGISLATIVE REQUIREMENTS

Community Plan

Corporate Plan

- BS7 Governance - Provision of governance advice and support in the discharge of legislative responsibilities for policy development, delegations and authorisations, internal review of Council decisions, delegations and authorisations, Native Title claims
- BS6 Finance - Transparency and accountability regarding Council activity and expenditure. Provision of organisational performance report (outcomes), activity report (outputs), a range of statutory reporting (e.g. public health, tax, superannuation), financial reporting

Legislative Requirements

Nil

FINANCIAL, RESOURCE AND RISK MANAGEMENT CONSIDERATIONS

Nil

COMMUNITY ENGAGEMENT

Nil

Cardholder first name	Cardholder last name	Transaction date	Transaction type	Supplier	Purpose	Amount	Tax amount	Budget Amount
Martin	McCarthy	13/3/24	Purchase	Wilson Parking	Training and briefing with Norman Waterhouse – Concordia development - parking	9.11	0.83	8.28
Martin	McCarthy	28/3/24	Account Fees	NAB	Monthly account fee	5.50	0.50	5.00
Martin	McCarthy	15/4/24	Purchase	MSY Corporation	Urgent replacement for network switch that failed	2,899.00	263.55	2,635.45
Martin	McCarthy	29/4/24	Account Fees	NAB	Monthly account fee	5.50	0.50	5.00
Martin	McCarthy	27/5/24	Purchase	Trybooking	Attendance of Senior Strategic Advisor to Local Government Growth Councils conference – conference and site visits	1,081.00	98.27	982.73
Martin	McCarthy	28/5/24	Account Fees	NAB	Monthly account fee	5.50	0.50	5.00
Martin	McCarthy	28/5/24	Purchase	Qantas	Attendance of Senior Strategic Advisor to Local Government Growth Councils conference – flights	676.87	61.53	615.34
Martin	McCarthy	31/5/24	Purchase	Pullman Sydney	Attendance of Senior Strategic Advisor to Local Government Growth Councils conference - accommodation	454.95	41.36	413.59
Total						5,137.43	467.04	4,670.39
Michael	Lange	27/3/24		LS Harvest Kitchen	Hosting SACA CEO in area for ongoing discussion about events and showing infrastructure – lunch for 5	444.40	40.40	404.00
Michael	Lange	16/4/24		LS Harvest Kitchen	Hosting Senator Don Farrel in area for ongoing discussion about events, funding, industry challenges and showing infrastructure – lunch for 5	484.80	44.07	440.73
Michael	Lange	8/5/24		Wilson Parking	Parking for SA Festivals and Event Policy Briefing	18.22	1.66	16.56
Michael	Lange	20/5/24		Wholers Café	Coffee meeting with Uncle Quenten Agius	18.95	1.72	17.23
Michael	Lange	23/5/24		Bean addiction	Coffee meeting with The Leader editor and owners	14.70	1.34	13.36
Michael	Lange	24/5/24		Care Park	Parking for LGA ordinary general meeting	16.39	1.49	14.90
Total						997.46	90.68	906.78